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PUBLIC SERVICE TRANSFORMATION: THE IMPLEMENTATION OF PTSP IN CLASS 1A OF THE PALU RELIGIOUS COURT

Nursalam Rahmatullah¹, Andini Asmarini²

^{1,2} Faculty of Sharia, Datokarama State Islamic University Palu, Palu, Indonesia

Corresponding author: nursalamrahmatullah@uindatokarama.ac.id

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ABSTRACT

PTSP is an innovation in the bureaucratic system designed to improve efficiency, transparency, and accountability of services to the public. In this case, the Supreme Court, through the Director General of Religious Courts, has stipulated the Director General of Badilag's decree No. 1403.b concerning guidelines for one-stop integrated services in the Religious Courts. Therefore, this study aims to analyze the transformation of public services through implementing One-Stop Integrated Services (PTSP) in Religious Courts, specifically in Palu Religious Court with Class 1A status which should be an example of other Religious Courts with lower classes. The research method used is qualitative with a case study approach. Data were collected through in-depth interviews, observation, and document analysis. The results showed that implementing PTSP in Palu Religious Court Class 1A has brought significant changes in various aspects of public services. Service time has become faster, procedures have become more straightforward, and public satisfaction with services has increased. However, this study also found several obstacles in the implementation of PTSP: first, the infrastructure that is not yet optimal; second, the unavailability of bank officers at any time; and third, the malfunction of the PTSP Online service system due to the need for periodic upgrading and system development.

ABSTRACT

PTSP merupakan sebuah inovasi dalam sistem birokrasi yang dirancang untuk meningkatkan efisiensi, transparansi, dan akuntabilitas pelayanan kepada masyarakat. Dalam hal ini Mahkamah Agung melalui Direktur Jendral Badan Peradilan Agama telah menetapkan surat keputusan Presiden Badilag No. 1403.b tentang pedoman pelayanan terpadu satu pintu di lingkungan peradilan Agama. Maka dari itu penelitian ini bertujuan untuk menganalisis transformasi pelayanan publik melalui implementasi Pelayanan Terpadu Satu Pintu (PTSP) di Pengadilan Agama yang dikhususkan pada Pengadilan Agama Palu yang berstatus Kelas 1A yang seharusnya menjadi contoh dari Pengadilan Agama lain dengan kelas yang lebih rendah. Metode penelitian yang digunakan adalah metode kualitatif dengan pendekatan studi kasus. Data dikumpulkan melalui wawancara mendalam, observasi, dan analisis dokumen. Adapun Hasil penelitian menunjukkan bahwa implementasi PTSP di Pengadilan Agama Palu Kelas 1A telah membawa perubahan signifikan dalam berbagai aspek pelayanan publik. Di antaranya, waktu pelayanan menjadi lebih cepat, prosedur menjadi lebih sederhana, dan kepuasan masyarakat terhadap layanan meningkat. Namun, penelitian ini juga menemukan beberapa kendala dalam penerapan PTSP, pertama, sarana-prasarana yang belum optimal, kedua, tidak tersedianya petugas bank setiap saat, dan ketiga, tidak berfungsinya sistem pelayanan PTSP Online akibat kebutuhan *upgrading* dan *development* sistem secara berkala.

INTRODUCTION

Public services are one of the main pillars in building public trust in government and state institutions. (Riska Chyntia Dewi & Suparno Suparno, 2022) Effective, efficient, and transparent public services are important indicators of good governance. (Susila Wibawa, 2019) In this context, public services are not only about providing services to the community, but also include aspects of accountability and responsiveness. (Sangkala, 2022) However, this is not considered perfect if there is no standard reference in public services that must be met by a government agency. (Widanti, 2022)

Public services that include aspects of accountability and responsiveness are believed to be able to meet the needs and expectations of the community, especially about the provision of public services that are fast and simple, and at a low cost. (Hamdillah, 2023) In addition, public services must also ensure that the rights of each individual are fulfilled optimally without discrimination, especially for people with disabilities. (Adellia Oktavianes et al., 2024; Wiranata & Kristhy, 2022) Thus, quality public services not only contribute to the public interest, but also strengthen the legitimacy and stability of government.

In its development, state institutions that carry out public service tasks carry out policy reforms gradually. These public service reforms are focused on optimizing technology-based information media (Tasya Firdaus et al., 2021; Tri Nugraha, 2018) to ensure that public expectations for good services can be met.

