

## CREATING A STANDARDIZED ASSESSMENT FOR COURT ACCREDITATION

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### **Abstract**

The improvement of court's quality has been done through various efforts, one of them is an accreditation program. Before the implementation of internal accreditation policies, the courts under the Supreme Court had used ISO standards to maintain the service quality. Along with the development of judiciary innovations especially the dream toward the great judiciary, the Supreme Court has developed special accreditation standards for each judicial environment. General Court (Badilum) has implemented the Quality Assurance Accreditation (APM) program in 7 assessment areas. Afterward, the Religious Courts (Badilag) in addition to 7 APM areas as in Badilum also applied 9 other assessment standards. Furthermore, the Military and Administration Agency (Badilmiltun) has 7 different accreditation assessment areas with Badilum and Badilag. The problem that will be examined is how to determine the ideal criteria for assessing court accreditation. Given that the ideal accreditation standard is not only improving the quality of court services but also being able to meet the needs and expectations of justice seekers, as indicated by the community satisfaction index. The court accreditation standard used today is the adoption of the International Framework of Court excellent (IFCE) and is adapted to the area of Bureaucratic Reform and the oversight function of the Supreme Court. The method of determining accreditation criteria is done by comparing court accreditation standards that have been used with the SERVQUAL model. The SERVQUAL model is an initial model that appears to measure service quality. The results of the study found that there are still a number of court accreditation assessment standards that represented the dimensions of service quality at SERVQUAL.

*Peningkatan kualitas pengadilan telah dilakukan dengan berbagai upaya, salah satunya adalah melalui program akreditasi. Sebelum diterapkannya kebijakan internal akreditasi, pengadilan-pengadilan yang ada di bawah Mahkamah Agung telah menggunakan standar ISO untuk menjaga kualitas mutu layanannya. Seiring berkembangnya inovasi di bidang peradilan khususnya cita-cita untuk mewujudkan badan peradilan yang agung, Mahkamah Agung telah mengembangkan standar khusus akreditasi untuk masing-masing lingkungan peradilan. Pada satuan kerja Badan Peradilan Umum (Badilum) telah menerapkan program Akreditasi Penjaminan Mutu (APM) dengan 7 area penilaian. Kemudian pada Badan Peradilan Agama (Badilag) selain menerapkan 7 area APM sebagaimana pada Badilum juga diterapkan 9 standar penilaian lainnya. Selanjutnya, pada Badan Peradilan Militer dan Tata Usaha Negara (Badilmiltun) memiliki 7 area penilaian akreditasi yang berbeda dengan Badilum dan Badilag. Permasalahan yang akan dikaji adalah bagaimana menentukan kriteria ideal untuk penilaian akreditasi pengadilan. Mengingat, standar akreditasi yang ideal adalah tidak hanya meningkatkan kualitas layanan pengadilan tetapi juga mampu memenuhi kebutuhan dan harapan masyarakat pencari keadilan yang ditunjukkan melalui indeks kepuasan masyarakat. Standar akreditasi pengadilan yang digunakan saat ini merupakan adopsi dari International Framework of Court excellent (IFCE) dan disesuaikan dengan area Reformasi Birokrasi dan fungsi pengawasan pada Mahkamah Agung. Metode penentuan kriteria akreditasi dilakukan dengan membandingkan standar akreditasi pengadilan yang telah digunakan dengan model SERVQUAL. Model SERVQUAL merupakan model awal yang muncul untuk mengukur kualitas layanan jasa. Hasil penelaahan menemukan bahwa masih standar penilaian akreditasi pengadilan telah mewakili beberapa dimensi-dimensi kualitas layanan pada SERVQUAL.*

**Keywords:** accreditation, court, service quality, SERVQUAL.

## **Introduction**

Courts are one of the government institutions that provide public services to the public, especially in matters of law and justice. The task of the court in providing its services to the community includes receiving, examining, adjudicating and completing every case submitted

with the aim of obtaining justice through a judge's decision.<sup>1</sup> Therefore, in providing services, the court must refer to Law Number 25 of 2009 concerning Public Services. The purpose of the law is to realize good governance in government institutions.

