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PUBLIC SERVICE INNOVATION THROUGH E-GOVERNMENT: A CASE STUDY OF THE BANDUNG DISTRICT COURT, CLASS 1A SPECIAL

Azka Lina Sani SHABIRA¹, Susi Susanti TINDAON², Achmad SODIK³, Anggi Syahadat HARAHA⁴

^{1,2,3,4}Applied Public Sector Business Administration, STIA LAN Bandung Polytechnic, Indonesia

Corresponding author: Azka Lina Sani Shabira

E-mail: azkashabira12@gmail.com

Abstract:

Digital transformation in the judicial sector represents a key aspect of e-Government implementation, aimed at enhancing the effectiveness, transparency, and accountability of public services. The Supreme Court of the Republic of Indonesia has developed various technology-based innovations, including the Case Tracking Information System (SIPP), e-Court, Integrated Service Center (PTSP) Online, and the Supervisory Information System (SIWAS). The Bandung District Court Class 1A Special, as one of the courts with a high caseload, faces an urgent need to adopt digital service innovations. This study aims to analyze the implementation of e-Government-based public service innovations in the Bandung District Court Class 1A Special. A qualitative approach with descriptive analysis was employed, supported by secondary data from regulations, official Supreme Court reports, and SIPP records of the Bandung District Court. The analysis was carried out using the SWOT-TOWS framework to identify enabling factors, barriers, and opportunities for system development. The findings indicate that e-Government innovations have improved service accessibility, accelerated administrative processes, and strengthened case transparency. However, challenges remain, including limited platform integration, non-real-time data updates, uneven human resource capacity, and low levels of digital literacy among users. The proposed optimization strategies include enhancing system interoperability, providing intensive training for court staff, and strengthening technical regulations to ensure consistent implementation. This study contributes theoretically to the discourse on e-Government-based public service innovation and offers practical recommendations for the Supreme Court and district courts in building more responsive, transparent, and sustainable public services.

Keywords: Public Service Innovation, e-Government, SIPP, e-Court, PTSP Online, SIWAS, SWOT, TOWS.

INTRODUCTION

The advancement of information technology has driven a profound transformation in modern governance. One of its key instruments is e-Government, which serves to enhance bureaucratic efficiency, transparency, and accountability in public service delivery (Osborne & Brown, 2011). In Indonesia, this commitment is reinforced by Presidential Regulation No. 95 of 2018 on the Electronic-Based Government System (SPBE), which encourages the integration of digital services across institutions. Within the judicial sphere, the Supreme Court has responded by developing an electronic court system (e-Court), initially regulated under Supreme Court Regulation No. 3 of 2018 and later revised through Supreme Court Regulation No. 1 of 2019.



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As a law enforcement institution, the judiciary is expected to provide services that are fast, simple, and transparent. In practice, however, high case volumes, limited access to information, and complex administrative procedures often hinder service delivery. To address these challenges, the Supreme Court has introduced various e-Government-based innovations, including the Case Tracking Information System (SIPP), e-Court, Online One-Stop Integrated Services (PTSP Online), and the Supervision Information System (SIWAS). Collectively, these systems are expected to establish a modern, integrated judicial service ecosystem that is more responsive to public needs.

The Bandung District Court Class 1A Special, one of the courts with a particularly heavy caseload, recorded 12,479 submissions in 2024 alone (SIPP PN Bandung, 2025). Nationally, the use of digital services has also increased significantly: cases filed through e-Court rose from 186,987 in 2020 to 410,754 in 2024, while the implementation of e-Litigation has reached nearly 100% (Supreme Court of the Republic of Indonesia, 2024). Nevertheless, implementation challenges persist, such as suboptimal platform integration, non-real-time data updates, as well as limited human resources and public digital literacy.

These conditions highlight a gap between formal policy and practical implementation. For instance, SIWAS continues to face fluctuating numbers of complaints and low resolution rates, while PTSP Online has yet to be fully integrated with SIPP and e-Court, leading to data duplication.

