



Digital Mindset In Civil Case Settlement Through Electronic Court (E-Court) In The Era Of Digital Transformation

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ABSTRACT

This study examines the importance of a digital mindset in responding to the challenges of digital transformation in resolving civil cases through E-Court. This study uses normative legal research methods. The results show that law enforcement officers must have digital knowledge, skills, and attitudes to answer the challenges of digital transformation in law enforcement, especially in handling civil cases through E-court. In contrast, the Supreme Court, as the State Judiciary Institution of the Republic of Indonesia, and the Organization of Advocates, as a Professional Organization authorized by law to carry out law enforcement functions, must have a structure, process, climate, or culture that supports digital transformation, as well as the perception that digital technology is a pillar of the organization's strategy. Organizational leaders need to have the characteristics of a digital mindset: have a high curiosity about digital technology, are up-to-date with new technologies, can utilize and use digital technology in every activity, and are willing to accept the challenges presented by digital technology.

ABSTRAK

Penelitian ini mengkaji pentingnya pola pikir digital dalam menjawab tantangan transformasi digital dalam penyelesaian perkara perdata melalui E-Court. Penelitian ini menggunakan metode penelitian hukum normatif. Hasil penelitian menunjukkan bahwa aparat penegak hukum harus memiliki pengetahuan, keterampilan, dan pola pikir digital untuk menjawab tantangan transformasi digital dalam penegakan hukum, khususnya dalam penanganan perkara perdata melalui E-Court. Sebaliknya, Mahkamah Agung, sebagai Lembaga Peradilan Negara Republik Indonesia, dan Organisasi Advokat, sebagai Organisasi Profesi yang diberi kewenangan oleh undang-undang untuk menjalankan fungsi penegakan hukum, harus memiliki struktur, proses, iklim, atau budaya yang mendukung transformasi digital, serta persepsi bahwa teknologi digital merupakan pilar strategi organisasi. Pimpinan organisasi perlu memiliki karakteristik pola pikir digital: memiliki rasa ingin tahu yang tinggi terhadap teknologi digital, mengikuti perkembangan teknologi baru, mampu memanfaatkan dan menggunakan teknologi digital dalam setiap kegiatan, serta bersedia menerima tantangan yang dihadirkan oleh teknologi digital.

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I. INTRODUCTION

Klaus Schwab, a founder and executive chairman of the World Economic Forum, coined the fourth industrial revolution. Individuals move from digital domains and offline realities to connected technologies to enable and manage life. (Xu et al., 2018) Courts in Indonesia are one of the sectors affected by the fourth industrial revolution. Advanced society and technology demand progressive services in the public and private sectors in more modern ways. The advancement of information technology is a challenge for judicial institutions under the Supreme Court, especially in terms of civil procedural law. Courts must uphold the applicable procedural law, but on the other side, are required to be accommodative of the accelerating times and information technology. (Kharlie & Cholil, 2020)

The Supreme Court as an actor of judicial power mandated by the 1945 Constitution of the Republic of Indonesia, tries to answer the demands of an increasingly complex era by creating various innovations. The Supreme Court launched the Case Administration Information System (SIAP) and Case Tracking Information System (SIPP), which initially operated only in

the courts of first instance. Both initiatives are considered to improve judicial efficiency in resolving cases and increase judicial transparency. Based on the success achieved, the Supreme Court initiated a new system called SIPP (Case Tracking Information System) at the appellate level. These three systems were considered quite successful and encouraged the Supreme Court to take another important step by launching an electronic court system called 'e-court,' designed to facilitate litigants. (Setiawan et al., 2021) The factual need for e-court implementation in Indonesia cannot be separated from the social transformation that has occurred in Indonesian society. (Nurjihad & Ariyanto, 2022)

The establishment of e-courts from the perspective of progressive law is an effort of the law itself to adapt to the progress of the times. The establishment of e-court has thus been by the philosophy of progressive law, created by humans and for humans and continuously adapts to modernizing civilization. (Kusumahpraja & Harahap, 2022) E-court is an integral main program that provides several online services. The program reduces the need for litigants to interact face-to-face at the court office. E-court aims to achieve a simple, fast, and cheap adjudication process (Kaimuddin et al., 2021). It can modernize case management in each court by offering various advantages in speed, consistency, accuracy, and reliability. The existence of the e-court will help overcome the typical problems of the justice system in the Supreme Court, namely the slow process of cases, the difficulty of accessing court information, and the need for more integrity of the apparatus on duty. (Iqbal et al., 2019) Sentiadi added that implementing an e-court is a strategy to realize a superior and transparent judiciary. (Sentiadi, 2019)