One of the main objectives of public service reform by optimizing the role of technology is to overcome inefficiencies both related to budget management and service procedures to achieve strategic goals that cannot be achieved through the old service system. (Awaliyah Matondang et al., 2024) Many state institutions, including judicial institutions, face major challenges in providing adequate services to the public. (Andiani Munadi Putri et al., 2024; Saputri & Jumiati, 2023; SOPIA et al., 2023) Bureaucratic, unresponsive, uninformative, inefficient procedures, (Abdussamad & Rapanna, 2020) long waiting times, and lack of transparency were common problems. Therefore, reform of the old service system is an urgent need to improve service quality and public trust.

In this case, the Directorate General of Religious Courts has issued a decree containing a policy to update the public service system. (Sk Dirjen Badilag Nomor 1403.b/DjA/SK/OT.01.03/8/2018 Tentang Pedoman Pelayanan Terpadu Satu Pintu Di Lingkungan Peradilan Agama, 2018) This policy aims to harmonise service practices in all religious courts in Indonesia with higher service standards. This move reflects a commitment to deliver more efficient, transparent and accountable services, as well as improve public satisfaction with religious court services.

One of the concrete forms of this public service system reform is the implementation of One Stop Integrated Services (PTSP). PTSP is designed to simplify service procedures by integrating various types of services in one place. With PTSP, people no longer need to move from one counter to another, so that the service process becomes faster and more efficient. PTSP also aims to increase transparency and accountability in public services.

However, the implementation of PTSP in various judicial institutions, including the Religious Courts, is still under development and refinement. In Palu Religious Court Class 1A, for example, although PTSP has been implemented, there are still several challenges that must be overcome to achieve optimal implementation of PTSP as a form of effort to actualise the principle of justice being carried out simply, quickly, at low cost as stated in article 2 paragraph (4) of Law Number 48 of 2009 concerning Judicial Power.

Based on the above explanation, the purpose of this study is to determine the extent of the development of PTSP implementation in Palu Class 1A Religious Court. This research seeks to describe the transformation of the old case administration service into PTSP which is able to improve service quality, in addition, this research also aims to identify the obstacles faced in order

to provide recommendations for better service improvement. Thus, it is hoped that this research can contribute to the development of a better public service system in the future.

This research differs from previous studies that also discuss public service reform. Previous studies generally focus more on theoretical analyses or case studies in other institutions. Meanwhile, this research specifically examines the implementation of PTSP in Palu Class 1A Religious Court.

METHODS

The research method used in this study is a qualitative method with a case study approach. A case study is an in-depth study of an individual, a group, an organization, an activity program, and so on within a certain time to obtain a complete and in-depth description of an entity by generating data which is then analyzed. As with qualitative research data acquisition procedures, case study data is obtained from interviews, observations, and archives. (A. Jussamad, 2021) This approach was chosen to gain an in-depth understanding of implementing the One Stop Integrated Service (PTSP) at the Palu Religious Court Class 1A. Qualitative research allows researchers to explore the dynamics and complexity of change processes occurring in the field. Data were collected through various techniques, including in-depth interviews, participatory observation and document analysis. Interviews were conducted with several key informants, such as court officials or employees directly involved in PTSP services. Participatory observation provided an opportunity for researchers to experience the service process first-hand and identify constraints and best practices. Document analysis involved a review of policies, procedures and reports related to the implementation of PTSP. The data collected was thematically analysed to identify relevant patterns and provide a comprehensive picture of PTSP effectiveness and barriers.

RESULTS AND DISCUSSIONS

PTSP Policy Director General of Religious Courts

The PTSP policy in Religious Courts based on the Decree of the Director General of Religious Courts of the Supreme Court of the Republic of Indonesia Number 1403.b/DJA/SK/OT.01.3/8/2018 is the basis for religious judicial institutions in Indonesia to make transformational efforts in the field of public services.

This cannot be separated from the long history of changes in the public service system within judicial bodies in Indonesia that have been carried out continuously to improve the efficiency and quality of services to the community. Initially, the service system in the judiciary was complex and time-consuming, complicated procedures and slow bureaucracy. This prompted the government to reform in the form of the One Stop Integrated Service (Pelayanan Terpadu Satu Pintu or PTSP), an initiative that aims to integrate various services into one door, so that the public can access services more quickly, simply and at low cost.