Previous studies on e-Government in the judicial sector have highlighted both its potential and persistent challenges. Research in various developing countries indicates that while digital court systems improve efficiency and accessibility, their success often depends on factors such as institutional capacity, user literacy, and system integration (Alomari et al., 2012; Dandashly & Fadiya, 2021). In Indonesia, existing scholarship has largely examined e-Government from the perspectives of administrative efficiency and transparency, yet few studies have specifically analyzed its implementation within high-volume district courts, where the tension between policy design and practical execution is most visible. This study, therefore, contributes by focusing on the Bandung District Court Class 1A Special as a representative case, emphasizing not only the effectiveness of digital innovations but also the constraints and strategies for optimization.

In response to these issues, this study seeks to analyze the implementation of e-Government-based public service innovations in the Bandung District Court Class 1A Special, focusing on their effectiveness, constraints, and optimization strategies. The findings are expected to enrich scholarly discourse on public service innovation while also offering practical recommendations to enhance the quality of judicial services in Indonesia.

Public Service Innovation. According to LAN RI (2017), public service innovation refers to breakthroughs in service delivery aimed at improving quality, efficiency, affordability, and responsiveness to societal needs. Such innovations may take the form of new approaches in procedures, mechanisms, or the utilization of information technology. Within the public sector, innovation plays a crucial role in addressing increasingly complex citizen demands, particularly with respect to service speed, transparency, and accountability (Kurniawan, 2020).

The New Public Service (NPS) Paradigm. Denhardt and Denhardt (2003) introduced the New Public Service (NPS) paradigm, which emphasizes that public service should be oriented toward the interests of citizens rather than merely bureaucratic goals. The main principles of NPS include: (1) serving citizens, not merely customers; (2) encouraging public participation in decision-making; (3) ensuring accountability and openness; and (4) fostering a government responsive to public aspirations. Within this framework, the adoption of digital technology should not only be viewed as a tool for efficiency, but also as a means of strengthening democratic practices in service delivery.

E-Government in Judicial Services. E-Government is defined as the use of information and communication technology to enhance the effectiveness, efficiency, transparency, and accessibility of public services (World Bank, 2016). In Indonesia, the implementation of e-Government in the judicial sector has been realized through several digital innovations, including:

1. Case Tracking Information System (SIPP), which enables the public to monitor case proceedings online.
2. E-Court, which facilitates electronic case registration, payment of court fees, and delivery of court summons.
3. Online One-Stop Integrated Services (PTSP Online) provides easier access to a wide range of court administrative services.
4. Supervision Information System (SIWAS), which functions as a digital channel for complaints and public-based oversight.

Together, these systems are intended to accelerate service delivery, strengthen transparency, and broaden public access to justice (Sari, 2021).

SWOT and TOWS Analysis. SWOT analysis is a method used to identify internal factors (strengths and weaknesses) as well as external factors (opportunities and threats) within an organization (Rangkuti, 2018). Building on this, the TOWS matrix provides a framework for formulating strategies by combining these factors (Weihrich, 1982). In the context of e-Government-based public services, the application of SWOT and TOWS facilitates a more systematic approach to optimizing digital services, for instance, through strategies such as strengthening digital literacy, integrating systems, and utilizing public oversight channels.

Previous Studies. A number of studies have shown that the implementation of e-Government makes a significant contribution to efficiency, accountability, and transparency in public service delivery. Pratama (2021) found that service digitalization enhances public satisfaction, although it remains constrained by gaps in digital literacy. Lestari (2022) emphasized the need for socialization and assistance programs to ensure that citizens can fully benefit from online judicial services. Meanwhile, Nugroho (2023) highlighted the importance of system integration to prevent data duplication and additional bureaucracy. However, research focusing on public service innovation in the judicial sector that employs SWOT and TOWS analysis remains limited. This study, therefore, seeks to fill this gap.

METHODS

This study adopts a descriptive qualitative design with a case study strategy. The approach was chosen to enable an in-depth understanding of e-Government-based public service innovation at the Bandung District Court Class 1A Special. A qualitative lens is appropriate for exploring processes, dynamics, and meanings that emerge in policy implementation, rather than merely quantifying outputs.

The research site is the Bandung District Court Class 1A Special—one of Indonesia's larger courts (Class 1A Special category) that has implemented a range of digital innovations. The study was conducted from April to October 2022. The stages comprised preparation, data collection, analysis, and report writing.