The International Consortium for Court Excellence (ICCE), Third Edition, agreed in May 2020 (States Court, 2020) on a broad international agreement on ten core values to be applied by courts in carrying out their duties and functions, namely: equality before the law, fairness, impartiality, independence in decision-making, competence, integrity, transparency, accessibility, timeliness, and certainty. All court roles and activities must be performed at the highest level of performance to be considered a court of excellence. The Consortium developed a framework that divides the activity areas and roles into 7 Areas of Court Excellence to simplify the performance assessment process and identify areas for improvement. The 7 Areas of Court Excellence include (States Court, 2020): (a) Drivers, which consist of Court Leadership; (b) Systems & Actors consist of Strategic Court Management, Court Workforce, Court Infrastructure, Proceedings, and Processes; (c) Outcomes include Court User Engagement, Affordable and Accessible Court Service, Public Trust, and Confidence.

Haryadi, representing the Supreme Court of the Republic of Indonesia in the International Consortium of Court Excellence, explained that there are four challenges faced by the Supreme Court in implementing the International Framework for Court Excellence (IFCE), including language barriers, enforcement of court excellence standards during personnel rotation and differences in mindset and court culture, infrastructure, and unqualified personnel. (States Court, 2020) Haryadi further explained that the way to overcome these four challenges is by translating IFCE into Indonesian and integrate it into court quality assurance accreditation, applying court quality assurance accreditation universally to all courts in Indonesia, motivating court staff to attend training with the same mindset and court culture, and optimizing the use of information technology to overcome infrastructure deficiencies.

Based on Haryadi's explanation above, it can be understood that the mindset and culture of the court are one of the challenges faced in the law enforcement process in Indonesia. The court workforce is an important part of the system and the actors that drive the achievement of 'Court Excellence.'

Several studies on e-court implementation in Indonesia have given an unfavorable assessment of the quality of Human Resources (from now on referred to as HR) authorized in civil case settlements through e-court. Some of these studies have been compiled by the author, among others, as follows: Mandovi and Sutrisno, in their research, said that some justice seekers still prefer conventional trials to electronic methods due to network and human resources barriers. (Mandovi, 2022b) Mandovi and Sutrisno, in a different study, said that the problem faced in the Sidoarjo District Court in the scope of human resources is because there are still users who need to be 'technology illiterate. (Mandovi, 2022a) Similar obstacles also occur in Purwokerto District Court, as the results of Nahar's research, which shows that the application of e-court in Purwokerto District Court still experiences several obstacles, one of which is the existence of users who are 'technology illiterate.' (Nahar, 2021)

Ulfanora et al., in their research, said that even though the socialization of PERMA Number 1 of 2019 has been carried out, the participation of justice seekers is still not optimal because not all people are fluent in using technology and information. (Ulfanora et al., 2022) Susanto et al., in their research, said that the e-court system as a form of innovation of the Indonesian Supreme Court to realize the modernization of court administration in Indonesia would face challenges in implementation in the form of bureaucratic services and human resource readiness, both within the Court, as well as the readiness of external resources of advocates and the community. (Susanto et al., 2020) Susanto's opinion is in line with the opinion expressed by Kharlie and Cholil in their research which specifically states that the challenges experienced by internal courts in the implementation of e-court and e-litigation are in the readiness of human resources, facilities and infrastructure, and the mentality of court officials. (Kharlie & Cholil, 2020) Still related to the challenges in e-court implementation, Kurniawan said that the implementation of e-court faces challenges in several aspects, namely in the aspects of legal substance, legal structure, infrastructure, and human resources, as well as legal culture aspects, namely the enthusiasm of justice seekers to use e-court (Kurniawan, 2020).