State documents, such as Law No. 30/2014 on Government Administration, provide the main foundation for the development of PTSP policies in the judiciary. This law emphasizes the importance of effective and efficient public services, and mandates the establishment of a service system that is orientated towards the interests of the community. In addition, the Decree of the Directorate General of Religious Courts on PTSP policy provides concrete direction for religious courts in implementing higher service standards. These changes focus not only on improving administrative processes, but also on increasing accessibility of information, transparency of decisions, and accountability of judicial institutions to the public. The implementation of PTSP in the judiciary is not only a means to reduce the cost and time required by the public in resolving cases, but also a strategic step to build public trust in a more responsive and reliable justice system.

The policies contained in the decree are as follows:

1) Purpose, principles, and scope

The establishment of PTSP in the religious courts aims to realise a simple, fast and low cost judicial process, through an easy, certain, measurable and corruption-free administrative service process for service users in all administrative services under the authority of the courts in the religious courts. This is done as an effort to maintain the independence and impartiality of the court apparatus.

To ensure that these objectives can be achieved, 7 principles are established in the implementation of PTSP, namely a) integration, b) coordination, c) efficiency, d) effectiveness, e) accessibility, f) transparency, and g) accountability.

2) Service users

The parties entitled to PTSP services are not only limited to the parties directly involved in a court case, but anyone outside the litigants who fulfil the requirements in accordance with the provisions of the legislation have the same opportunity to obtain these services.

3) Implementation of PTSP

In the implementation of PTSP, all employees have the same opportunity to become PTSP officers as long as they have the skills and are considered capable of performing the task. In this case, the President of the Religious Court acts as the director, the Registrar and Secretary act as the person in charge, and all Junior Registrars and Section Heads/Subsection Heads act as PTSP implementers.

The PTSP services are divided into two groups, namely basic and supporting. The main services consist of a) request for information, b) case registration, c) payment of fees, d) delivery of court products, and e) filing of complaints. Meanwhile, the supporting services consist of a) provision of legal aid, b) deposit of court fees, c) purchase of stamps and legalisation, and other supporting services that can be carried out by external service providers consisting of a) posbakum, b) banks, c) PT Pos, and other parties that have officially cooperated with the court.

4) Procedures and service hours

The standardised procedures for the PTSP and each of its services are set by the Court and must be posted in the court service area and on its official website. The PTSP operating hours are following the court's working hours.

5) Location, design and infrastructure

The location of PTSP facilities must be strategic and accessible, located in the same room as the waiting room or at least equipped with a special waiting room that is integrated as much as possible with posbakum services, banks, PT Pos, and services from other external service providers.

The PTSP facilities must be equipped with a) integrated desks, b) chairs for officers and service users, c) computers connected to SIPP and other work-supporting applications, d) printers as well as scanners, e) office stationery, f) telephones, g) register books, journals, expeditions and/or other workbooks, h) brochures, leaflets and/or banners, and i) names and photos of PTSP officers. In addition, to maximize PTSP services, it needs to be supported by other supporting facilities, such as queuing machines, TV media center, and CCTV.

6) PTSP Financing

The establishment and operation of the PTSP which requires costs shall be borne by the budget of each Court. However, if the budget is insufficient, the Court may submit a request for the establishment and operation of the PTSP to the Supreme Court working unit in charge of planning and budgeting.

7) Coaching

To achieve maximum and excellent implementation of PTSP, it is necessary to have guidance. In this case, PTSP guidance at the Court of Appeal is carried out by the Directorate of Administrative Development of Religious Courts, Directorate General of Religious Courts, which includes the following processes: 1) Developing and revising PTSP guidelines, 2) Developing a Road Map for the development and implementation of PTSP, 3) mapping resource needs for PTSP, 5) organizing PTSP training, 6) conducting monitoring and evaluation, 7) collecting and processing data on the implementation of PTSP, and 8) making other efforts to increase the quantity and quality of PTSP. Meanwhile, the development of PTSP in a region is carried out by each Court of Appeal by conducting direct visits and/or by monitoring and communicating through information technology.