The Supreme Court as a high state institution protecting the four judicial environments has issued policies that are in line with the law on public services. The policy was outlined in the Supreme Court's Decree Number 1-144/KMA/SK/2011 concerning guidelines for information services in the court and Decree Number 026/KMA/SK/II/2012 concerning Judicial Service Standards with the aim of improving public services court.<sup>2</sup> The policy supports bureaucratic reform to support efforts to reform the judiciary aimed at increasing public trust and realizing the Supreme Court as a great judicial body.

The reform of the judiciary was carried out by raising various innovations in the courts under the Supreme Court. One of them is by applying standardization to court services which are manifested in the assessment of court accreditation. At the General Justice Agency (Badilum), the standardization is realized in the Accreditation program Quality Assurance (APM). The program has been going on since 2015. As stated in the Decree of the Director General of the General Judiciary Number 1455/DJU/SK/KU.01/8/2015 and Decree Number 1639/DJU/SK/OT.01.1/9/2015 concerning the Establishment of a Quality Assurance Accreditation Team in court country and high court.<sup>3</sup> The policy was later amended in the Decree of the Director General of the General Judiciary Number 1385a/DJU/SK/OT.01.3/09/2016 concerning Amendments to the Accreditation Team of the General Judicial Quality Assurance Team and Decision of the Director General of the General Judiciary Number 2235/DJU/SK/OT.01.3/12/2017 concerning the Establishment of a Team for Preparation of Practical

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<sup>1</sup> Malik Ibrahim, "Peradilan Satu Atap (the One Roof System) Di Indonesiadan Pengaruhnya Terhadap Peradilan Agama", *Asy-Syir'ah Jurnal Ilmu Syari'ah dan Hukum*, vol. 47, no. 2 (2013), pp. 647–673.

<sup>2</sup> Pusat Studi Hukum dan Kebijakan, *Laporan Baseline Survey Pelayanan Publik Pengadilan* (Jakarta: Pusat Studi Hukum dan Kebijakan, 2013), p. 2.

<sup>3</sup> Mahkamah Agung RI, *Rencana Strategis (Renstra) Mahkamah Agung RI* (Jakarta: Mahkamah Agung RI, 2015), p. 3.

## Guidelines for Accreditation of Quality Assurance of the General Judiciary.<sup>4</sup>

Then at the Religious Courts Agency (Badilag), Quality Assurance Accreditation Certification (SAPM) has been implemented which is basically almost the same as the APM program at Badilum. The policy was implemented after the issuance of the Director General of the Religious Courts Agency Decree Number 2081b/DJA/OT.01.3/SK/10/2018 concerning the Implementation of the Guidelines for Accreditation of Quality Assurance of Religious Courts. Previously, Badilag applied ISO certification to the religious courts. Similarly, the Military Justice and State Administration Agency (Badilmiltun), which previously used ISO to establish court service standards, has now also changed to implementing the Quality Assurance Accreditation (APM) program in military and State Administration (TUN) courts.

What distinguishes the three APM programs implemented by Badilum, Badilag and Badilmiltun are in the assessment area. Table 1 shows the difference in the accreditation assessment area in Badilum, Badilag, and Badilmiltun. Table 1 shows, each work unit applies different standards to assess accreditation at each court in four judicial environments. The APM criteria applied by Badilum were developed based on a combination of implementing bureaucratic reform, supervision standards from the Supreme Court Supervisory Agency and the construction of a court integrity zone.<sup>5</sup> In addition, the APM Badilum also adopted the International Framework for Court Excellent (IFCE). Then in Badilag, the SAPM assessment standard was developed by taking into account the implementation of independent bureaucratic reform, supervision standards of the Supervisory Agency, integrity zones, public information services, One-Stop Integrated Services (PTSP) and the implementation of the Community Satisfaction Survey (SKM).<sup>6</sup>

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<sup>4</sup> Direktorat Jenderal Badan Peradilan Umum, *Pedoman Praktis Pemeliharaan Akreditasi Penjaminan Mutu Badan Peradilan Umum* (Jakarta: Direktorat Jenderal Badan Peradilan Umum, 2018), p. 4.