Advocates' human resources quality in previous studies has received special attention from researchers. Retnaningsih et al. said that the implementation of e-court and e-litigation in State Courts in Indonesia still faces various obstacles caused by the limited ability of Advocates and their principals, human resources in the Court who still need to become accustomed to using e-court and e-litigation. Human resources from the Advocates and the Court have not mastered the technology. (Retnaningsih et al., 2020) Indriani et al. said that the implementation of e-court in Sungguminasa Religious Court, according to the perception of Advocates, has provided many conveniences in lawyering but still experiencing obstacles in the form of the inadequate internet network, e-court system maintenance, and Advocates' inexperience in using IT. There needs to be special training for Advocates who need to be proficient in using IT and training on using the e-court system. (Indriani et al., 2022) Indriani's opinion is in line with the opinion of Pratiwi et al. in their research said that an Advocate must continue to follow developments to meet the needs of a complex society and continue to change from time to time. An Advocate is involved in a continuous learning process (continuous legal education), so they must always learn. Technological sophistication requires Advocates and legal professionals to master information technology, especially in litigation, which has implemented an e-court system. (Pratiwi et al., 2020) Hidayat and Asni, in their research, even said that all Advocates should have mastered IT before the use of e-court was offered. (Hidayat & Asni, 2020) Nasution, in his research, said that it is necessary to prepare and improve the quality of human resources, both from the judges, court facilities, and infrastructure and the justice seekers themselves, namely Advocates and the general public who cannot afford to use Advocate services. (Nasution, 2021) Based on the report of the Supreme Court of the Republic of Indonesia in the International Consortium of Court Excellence and several previous studies that the author has compiled, it can be concluded that the quality of human resources is still an obstacle in implementing civil case settlement through e-court. In contrast, human resources, both from internal and external elements of the court, are an important factor in determining the success of implementing the judicial process to encourage the achievement of 'Court Excellence.'

The author, based on this background, wishes to study and analyze the mindset and character that must be possessed by human resources and organizations that play a role in the process of civil case settlement through e-court based on the theory of 'Digital Mindset' to answer the challenges of digital transformation. The 'Digital Mindset' theory is expected to be a benchmark that can provide an overview of the character and mindset that must be possessed by Law Enforcement Officers and related organizations authorized by law to carry out law enforcement functions. Furthermore, organizational leaders are expected to formulate and implement rules/policies that encourage the realization of the character and mindset of Law Enforcement Officials and related Organizations according to the 'Digital Mindset' theory, in order to be able to answer the challenges of digital transformation in the process of resolving civil cases through e-courts and to achieve 'Excellent Courts.'

II. RESEARCH METHODS

This research is literature research, namely by searching for secondary data through literature studies from various books, laws and regulations, final assignments, papers, law journals, and other materials related to the research. The technique used in library research is documentary study. The legal sources include written legal documents such as legislation and relevant legal

literature. The data obtained from these materials will later be studied and analyzed. The processing of data obtained from this research is carried out in a qualitative way. The data is analyzed by first systematically grouped, connected with the formulation of existing problems based on their accuracy value in order to get a clear picture in the discussion. The data that has been processed is then presented descriptively by describing the research results.

III. RESULTS AND DISCUSSION

About the issue of the quality of human resources that play an important role in the settlement of civil cases through e-courts, the author wants to answer the problem with a normative approach, namely by trying to examine how the mindset and character that must be possessed by human resources and organizations that play a role in the process of civil case settlement through e-courts by using the theory of "Digital Mindset" to answer the challenges of digital transformation.

1. Definition of Digital Mindset

In the study of law, the concept of a digital mindset is highly foreign. The phrase 'digital mindset' is complicated. Benke said that the definition arises because of environmental changes that encourage changes in individual behavior. This shift is the result of digital technology and the digital revolution. Individuals' reliance on technology has substantially altered how they address challenges. Values and standards evolve in societies surrounded by digital technology. In short, digital technology has significantly changed life, changing individual behavior to become 'digital.' (Benke, 2013), Hildebrand, and Beimborn concurred with this viewpoint, stating that digital transformation significantly impacts personal, social, and organizational environments. Individuals, behaviors, and thoughts are crucial in developing digital innovation and implementing digital transformation. 'Digital mindset' in this context is often referred to as an important component. (Hildebrandt & Beimborn, 2021) If associated with the opinion of Hildebran and Beimborn, the author can say that to answer the challenges of digital transformation in the process of civil case settlement through e-court, there needs to be an adjustment from each individual in charge and also an adjustment from the authorized organization, in this case, the Supreme Court and Advocates Organization in Indonesia, because digital transformation does not only change the personal and social environment but also the organization.