8) Evaluation and report

An evaluation of the PTSP must be carried out by judges and magistrates regularly every three months and the results submitted to the head of the court where the evaluation results contain at least: 1) the current condition of PTSP, 2) the expected condition of PTSP and conclusions and recommendations.

The implementation report is made in stages and periodically then submitted to the person in charge of PTSP every 3 months which at least contains: 1) the number of service users, 2) the types of services provided, and 3) constraints faced.

Implementation of PTSP Palu Religious Court Class 1A

The structure and mechanism of the One Stop Integrated Service (PTSP) and its service process in the Religious Courts refer to the Decree of the Directorate General of Religious Courts Number 1403.b which was established in 2018 to improve the efficiency and quality of services to the community. As conveyed by Hj. Rahidah Said, S.Ag., M.H.

PTSP at Palu Religious Court is designed to simplify service procedures by integrating various types of case administration services into one place, so that litigants can take care of various needs/needs related to case administration more quickly and efficiently.

"So if a new person comes or just asks about the requirements, they are directed to the information desk, then if they cannot make a case registration, it is made at Posbakum and then pay at the cashier here, so there is no going out here and there. So it is effective, if compared to the desk system it is far away, then the BSI Bank is available, you can pay here, then if you have paid, you can register in the case registration section, after registering the case, you go home and just wait for the summons. After that, it moves to the trial section if it has processed the appointment of judges of all kinds until the trial administration is complete, then the parties want to take the product, just come again to PTSP. So there is no transaction outside" (Said, 2024)

This is much different from the administration of administrative services before the implementation of PTSP, where the Palu Religious Court still applies the administrative service model with a table I, table II, and table III system. However, after the PTSP service was implemented in a centralized case administration process in a special room with an integrated table system between one service and another, it can minimize the long administrative flow and reduce the potential for gratuities and bribes in court institutions.

The differences in case administration services at the Palu Religious Court Class 1A before and after the implementation of PTSP are as follows:

- a) Before the existence of PTSP, legal aid institutions were separated, and located outside the court premises, while after the PTSP system, legal aid institutions were integrated into one room and named, POSBAKUM (PQS and Legal Aid) which was the result of cooperation between the POS Indonesia office and legal aid providers.

- b) In the PTSP system, case registration is carried out at the registration counter located in the PTSP room, replacing the duties of desk 1.
 - c) After the establishment of the PTSP system in Palu City Religious Court, there is a special information counter for litigants.
 - d) The register service (desk 2) has been eliminated, but integrated at the registration counter. The system is already online-based, so all services that were previously the task of desk 2 are transferred to the SIPP system.
 - e) The PTSP system does not use many service flows, so all activities are easier and faster with a time of 30 minutes per service.
 - f) In PTSP, handling costs are getting cheaper, because everything is integrated in 1 room.
- Thus, the main difference between administrative services before and after PTSP lies in the integration of services into one door, simplification of processes, reduction of costs and time, and increased transparency and clarity in public services.

PTSP Services at Palu City Religious Court

PTSP services provided by Palu Religious Court include (Said, 2024):

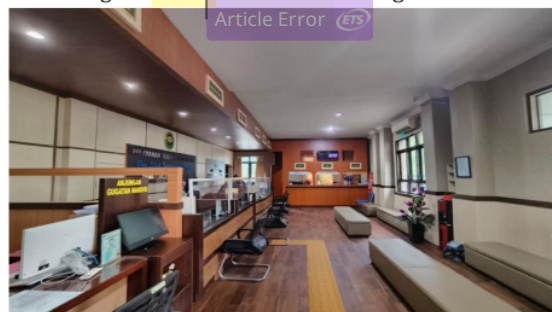
- a) The Information Request Service is tasked with providing information to parties who need guidance on court administration procedures.
- b) Case Registration Service in charge of receiving lawsuits, applications, appeals, cassations, judicial reviews, verdicts, confiscations, and power of attorney.
- c) Fee Payment Service in charge of receiving case fees.
- d) Court Product Delivery Service in charge of serving parties who need court products in the form of divorce certificates and copies of court decisions/decrees.
- e) Complaints Service which is tasked with listening to complaints and grievances of the parties related to court administration services.
- f) E-Court and E-Litigation Corner services to assist parties in the online case registration process.