<sup>5</sup> Mahkamah Agung RI, *Rencana Strategis...*, p. 7.

<sup>6</sup> Tim Akreditasi Penjaminan Mutu Dirjen Badilag MA, *Pedoman Praktis Akreditasi Penjaminan Mutu Badan Peradilan Agama*, (Jakarta: Badan Peradilan Agama, 2018), p. 10.

**Table 1.** Court Accreditation Assessment Area

No.	Badilum <sup>7</sup>	Badilag <sup>8</sup>	Badilmiltun <sup>9</sup>
1.	Leadership	Judicial management	Management of leadership and human resources
2.	Strategic planning	Case administration	Patterns of administrative guidance and control (bindalmin) and case settlement SOPs
3.	Customer focus	Administration of the trial	Court facilities and infrastructure
4.	Document system	General Administration	Management of the Case Search Information System (SIPP) and other IT-based applications
5.	Resource management	Public service	Information desk service and complaint table
6.	Process management	Cash management	Non-Tax State Revenues (PNBP) and fees for settling cases
7.	Performance results	Procurement of goods and services	Providing legal services for the poor
8.		Supervision	
9.		Handling of complaints	

<sup>7</sup> Direktorat Jenderal Badan Peradilan Umum, *Pedoman Praktis...*, p. 17.

<sup>8</sup> Komite Sertifikasi Akreditasi Penjaminan Mutu Dirjen Badilag MA, *Pedoman Standar Sertifikasi Akreditasi Penjaminan Mutu Pengadilan Agama/Mahkamah Syar'iyah*, (Book I) (Jakarta: Dirjen Badilag MA, 2018), p. 1.

<sup>9</sup> Perencanaan\_TI\_pelaporan, Akreditasi PTUN Jakarta 2017, <https://ptun-jakarta.go.id/?p=6819>, accessed on November 6, 2018.

The criterion for evaluating accreditation applied by Badilmiltun is a form of commitment to the implementation of bureaucratic reforms that have 5 foundations, namely: 1) transparency, 2) accountability, 3) responsibility, 4) independence, 5) fairness. The goal to be achieved from the implementation of court accreditation is to increase the capacity and accountability of performance in order to realize the quality and world-class quality services.

Research on the quality of public services and community satisfaction has been carried out. One of them is about the determinants in realizing community satisfaction which consists of: economic value, service and convenience, and the image of service provider organizations.<sup>10</sup> Then in another study, it was also found that the responsiveness of service providers became an important factor as a determinant of the quality of service.<sup>11</sup> In addition, there are also several other dimensions which form the basis of the determinants for producing quality services including, 1) reliability, 2) responsiveness, 3) competence, 4) ease of access, 5) understanding of users, 6) communication, 7) credibility, 8) security, 9) understanding, 10) concrete evidence.<sup>12</sup> Another study also found that the satisfaction of the user community was most influenced by the competence, reliability and how to treat users during the service process.<sup>13</sup> An outline of the important factors for producing quality services and achieving community satisfaction is to realize a conducive organizational culture, focus on community-oriented strategic management, and commitment in providing superior/excellent service.<sup>14</sup>

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<sup>10</sup> Mohammed Al-Ali, Nor Erne Nazira Bazin and Siti Maryam Shamsuddin, "Key Determinants of Customer Satisfaction : Evidence From Malaysia Grocery Stores", *Journal Theoretical and Applied Information Technology*, vol. 74, no. 3 (2015), p. 286.

<sup>11</sup> Robert Johnston, "The Determinants of Service Quality: Satisfiers and Dissatisfiers", *International Journal of Service Industry Management*, vol. 6, no. 5 (1995), p. 53.

<sup>12</sup> A Parasuraman, Valarie A Zeithaml and Leonard L Berry, "A Conceptual Model of Service Quality and Its Implications for Future Research," *The Journal of Marketing*, vol. 49, no. 4 (2016), p. 41.