A mindset is a predetermined mental attitude acquired via education, experience, and prejudice, according to Mulyadi. A mindset is a manner of evaluating and making judgments about anything based on a particular point of view, mentality, or how we approach things. (Mulyadi, 2007) Mindset, according to Chrisantiana and Sembiring, is a belief within a person to do business or something that is permanent and cannot be changed. (Chrisantiana & Sembiring, 2017) A mindset is a collection of ideas or ways of thinking that impact one's behavior and attitudes, determining one's level of success and future. (Budiman, 2011) According to Dweck, mindset refers to a person's perceptions, beliefs, frames of reference, and attitudes about something, such as their capacity to perform mathematical operations, interact with technology, or acquire a skill. Their mindset influences their attitude toward learning. (Dweck et al., 2014) According to Lankshear and Knobel, who concur with Dweck, the term 'mindset' often refers to the point of view, perspective, or frame of reference that people or groups of people use to experience, interpret, or understand what they encounter as well as how they act in response to that experience. In other words, a person's mindset can unlock or lock down potential. (Allen, 2020)

The existing literature and research on digital mindset still need to be improved. However, Benke has defined a digital mindset as a set of mental knowledge-experience structures formed from living in a digitalized society and recognized and used by individuals to succeed in the digital environment. (Benke, 2013) Then, Tour attempted to define the term 'digital mindset' as a person's presumption about the affordances of technology. This can also be described as a person's perspective of how technology may be used and applied in various circumstances. (Tour, 2015) Solberg et al. defined digital mindset as employees' personally held, general attitudes about personal and situational resources in the context of technology transformation. (Solberg et al., 2020) A person's digital mindset believes in the malleability of comprehending and implementing digital technologies or tools. There are two sorts of digital mindsets: growing digital mindsets and fixed digital mindsets. A growth digital mindset is a person's conviction that technical skills can be improved and taught. A fixed digital mindset,

on the other hand, is the belief that technical capabilities are stable and unlikely to change. (Warholm & Bjerkheim, 2020)

A digital mindset entails more than just knowing how to utilize technology. It is, rather, a set of attitudes and behaviors that allow individuals and organizations to anticipate possibilities. (Kamath, 2019) A digital mindset is important for individuals in a digital workplace. (Kane et al., 2017) Individuals with a digital mindset possess organizational capabilities, such as the ability to fail, to test new ideas, or to be agile and collaborative. (Lipman, 2017), The adoption of organizational structures and procedures that foster collaboration, innovation, knowledge sharing, continuous improvement, agility, and flexibility, as well as the belief among staff that digital technology is a strategic pillar of the company, are some other factors that experts attribute to a digital mindset. (Deloitte, 2017) A digital mindset is thus synonymous with an organizational climate or culture that prioritizes and encourages digital change. According to Allen, a digital mindset is an attitude or conviction that transforming physical goods or processes into digital ones can distinguish them from one another and provide stakeholders with additional benefits (cost, speed, quality, functionality). The digital mindset is related to awareness. People that have a digital mindset do not avoid things they do not understand; instead, they respect their power and think that, if necessary, they can use it to their organization's advantage. (Allen, 2020)

2. Digital Mindset to Respond to Digital Transformation in the Field of Civil Case Settlement

Human resources tasked and authorized by law to carry out the process of civil case settlement through e-court have experienced changes in the work environment that encourage changes in individual behavior. This change is caused by digital technology and the digital revolution. Referring to the opinion of Kane, G. C. et al., a digital mindset is important for individuals to have in a digital workplace (Kane et al., 2017); human resources in charge and authorized by law to carry out the process of civil case settlement through e-court, which consists of human resources in internal courts, as well as human resources in external courts such as advocates and the general public, must have a digital mindset.

The author will further elaborate on the mindset and character that must be possessed by human resources and organizations that play a role in the process of civil case settlement through e-court to answer the challenges of digital transformation as follows. According to Benke, individuals with a digital mindset are flexible and adaptable, possess a broad intellectual curiosity, are eager to learn new things, are passionate about what they do, can think differently than most people, and are at ease with uncertainty. A digital mindset person possesses key abilities for developing and supporting a digital mindset, such as understanding digital knowledge, digital skills, and digital attitudes. (Benke, 2013) Differentiation and integration are digital knowledge ideas. What distinguishes separation from integration is the incorporation of information into practical life. Differentiation involves a broad understanding of ICT, the internet, media, information, and digital literacy. (Jansen et al., 2009) Van Dijk says that digital skills include operational and technical competence and strategic ICT abilities that enable the achievement of more specific professional and educational goals before participating in personal leisure. (van Dijk, 2012) Digital attitudes are effective and are heavily influenced by cognitive, emotional, and behavioral factors. Knowledge of digital technologies, emotions about digital technologies, and application of digital technologies are thus the three key components. (Donat et al., 2009)

Dweck differentiates between non-digital mindset and digital mindset characters. Dweck said that a non-digital mindset leads to a desire to maintain the old and familiar, so non-digital mindset individuals have the following tendencies: a. Lack of curiosity about digital technology, b. Too late to find out about new technology, c. Using digital technology only when necessary, and d. Avoiding the challenges presented by digital technology.