In addition to the main services above, the Palu Religious Court also has supporting services, including:

- a) Payment services at BSI Bank counters
- b) Postal Services, and
- c) Legal Aid Services whose task is to assist parties who do not know how to make a lawsuit or application letter.

The following is an image of the PTSP service room at the Palu Religious Court.

Image 1. PTSP Room of Palu Religious Court



Source: Religious Court of Palu (2024)

PTSP Supporting Application at Palu City Religious Court

As stated by Rivaldi concerning the PTSP supporting application, the process of registering and deciding cases can be seen through an application called the Case Tracking Information System (SIPP). This application consists of two versions, internal and external. For internal SIPP, it is specifically for internal data that can only be accessed by court employees as PTSP officers. While the external SIPP is intended for service users, both for litigants, and the general public, and to be able to access the SIPP service, the public can visit the SIPP website page of the Palu Religious Court at <https://sipp.pa-palu.go.id>.

In the SIPP website, litigants or the general public can check information related to the statistical number of cases entered at the Palu Religious Court, trial schedules equipped with information on case numbers, courtroom codes, and trial agendas, and there is information related to the list of cases with the remaining unreturned fees. In addition, parties can also directly visit the Palu Religious Court website at <https://www.pa-palu.go.id>. The website contains a wide range of important information needed by litigants, including court procedures, case information, directory of court decisions, self-suit procedures, ghaib calls, divorce certificate validation procedures, case fees, complaint procedures, electronic litigation procedures, post-divorce rights of women and children, and pro bono litigation information services. (Pengadilan Agama Palu, n.d.)

The information service available on the website is an effort by the Religious Court of Palu to answer the demands of the wider community regarding the availability of open access and transparency of judicial institutions as a form of implementation of the Law of the Republic of Indonesia Number 14 of 2008 concerning Public Information Disclosure and KMA Decree Number 1-144/KMA/SK/1/2011 concerning Guidelines for Information Services in Courts.

In addition to the SIPP and e-Court applications, there are still many other supporting applications used by the Palu Religious Court, including (Pengadilan Agama Palu, n.d.):

- a) SIVALDI Application
- b) SIWAS Application
- c) KOMDANAS Application
- d) SIKEP Application
- e) SIMARI Application, and
- f) LPSE Application.

Facilities and Infrastructure Supporting PTSP

To support the implementation of PTSP, the officers and service users are equipped with complete and comfortable facilities, including:

- a) Computer
- b) Printer as well as Scanner
- c) PTSP queuing machine
- d) CCTV
- e) Dispenser, and
- f) Charging area for PTSP service users.

External Institutions Supporting PTSP at Palu Religious Court

In the implementation of PTSP, the Palu Religious Court has attempted to collaborate with external institutions to improve the performance of case administration services by providing legal services and assistance based on the Decree of the Chairman of the Palu Religious Court Number 41/KPA.W19-A1/SK.PL1.1.5/1/2024 concerning the Appointment of the Legal Aid Post (POSBAKUM) at the Palu Religious Court which stipulates that the Cahaya Keadilan CELEBES

Association as a legal aid service provider in 2024. Then access to payment through a special counter for banking institutions, in this case, the Palu Religious Court has collaborated with Bank BSI, as well as Pos Indonesia services which function to facilitate court institutions in terms of delivery and delivery of case information to the parties involved.

Based on the description above, it can be concluded that the implementation of the Decree of the Director General of Religious Courts Number 1403.b has been implemented very well, considering that all aspects of the policy have been implemented, even in the service aspect, there is an e-court corner or e-litigation that has been available in an integrated manner in the PTSP of the Palu Religious Court, which is very helpful for parties who do not understand the procedures for electronic lawyering and the mechanism for using e-court applications in court.

Then this is supported by the results of a public service survey by the Palu Religious Court in the April - May period which obtained results of 3.78 / very good for the public satisfaction index, 3.79 / very good for the service quality perception index, and 3.85 / very good for the anti-corruption perception index with a total of 43 respondents, with details of 13 men and 30 women. (Pengadilan Agama Palu, n.d.)