Informants were selected through purposive sampling based on their roles and involvement in service innovations, complemented by snowball sampling to enrich the data. Six informants participated: the Chief of the District Court, the Registrar (Panitera), the Secretary, the Deputy Registrar (Panitera Muda), a judge, and an officer from the Online One-Stop Integrated Service



(PTSP). All informants were chosen for their direct knowledge of and experience with e-Government implementation in the court.

Data were obtained from primary and secondary sources. Primary data were collected through in-depth interviews, observations of public service processes, and internal documentation. Secondary data were drawn from statutory and regulatory documents, Supreme Court reports, scholarly articles, and documents related to the implementation of applications such as e-Court and the Case Tracking Information System (SIPP).

Data analysis followed Miles and Huberman's (1994) interactive model, comprising data reduction, data display, and conclusion drawing/verification. Analysis proceeded concurrently with data collection, allowing interpretations to develop iteratively and in depth.

To ensure data credibility, the study employed triangulation of sources, methods, and time by comparing findings from interviews, observations, and documents. Member checking was also conducted by seeking informants' confirmation of the researcher's interpretations to align the analysis with field realities.

This study has several limitations. First, its scope is limited to the Bandung District Court Class 1A Special; as such, findings are not broadly generalizable. Second, the focus is on the implementation of digital public services, not on technical aspects of information technology (e.g., software engineering or data security). Third, the research period spans April–October 2022, so policy changes or innovations introduced thereafter are not analyzed.

RESULT AND DISCUSSION

Public Service Innovation. Public service innovation at the Bandung District Court Class 1A Special is manifested through the adoption of various digital systems, including the Case Tracking Information System (SIPP), Online One-Stop Integrated Services (PTSP Online), e-Court, and SIWAS. These services do not entirely replace conventional mechanisms, but rather function as instruments to accelerate, simplify, and expand the reach of legal services electronically.

Based on the findings, these digital innovations can be analyzed through four main indicators. First, in terms of efficiency, online services have streamlined service flows and reduced administrative burdens. Court officials observed that digitalization helps decrease queues at service counters, while users experienced simpler processes, although limitations in system integration and human resource readiness remain.

Second, from the perspective of transparency, digital systems allow the public to access information more openly. SIPP provides public access to case status, PTSP Online clearly outlines service procedures and fees, and SIWAS offers a platform for complaints that can be monitored online. Informants noted that this openness enhances accountability and reduces opportunities for misconduct, though technical challenges and digital literacy gaps still need attention.

Third, regarding accessibility, e-Court and PTSP Online broaden judicial reach by enabling electronic case registration, fee payments, and summons notifications. This convenience benefits users constrained by distance and time. Nevertheless, some users continue to face barriers such as limited internet connectivity and reliance on staff assistance.

Fourth, concerning the impact on service quality, digitalization has generated tangible benefits, including greater certainty in timelines, clearer procedures, and improved professionalism among court staff. Electronically documented services reinforce accountability and reduce the

potential for irregularities. However, technical obstacles and gaps in users' understanding of procedures remain important areas for improvement.

Overall, the implementation of e-Government-based public service innovations at the Bandung District Court Class 1A Special has strengthened efficiency, transparency, accessibility, and service quality. While not entirely free from challenges, this digital transformation reflects significant progress toward a more modern, accountable, and responsive judicial service.

New Public Service (NPS). The New Public Service (NPS) paradigm, introduced by Denhardt and Denhardt (2003), positions citizens not merely as service recipients but as key actors who have the right to be heard, engaged, and served in accordance with their needs. This approach emerged as a corrective to earlier paradigms that emphasized bureaucratic efficiency alone, offering instead a new orientation grounded in collaboration, openness, and a commitment to the public interest.

In the context of the Bandung District Court Class 1A Special, the adoption of digital systems such as SIPP, e-Court, PTSP Online, and SIWAS reflects a shift in service delivery practices—from rigid bureaucratic models toward approaches that are more adaptive and participatory. These innovations are not intended to replace face-to-face interaction entirely but to broaden access options, shorten bureaucratic chains, and create more equitable opportunities for citizens to engage in judicial services.