Individuals with a non-digital mindset are uneasy with digital technology and its uncertainty, and they must become more adaptable and accept it. According to Benke, a digital mindset leads to a drive to welcome the new and unfamiliar; hence someone with a digital mindset has the following inclinations (Benke, 2013):

a. Curious about Digital Technology

The key attribute of a digital mindset, according to Mukherji, is interest in emerging technologies and digital technology in general. (Mukherji, 2002) Individuals uninterested in digital technology will overlook the latest developments that can be employed to boost an institution's success. According to Arsenault, leaders who are uninterested in digital

technology and continue to utilize antiquated methods of leadership in a digital world cannot help their institutions succeed. (Arsenault, 2004).

b. Being Up-To-Date with New Technology

Leaders with a digital mindset are passionate about being up-to-date with the latest technology. Leaders with a digital mindset have more time to know everything about innovation. This attitude provides benefits to the institution. Leaders are expected to be able to use their networks to obtain information from numerous sources. The information obtained will define the leader's perspective on utilizing new technologies and impact how innovation is used. Leaders must be aware of the perceived ease of use of technology and be able to weigh both direct and indirect expenses, such as those associated with deploying new technology and preparing staff to utilize it. (Benke, 2013) A leader with a non-digital mindset considers keeping up with new technology unimportant, as it is considered uncertain and unreliable. Learning about the most recent technologies is not a top concern for a non-digital leader because the research process is viewed as a waste of time and resources. (Bessen, 1999)

c. Using Digital Technology to a Limited Extent: Professional, Educational and Recreational Uses of Digital Technology

Digital technology utilization will always be promoted among leaders with a digital mindset. Leaders with a digital mindset think using technology in the home or for leisure activities is just as appropriate as using it professionally. They also believe that it should be utilized for self-improvement and education. A leader with a non-digital mindset, on the other hand, will only utilize technology when necessary. This kind of leader has no interest in technology, finds it unpleasant, and avoids using it at all costs. Van Deursen and van Dijk said that the current gap is about more than access to digital technology but in terms of digital skills. (van Deursen & van Dijk, 2011) Many people have access to digital technology but cannot fully utilize it, as they need more skills.

d. Accepting the Challenges Presented by Digital Technology

Leaders with a digital mindset are adaptable, agile, and at ease with digital technology, including the inherent uncertainties. Leaders with a digital attitude will not be intimidated by difficulties and will be eager to accept any risks. Because they are viewed as safer and less hazardous, issues will be avoided by executives with a non-digital mindset. Leaders with a non-digital mindset will favor completing less complex tasks and not implementing the most recent technologies since, in their eyes, success can be attained the "old-fashioned way."

More than self-adjustment in each individual to have a digital mindset is needed to answer the challenges of digital transformation. As previously explained by Hildebrand and Beimborn, digital transformation causes major changes not only in personal and social environments but also in organizations. (Hildebrandt & Beimborn, 2021) Deloitte then makes a connection between the adoption of organizational structures and procedures that foster collaboration, innovation, knowledge sharing, continuous improvement, agility, and flexibility, as well as the belief among staff members that digital technology is a strategic pillar of the company to explain further the importance of having a digital mindset. (Deloitte, 2017) Having a digital mindset means having an organizational climate or culture that emphasizes the importance of digital transformation and supports digital transformation.

Adjustments to digital transformation in the field of law enforcement must, therefore, also be made by authorized organizations, in this case, the Supreme Court and the Advocates Organization. An organization can establish a system or policy that accommodates solutions/problem-solving for various challenges of changing times by creating a plan or establishing specific policies. The methods and procedures designed are expected to resolve the existing challenges to fulfill the rights of the justice-seeking community. The Supreme Court, for example, has established an e-court and e-litigation system through PERMA No. 1 of 2019 concerning Case Administration and Trial in Court Electronically to answer the challenges of changing times in the digital era in law enforcement. However, there are still some human resource quality constraints in its implementation. The Advocate Organization must also make changes because it is a professional organization that is legally permitted to offer services such as legal advice, assistance, power of attorney, representation, accompaniment, defense, and other legal actions for clients' legal interests. Each leader must make these adjustments to the organization because the running of an organization is highly dependent on its leaders.