<sup>13</sup> Anne-mette Sonne, "Determinants of Customer Satisfaction with Professional Services-A Study of Consultant Services", *økonomisk Fiskeriforskning* 9, no. 2 (1992), p. 97.

<sup>14</sup> Đ Suzana and Velida Kijev, "Service Quality As Determinant of Customer Satisfaction", *Economics and Organization*, vol. 9, no. 179066 (2012), p. 311.

Thus, the preparation of accreditation assessment criteria for the three court work unit needs to be further examined to determine the suitability of community expectations and their impact on people's perceptions as court service users. This is because the community as service users has an important role in determining whether the court has provided quality services or not. The hope is that the court accreditation policy that has been established is able to provide court services that are in line with expectations or exceed what users expect to achieve community satisfaction. In this paper, we will examine how the preparation of accreditation assessment criteria in four judicial environments in Indonesia in order to realize court services that are of high quality and ability to provide satisfaction to the community. The problem that will be examined in this paper is how to compile accreditation standard criteria to improve the quality of the court and achieve community satisfaction?

## **Theoretical Basis**

### *Service Standard*

The definition of service standards according to Law Number 25 of 2009 is a benchmark used as a guideline for the implementation of services and references for evaluating service quality as obligations and promises of organizers to the public in the context of quality, fast, easy, affordable and measurable services. In the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 15 of 2014 concerning Service Standards Guidelines mentioning the arrangement of service standards consisting of; 1) type of service, 2) legal basis, 3) requirements, 4) procedures, 5) service time, 6) fees/tariffs, 7) products and 8) complaint management.

The standard of service for the court has been explained as stated in the Decree of the Supreme Court of the Republic of Indonesia Number 026/KMA/SK/II/2012 concerning Judicial Service Standards. Then the policy developed in each of the work units in the Supreme Court specifically in charge of the four judicial environments in Indonesia. The developing policy is court accreditation carried out with a cycle approach "plan- do- check-action" (PDCA). The PDCA cycle helps organizations to ensure that processes are managed with

adequate resources, and opportunities for improvement are determined and implemented.<sup>15</sup>

Before implementing the quality assurance accreditation program, four judicial environments have implemented ISO 9001: 2008 and ISO 9001: 2015. ISO 9001 is a standard management requirement that aims to guarantee the consistency of the management process related to quality in a system. The differences in ISO versions 2008 and 2015 are found in the management quality principles shown in table 2.

**Table 2.** Principles of ISO 9001

No	ISO 9001:2008	ISO 9001:2015
1.	Focus on customers	Focus on customers
2.	Leadership	Leadership
3.	Involvement of people	Involvement of people
4.	Process approach	Process approach
5.	Management system approach	
6.	Continuous repair	Repair
7.	Factual approach to decision making	Proof-based decision making
8.	Mutually beneficial relationships between suppliers	Relationship management

*Source: Purwanggono et al. (2016)*

Over time, the court began to develop standard service criteria that were adjusted to the duties and functions of the court. The standards for improving the quality of court performance were later adopted from the International Framework for Court Excellent (IFCE). In IFCE there are 7 areas for creating court excellent which are divided into lever components, systems and results.<sup>16</sup> Table 3 shows each component on IFCE.

<sup>15</sup> Badan Standardisasi Nasional, *Quality Management Systems—Requirements Sistem Manajemen Mutu—Peryaratan* (Jakarta: BSN, 2015), p. 1.

<sup>16</sup> E. Richardson, P. Spencer, and D. Wexler, “The International Framework for Court Excellence and Therapeutic Jurisprudence: Creating Excellent Court and Enhancing Wellbeing”, *Journal of Judicial Administration*, vol. 25, (2016), p. 148.

**Table 3.** Components of Court Excellent

Push Factor	System and Driving Factors	Result
Management and leadership	Court policy and planning Court resources	User needs and satisfaction Affordable and easily accessible court services
	litigation	Public trust and confidence

*Source: Richardson, et al. (2016)*

The IFCE model consisting of 7 assessment areas is an international innovation project to improve court performance that can have an impact to make it easier for people to obtain justice. The combination of IFCE and bureaucratic reform programs is realized in the implementation of accreditation programs in the four judicial environments that have been ongoing to date.