Constraints and Obstacles in the Implementation of PTSP in Palu Religious Court

Based on Rahidah Said:

"This is the guideline SK Director General Badilag Number 1403.b on PTSP guidelines, it needs to be evaluated continuously so it is possible that there will be changes but it will not be very significant perhaps. It's just that every week an evaluation is held at PTSP, briefings, if necessary should be held twice a week briefing what obstacles are faced, well for now maybe the infrastructure is not yet available". (Said, 2024)

"Then, to make it easier too, we collaborate with the Bank, for now with BSI Bank, there is a separate place with a post. Although sometimes the officers are not on standby, so, there are certain times they standby here". (Said, 2024)

Furthermore, Rivaldi, as the person in charge of the IT field of the Palu Religious Court, conveyed specific obstacles that occurred in the aspect of PTSP supporting applications:

"Now we are electronic too, actually it's been a long time ago, but we still try to always maintain so that the application continues to run smoothly because our technology is always developing, so it is always being improved". (Rivaldi, 2024)

This can also be seen directly on the website of the Palu Religious Court, where the PTSP Online service of the Palu Religious Court cannot be accessed because it is still in the development stage.

Image 2. Online PTSP Website of Palu Religious Court



Source: (Layanan PTSP Online Pengadilan Agama Palu, 2024)

Based on these remarks, it can be concluded that the constraints faced by the Palu Religious Court in implementing PTSP can be categorized into three aspects. First, related to infrastructure, second, the availability of payment service officers at the BSI Bank counter, and

third, about the implementation of online PTSP which sometimes the application requires long-term development to function smoothly so that it cannot be accessed for a certain time while it is still in the development stage.

However, as Rahidah Said said, the person in charge of PTSP always holds weekly briefings, even if necessary, briefings are held twice a week. This aims to identify obstacles faced in the implementation of PTSP so that they can be resolved quickly. Even if there is a delay in the PTSP service process, the Palu Religious Court does not hesitate to provide compensation to the parties who are considered to have been harmed by services that do not run following the established SOP. The form of compensation of Palu Religious Court can be seen in the following figure:

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Image 3. Compensation goods Palu Religious Court



Source: Religious Court of Palu (2024)

Furthermore, related to the availability of officers at the payment counter through BSI Bank. This needs to be a concern of the director and person in charge of PTSP, to make a decision that results in a cooperation agreement between the relevant bank institutions, regarding the readiness of the bank to be able to standby at any time following working hours at the Palu Religious Court.

If the officer is not on standby every day following the working hours of the Palu Religious Court, it can lead to the risk of graft in court. The reason for the one-stop integrated service is to streamline the court administration process in one special room in an integrated manner and to limit the interaction of the judiciary with the litigants to avoid gratuities. (Mudriyanti et al., 2021)

While obstacles related to the periodic deactivation of the PTSP Online application due to the upgrading process which resulted in the application being temporarily inaccessible, are unavoidable, this is due to the nature of information technology which requires periodic updates to function optimally. Therefore, the solution that can be provided is to visit the Palu Religious Court directly to obtain administrative services during the upgrading/development process.

Thus, among the 3 most crucial aspects of the obstacles and barriers to the implementation of PTSP services at the Palu Religious Court, according to the author, is the lack of standby bank officers as an external institution in facilitating the acceptance of case administration payments at the court. So that this can result in the creation of loopholes for certain individuals to make efforts that are classified as acts of gratification.

CONCLUSION

The implementation of One Stop Integrated Service (PTSP) in Palu Religious Court Class 1A has brought significant changes in improving the quality of public services. The implementation of PTSP has succeeded in accelerating the service process, simplifying procedures, and increasing transparency and accountability. This is confirmed by the results of a public service survey by the Palu Religious Court in the April - May period which obtained results

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of 3.78 / very good for the public satisfaction index, 3.79 / very good for the service quality perception index, and 3.85 / very good for the anti-corruption perception index with a total of 43 respondents, with details of 13 men and 30 women.

The obstacles faced by the Palu Religious Court in implementing PTSP are divided into three aspects, first, infrastructure, second, the unavailability of bank officers at any time, and third, the malfunction of the PTSP Online service system due to the need for periodic system upgrading and development. However, among these three issues, the unavailability of bank officers at all times is the most central problem in the implementation of PTSP at the Palu Religious Court, because it can open up space for graft in the court environment due to the administrative process that still requires litigants to leave the PTSP service room to complete the required administrative process. So this needs to be a concern for the director and person in charge of PTSP so that they can make efforts to improve work agreements with external court institutions so that they can contribute optimally.

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