The author, based on the description above, concludes that adjustments to digital transformation within the judiciary must be made not only by law enforcement officials inside

and outside the court as individuals but also by organizations authorized by law to carry out law enforcement functions through the process of resolving civil cases through e-courts. Internal human resources in the court and human resources outside the court, in this case, Advocates and their principals must have a digital mindset, namely beliefs, perceptions, ways of thinking, frames of reference, attitudes, awareness, a set of knowledge structures - mental experiences regarding personal and situational resources in the context of technological change / regarding affordability and how digital technology can be applied and utilized in various situations, which are recognized and used by individuals to be successful in the digital environment and allow individuals to foresee possibilities. Human resources who play a role in implementing civil case settlement through e-court must have the following three things: a. Knowledge about ICT, internet, media, information, and digital literacy that can be absorbed in everyday life, b. Skills include media and content, hardware and software, and c. Attitude is in the form of emotions and behavior, such as curiosity about information technology, up-to-date attitude towards new technology, accustomed to using digital technology to a certain extent, and happy attitude towards challenges born from digital technology.

The Supreme Court and Advocate Organization, as institutions authorized by law to carry out law enforcement functions, must have structures, processes, climate, or culture that support digital transformation and the perception that digital technology is a pillar of organizational strategy. Leaders of authorized organizations must have digital mindset characteristics such as a high level of curiosity about digital technology, staying current with new technology, utilizing and using digital technology in all aspects of daily life, and finally, being willing to accept the challenges presented by digital technology. With these characteristics, organizational leaders are expected to be able to create systems and set policies that can answer the challenges of digital transformation, further encourage the realization of an efficient civil case settlement process, clean from corruption, collusion, and nepotism, and able to realize simple, fast and low-cost justice.

IV. CONCLUSION

The 'Digital Mindset' theory is a benchmark that can provide an overview of the character and mindset that must be possessed by Law Enforcement Officials and related organizations authorized by law to carry out law enforcement functions. By knowing the character and mindset of digital, the government as a policy maker and leaders of related organizations can formulate and implement policies that encourage the formation of the character and mindset of human resources as intended to be able to face digital transformation and encourage the achievement of "Excellent Courts." This research shows that Law enforcement officers, as individuals, as well as the Supreme Court and Advocate Organizations, as organizations that play a role in the process of resolving civil cases through e-courts, must have a digital mindset, which includes beliefs, perceptions, ways of thinking, frames of reference, attitudes, awareness, a set of knowledge structures - mental experiences regarding personal and situational resources in the context of technological change/affordability, and how to use them. Law enforcement officers must have digital knowledge, skills, and attitudes to answer the challenges of digital transformation in law enforcement, especially in handling civil cases through e-courts. The Supreme Court and Advocates Organization must have structures, processes, climate, or culture that support digital transformation and collaboration, innovation, various knowledge, continuous improvement, agility, flexibility, and the need for individuals who play a role in it to believe that digital technology is a pillar of organizational strategy. Additional training/education is needed for law enforcement officers and justice seekers to have digital knowledge, skills, and attitudes. As for the Supreme Court and Advocate Organizations, there needs to be a structure, process, climate, or culture that supports digital transformation within the Supreme Court and Advocate Organizations. The existence of a digital culture is expected to foster a digital mindset in law enforcement officials and authorized organizations. The change in mindset and culture in the organization will support collaboration, innovation, various knowledge, continuous improvement, agility, and flexibility in the justice body, which is expected to answer the challenges of digital transformation and encourage the achievement of 'Excellent Courts.' This study has limitations in describing all practical obstacles in the process of civil case settlement through e-courts in all court areas in Indonesia. This research is an initial effort to answer the problem of the civil case settlement process through e-court, which is related to human resources, especially the character and mindset of humans in responding to a technological transformation. However, on the other hand, the problem of implementing civil case settlement through e-court is not only on human resources but also on legal substance, structure,

infrastructure, and cultural aspects. Hopefully, there will be further research that answers the problems of the process of civil case settlement through e-court, which is related to the other factors inhibiting the function of civil case settlement through e-court in facing the challenges of digital transformation.

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