Digital transformation in the judiciary is not solely about adopting technology; it also entails a change in institutional mindset. Digital systems not only simplify the work of court officials but also foster a more inclusive, transparent, and accessible legal process—available to the public anytime and from anywhere. Thus, the implementation of e-Government in the judiciary represents a concrete manifestation of the NPS spirit: positioning public service as a means of strengthening democracy, accountability, and responsiveness to societal needs.

The application of the NPS paradigm in this study is analyzed through four main aspects:

1. Citizen-Oriented Service. Interview findings indicate that digital services such as SIPP, e-Court, and PTSP Online have provided significant convenience for citizens. Informants from the community reported that they are now able to monitor hearing schedules, access case status, and submit service requests online without the need to appear directly at the court. It reflects the NPS principle of prioritizing citizens' interests as the primary focus of public service.

Nevertheless, the field findings also reveal challenges, particularly for groups with limited digital literacy. Some users reported difficulties when first engaging with the system, highlighting the continued importance of court staff in providing technical guidance. While technology facilitates access, truly citizen-oriented services cannot be separated from the humanistic support provided by judicial personnel.

In this regard, digital services at the Bandung District Court Class 1A Special have opened new avenues for access to justice, yet further efforts are required to ensure that all segments of society—including those less familiar with technology—can benefit equally.

2. Public Participation. Public participation in overseeing court services is facilitated through the Supervisory Information System (SIWAS). This platform enables the public to submit reports, complaints, and suggestions online. Interview findings reveal that SIWAS has functioned as a two-way channel between the institution and the public. Lawyers noted that the system enhances transparency, while members of the public viewed it as an opportunity to voice concerns without navigating cumbersome bureaucratic procedures.



Nevertheless, the overall utilization of SIWAS remains relatively low. Many citizens continue to prefer conveying complaints directly rather than through digital channels. This reluctance is largely attributed to limited outreach efforts and inadequate technical familiarity with the system. Thus, although a participatory space has been established, it has not yet been fully optimized by the public.

This analysis suggests that public participation within the NPS framework is shaped not merely by the availability of technological platforms but also by the institution's ability to foster trust, build emotional closeness, and ensure user comfort.

3. Accountability and Transparency. The principles of accountability and transparency are reflected in service systems that grant the public direct access to case information through the Case Tracking Information System (SIPP) and official court publications. Information on hearing schedules, case status, and verdicts can be accessed online, thereby reducing the potential for discriminatory practices or abuse of authority.

Interview findings indicate that both the public and legal practitioners view this transparency as instrumental in monitoring judicial proceedings. However, weaknesses persist in the area of complaint feedback. Several respondents noted that reports submitted through SIWAS or other digital channels were not always accompanied by notifications or clear updates regarding follow-up actions. This gap can create the perception that the system is not fully transparent.

Thus, while data openness has been effectively implemented, accountability in terms of institutional responsiveness to public reports still requires improvement. Accountability involves not only providing access to information but also demonstrating the institution's commitment to addressing and acting upon public input.

4. Responsive Governance. Responsiveness is one of the key pillars of the New Public Service (NPS), referring to the institution's ability to be attentive, prompt, and adaptive to public needs. Field findings reveal that while digital services at the Bandung District Court Class 1A Special have improved accessibility, responses to technical issues are often hindered by internal bureaucracy. Frontline staff generally make efforts to provide immediate assistance, yet many technical problems must be escalated to the central office, resulting in delays in resolution.

Several lawyers and members of the public expressed frustration over slow follow-ups when errors occurred in the e-Court or SIPP systems, as well as the lack of clear notifications regarding reports submitted through SIWAS. On the other hand, some users reported satisfaction, noting that staff were willing to guide them until they became familiar with the system personally. These contrasting experiences highlight that responsiveness is not determined solely by the efficiency of digital platforms but also by the care and empathy demonstrated by court personnel.

In other words, achieving genuinely responsive governance requires improvements not only in technical infrastructure but also in the design of interactions between service providers and users.

Supporting and Inhibiting Factors in the Implementation of Digital Service Innovations. In implementing e-Government-based public service innovations at the Bandung District Court Class 1A Special, it is not sufficient to examine systems such as SIPP, PTSP Online, e-Court, and SIWAS solely from a technical standpoint. What is more crucial is to observe how these innovations function in practice and to identify the elements that either strengthen or weaken the sustainability of such systems.