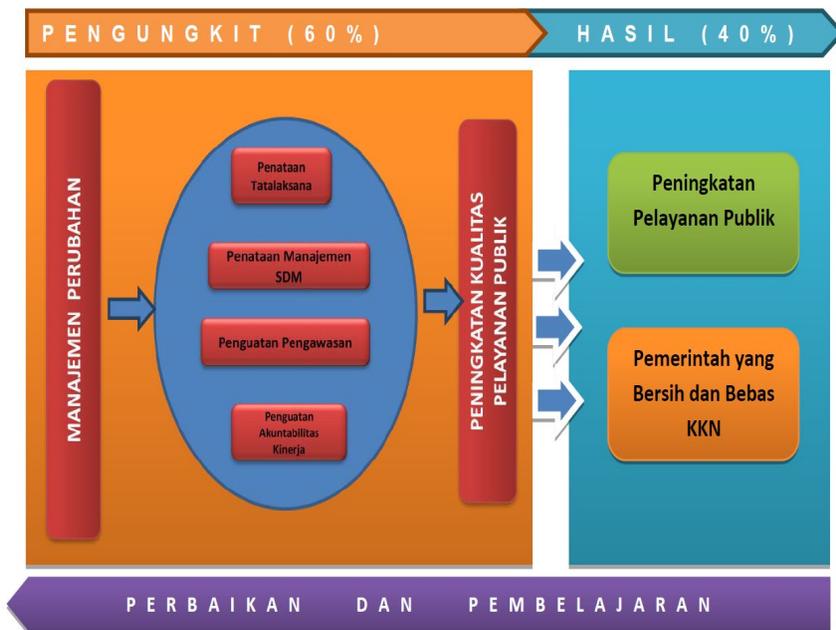
The criteria used for the assessment of court accreditation in the general, religious, military and state administration environment are all integrated with bureaucratic reform towards judicial reform in the Supreme Court. The Supreme Court's bureaucratic reform program which aims to improve the quality of public services include: 1) service standard policy, 2) excellent service culture, 3) complaint management, 4) satisfaction assessment for services, 5) utilization of information technology.<sup>17</sup> The bureaucratic reform program is supported by the supervision standards described in the Chief of the Supreme Court Decree Number 145/KMA/SK/VIII/2007 concerning Implementing Book IV Guidelines for Implementing Supervision in the Courts of Courts. The decree includes explaining the implementation of supervision which consists of: 1) regular supervision, 2) financial supervision, 3) complaint handling.

One program to strengthen supervision on the bureaucratic reform of the Supreme Court is the development of an integrity zone. The implementation of the program refers to regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform (*Permenpan RB*) Number 52 of 2014 concerning Guidelines for the Development of Integrity Zones towards Free Areas of Corruption and Clean and

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<sup>17</sup> Kepaniteraan MA RI, *Road Map Reformasi Birokrasi Mahkamah Agung Republik Indonesia 2015-2019* (Jakarta: Kepaniteraan MA RI, 2015), p. 1.

Serving Bureaucracy Areas within Government Agencies. Figure 1 shows the model of integrity zone development to achieve clean and free government goals of Corruption, Collusion and Nepotism (KKN) and improving the quality of public services.



Source: Permenpan RB Number 52 Year 2014

**Figure 1.** Integrity Zone Development Model

Figure 1 shows that to build an integrity zone there are two components, namely levers with a weight of 60% and results that have a weight of 40%. The lever component and the results are then assessed using indicators that are able to represent each component item. The goal is that these indicators can provide an overview of the achievements that have been made with the impact on the intended target.

### *Service Quality*

Understanding the quality of a product will not be enough to be able to understand the quality of service. The reason is that services have three characteristics, namely: 1) invisible, 2) various variations, 3)

inseparable in each process. Therefore, it must be admitted that the quality of service requires a comprehensive understanding.<sup>18</sup> Some studies have found that:<sup>19</sup> a) quality of service is more difficult for users to evaluate compared to the quality of a product, b) perception about service quality is the result of a comparison between expectations and real services perceived by users, c) quality evaluation is not entirely the result of services but also involves evaluating the process when service delivery takes place.