The adoption of digital innovations cannot be separated from the broader social and institutional context in which they operate. Therefore, this section summarizes findings from interviews and field observations to highlight two interrelated dimensions: the factors that support the success of innovation, and the obstacles that must still be addressed to ensure the system operates optimally. This approach aims to ensure that any proposed strategies are firmly grounded in actual conditions and can meaningfully respond to contextual challenges. The details of the supporting and inhibiting factors are presented in the following table.

Table 1. Supporting and Inhibiting Factors in the Implementation of Digital Public Service Innovations Based on LAN RI and NPS Dimensions

Theoretical Dimension	Supporting Factors	Inhibiting Factors
Efficiency (LAN RI)	The existence of digital systems (SIPP, e-Court, PTSP Online) accelerates administrative processes. Internal human resources are accustomed to managing the systems.	The persistence of manual work behind digital systems. Technical disruptions and limited server capacity. Suboptimal data integration across systems.
Transparency (LAN RI)	Open access to case information through SIPP and e-Court. The SIWAS system enables electronic-based reporting.	Data are not updated in real time. Lack of system security audits and two-factor authentication. Information is difficult to access for lay users.
Accesibility (LAN RI)	Online services extend accessibility beyond spatial and temporal constraints. Availability of public service computers at the PTSP counters.	Limited digital literacy among the public. System navigation is still perceived as complex. Absence of dedicated assistance for online services.
Impact on Service Quality (LAN RI)	Services are faster and better documented. Enhances efficiency for both advocates and court staff.	Digital system SOPs are not yet fully developed. Staff have not received regular training. Systems often experience errors during high traffic.
Citizen-Oriented Services (NPS)	Systems are designed based on public demand for access to judicial services. SIPP and PTSP Online facilitate access for users from outside the city.	Innovations have not yet addressed vulnerable groups (e.g., the elderly). The system does not sufficiently consider segmented public needs.
Public Participation (NPS)	The public can provide feedback through SIWAS. Some advocates and university students are actively involved in monitoring the system.	Limited opportunities for active participation from the general public. Digital outreach and socialization efforts remain limited and not widespread.

Accountability and Transparency (NPS)	Internal monitoring is facilitated through SIWAS. The public can access court decisions and case status. Several system updates have been made in response to user needs.	Not all information can be accessed promptly. Public reports are not always followed up on transparently. Responses to system disruptions remain inconsistent.
Responsive Governance (NPS)	PTSP Online services address public inquiries.	Not all public reports receive a reply or follow-up action.

Strategies for Optimizing Digital Public Services at the Bandung District Court Class 1A Special (SWOT and TOWS Analysis). Innovative public service delivery requires not only advanced digital systems but also strategies that can effectively respond to real challenges while measurably leveraging existing potential. In this regard, the SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) and the TOWS matrix formulation provide essential tools for designing strategies to optimize digital public services at the Bandung District Court Class 1A Special. It aligns with the research problem addressed in this study, namely, to examine the implementation of digital public services and the factors that influence their success.

As previously elaborated, the public service system at the court has undergone a significant transformation through the adoption of e-Government-based platforms such as SIPP, e-Court, PTSP Online, and SIWAS. These systems have brought positive impacts on work efficiency, information transparency, accessibility of services, and monitoring mechanisms. However, their implementation has also encountered various challenges, including limitations in human resources, infrastructural constraints, and low levels of digital literacy among service users. Therefore, a comprehensive SWOT-based strategy is needed to strengthen existing capacities and opportunities, while simultaneously addressing weaknesses and anticipating potential threats.

In developing the optimization strategy, two main aspects are considered: internal factors (encompassing institutional strengths and weaknesses) and external factors (comprising opportunities and threats from the broader environment). This approach is intended to ensure the sustainable improvement of digital public service delivery and to enable the court to anticipate risks that may arise in the implementation of digital technologies in the judicial context.

The SWOT analysis is constructed based on research findings, interviews with key informants, and the theoretical frameworks discussed in the previous chapters. The identified factors are summarized in Table 2.

Table 2. SWOT Analysis of Digital Public Services at Bandung District Court Class 1A Special

Strength (S)	Implementation of digital systems (SIPP, e-Court, PTSP Online, SIWAS) accelerates legal administrative processes.
	Strong leadership commitment to supporting digital transformation and service innovation.
	Improved staff efficiency through the use of digital platforms.
	Increased transparency through easier access to public information online.
	Availability of standardized digital SOPs to guide service processes.
Weaknesses (W)	Low digital literacy among citizens, especially older users or those unfamiliar with technology.

	Remaining manual processes in service delivery reduce the effectiveness of digitalization. Lack of full integration among services (SIPP, SIWAS, e-Court), resulting in data inconsistencies. Frequent technical issues such as system errors, server downtime, and non-real-time data updates. Lack of digital assistance staff to support citizens in using the system.
Opportunities (O)	National policy support for accelerating e-Government in judicial institutions. Growing public expectations for fast, transparent, and geographically accessible services. Ongoing advancements in information technology are enabling continuous system innovation. Potential collaboration with academic institutions and technology experts to develop more adaptive platforms. Opportunities for strengthening human resources through technology training and capacity building.
Threats (T)	Digital access inequality prevents some users from fully utilizing online systems. Dependence on internet connectivity and digital devices which are not evenly distributed across society. Absence of clear SOPs and rapid-response mechanisms to address system disruptions or technical complaints. Cybersecurity threats and risks of data breaches are not yet systematically anticipated. Resistance to change among some staff or users who are not accustomed to self-service digital systems.

Based on the table above, it is evident that the success of implementing digital public services is not determined solely by technological sophistication, but also by the readiness of human resources, the coordination across institutional levels, and the responsiveness to societal needs. Therefore, the mapped SWOT analysis serves as the foundation for formulating development strategies. The identification of internal and external factors is then processed through the TOWS matrix, which combines each SWOT element to generate four alternative strategies: SO (Strength-Opportunity), WO (Weakness-Opportunity), ST (Strength-Threat), and WT (Weakness-Threat). Through this approach, the resulting strategies not only emphasize leveraging strengths and opportunities but also anticipate weaknesses and threats that may hinder the sustainability of digital public services at the Bandung District Court Class 1A Special.

Table 3. TOWS Matrix of Digital Public Services at the Bandung District Court Class 1A Special

Strength-Opportunity (SO) Strategies	Weakness-Opportunity (WO) Strategies
Add legal education features and public information modules to digital platforms (SIPP, e-Court, SIWAS, PTSP Online) to strengthen service transparency. Utilize the court's official social media channels as a medium for regular digital legal education, making services more accessible to the public.	Develop inclusive digital literacy training programs for both the public and court staff. Add inclusive features to digital services, such as visual/audio guides and simplified language. Activate SIWAS as a two-way evaluative channel, enabling service users to provide complaints, criticisms, and suggestions effectively.

Enhance human resource capacity through adaptive training programs based on the latest technologies and Supreme Court regulations.

Strength-Threat (ST) Strategies

Strengthen cybersecurity across all digital court service systems.

Establish emergency SOPs for digital service disruptions and conduct regular service recovery simulations.

Conduct periodic system evaluations involving both internal and external teams to improve reliability and service quality.

Weakness-Threat (WT) Strategies

Develop backup and recovery policies to anticipate technological disruptions.

Prepare transparent public communication strategies during service interruptions to maintain user trust.

Provide direct assistance by PTSP officers to digitally vulnerable communities.

Based on the results of the TOWS analysis, several strategies can be implemented by the Bandung District Court Class 1A Special:

WO (Weakness-Opportunity) Strategy: Addressing weaknesses by leveraging digitalization opportunities. This strategy is the top priority, as internal weaknesses such as low digital literacy among the public, the lack of integrated SOPs, and limited staff assistance can be resolved by taking advantage of external opportunities, including regulatory support, the national digitalization trend, and the growing public demand for technology-based services. Its implementation includes the development of user-friendly digital service SOPs, digital legal literacy programs, and capacity building for court personnel through continuous training.

SO (Strength-Opportunity) Strategy: Optimizing internal strengths to maximize external opportunities. With digital systems such as SIPP, e-Court, PTSP Online, and SIWAS already in place, the court can integrate these platforms to become more efficient and user-friendly. These internal strengths, combined with national policy support and high public expectations, can help build a service ecosystem that is more transparent, faster, and participatory. An example is the development of a single integrated portal that connects all judicial services in real time.

ST (Strength-Threat) Strategy: Using internal strengths to address external threats. Threats such as low digital literacy, resistance from conventional users, and data security issues can be mitigated through internal strengths in established digital service infrastructure. Strategic steps include strengthening cybersecurity, establishing emergency response mechanisms for system disruptions, and increasing public outreach to build trust and a sense of security in digital systems.

WT (Weakness-Threat) Strategy: Minimizing weaknesses to avoid external threats. This defensive strategy is aimed at closing internal gaps so that they are not exacerbated by external threats. Measures that can be taken include improving data backup systems, drafting emergency service SOPs, expanding internet coverage in service areas, and providing support units for vulnerable groups such as the elderly and digitally inexperienced users.

Thus, the optimization strategies derived from the SWOT and TOWS analysis do not focus solely on technology but also consider human resources, institutional capacity, and public participation. This approach aligns with the principles of New Public Service (NPS), which emphasize that public services must be community-oriented, participatory, accountable, and responsive.

CONCLUSION



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Based on the findings of this study on e-Government-based public service innovation at the Bandung District Court Class 1A Special, analyzed through the theoretical framework of LAN RI and the New Public Service (NPS) paradigm, three main conclusions can be drawn as the answers to the research questions.

First, the implementation of digital public service innovations through SIPP, e-Court, PTSP Online, and SIWAS has brought a positive transformation to legal services at the Bandung District Court Class 1A Special. These four platforms have accelerated case administration, improved access to information, and enhanced public transparency. Nevertheless, the implementation remains uneven in terms of user comprehension. While SIPP and e-Court simplify case tracking and registration, technical challenges persist, such as reliance on internet connectivity and less user-friendly interfaces. PTSP Online has expanded service coverage, yet it is not fully optimized by the public. Meanwhile, SIWAS, as a supervisory and complaint-handling tool, remains relatively unknown and underutilized.

Second, the supporting and inhibiting factors of digital service implementation are closely related to technological infrastructure, human resource capacity, and user participation. Institutional commitment to digitalization, budget allocation, training initiatives, and national regulations promoting e-Government serve as key enabling factors. However, barriers remain, including low digital literacy among users, limited devices and facilitators on site, and incomplete system integration. Additionally, conventional work culture and reliance on manual procedures continue to hinder the full optimization of digital services.

Third, the strategies for optimizing digital services at the Bandung District Court can be formulated through SWOT and TOWS analyses, with the WO (Weakness-Opportunity) strategy prioritized. This strategy is most relevant to addressing internal weaknesses—such as limited system integration and low digital literacy—while leveraging external opportunities, including government policy support and growing public demand for fast and transparent services. Complementary strategies, such as SO (Strength-Opportunity) and ST (Strength-Threat), can also be implemented by maximizing internal strengths and anticipating external risks. These strategies include intensive training, public education campaigns, system upgrades, and greater public engagement in redesigning digital platforms.

Building upon the conclusions, several strategic recommendations can be proposed for the Bandung District Court Class 1A Special and relevant stakeholders to optimize digital public services further.

1. Enhance public digital literacy through continuous education programs, practical tutorials, and direct assistance at PTSP to enable users to operate digital platforms independently.
2. Simplify system interfaces and language, particularly in SIPP and e-Court, making them more accessible for lay users and reducing barriers for non-professional groups.
3. Strengthen system reliability by expanding server capacity, ensuring cross-platform integration (SIPP, e-Court, SIWAS), and establishing responsive, decentralized SOPs for handling technical disruptions.
4. Optimize SIWAS as a participatory platform by conducting extensive public outreach, enabling real-time complaint notifications, and ensuring transparent follow-up on each submission.
5. Develop integrated internal monitoring systems aligned with digital complaint mechanisms so that feedback and public grievances are systematically incorporated into service evaluation.
6. Promote collaboration between judicial institutions, academic institutions, and technology communities to develop adaptive, sustainable digital service solutions.

7. Reinforce a paradigm of empathetic, user-centered service delivery, ensuring that digital innovation is not only a technological advancement but also a manifestation of state presence that is responsive and attentive to society.

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