Providing quality services is highly dependent on the organization's strategy in realizing tangible services that are in line with the expectations of the community as users.<sup>20</sup> Quality of service services has three components, namely:<sup>21</sup> a) technical quality as a result of the quality perceived by users after receiving or interacting with service providers, b) functional quality as a way or treatment of service providers in delivering or serving users, c) the image of the organization becomes an important factor built on the results of technical and functional quality.

The service quality assessment model can be done using the Service Quality (SERVQUAL) method. SERVQUAL method has 10 dimensions, namely: 1) tangible evidence, 2) reliability, 3) responsiveness, 4) communication, 5) credibility, 6) security, 7) competence, 8) documentation, 9) understanding of users, 10) access.<sup>22</sup> Other efforts that can be done to improve service quality can be done by analyzing the level of performance and the level of expectations of the community to obtain services. It is seen from the extent to which the organization is able to provide effective services. The analysis can be done by making a matrix of Importance-Performance Analysis (IPA). Figure 2 shows the quadrant in the IPA matrix.

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<sup>18</sup> Parasuraman, Zeithaml, and Berry, "A Conceptual Model of Service Quality and Its Implications for Future Research", *Journal of Marketing*, vol. 49, no. 4 (1985), p. 41.

<sup>19</sup> Parasuraman, Zeithaml, and Berry, "A Conceptual Model of...", p. 45.

<sup>20</sup> H M G Y J Hennayake, "Impact of Service Quality on Customer Satisfaction of Public Sector Commercial Banks: A Study on Rural Economic Context", *International Journal of Scientific and Research Publications*, vol. 7, no. 2 (2017), p. 156.

<sup>21</sup> Hennayake, "Impact of Service Quality...", p. 160.

<sup>22</sup> A. Parasuraman, Valarie A. Zeithaml, and Leonard L. Berry, "SERVQUAL: A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality", *Journal of Retailing*, vol. 64, no. 1 (1988), p. 12.

Very high  <b>HOPE</b>	Quadrant II “Concentrate here”	Quadrant I “Maintain Good Performance”
	Quadrant III “Low priority”	Quadrant IV “Exaggerating”
Very low	Very low	Very high

**PERFORMANCE**

Source: Martilla and James (1977)<sup>23</sup>

**Figure 2.** Quadrant in the IPA matrix

Explanation of the meaning of the quadrants in Figure 2 is quadrant I (maintain good performance) means that the factors that are considered important for the community in fulfilling their satisfaction when obtaining services are well met by the organization. Thus, organizations must maintain and maintain the performance of customer satisfaction factors in quadrant I. Quadrant II (concentration here) indicates that the organization has not been able to provide maximum performance on the factors that are considered important to meet community satisfaction. Therefore, corrective actions need to be taken as an effort to improve organizational performance. Quadrant III (low priority) indicates that the organization still provides low performance for factors that are considered not too important for fulfilling community satisfaction. Therefore, improving performance on factors in quadrant III is not an organizational priority. Quadrant IV (too much) shows that the organization has given good performance for factors that are considered not too important for fulfilling satisfaction

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<sup>23</sup> John A Martilla and John C James, “Importance-Performance Analysis”, *Journal of Marketing*, vol. 41, no. 1 (2013), p. 77.

with society. Thus, the organization needs to review it to divert resources used in quadrant IV to be utilized in other factors that are considered more important for fulfilling community satisfaction.

### *Public satisfaction*

The measurement of community satisfaction with the performance of government institutions can be done by compiling a survey that refers to the *Permenpan RB* Regulation Number 14 of 2017 concerning Guidelines for Preparing the Community Satisfaction Survey for the Implementation of Public Service Units. This regulation supersedes the previous regulation namely *Permenpan RB* Regulation Number 16 of 2014 concerning Guidelines for the Community Satisfaction Survey on the Implementation of Public Services and the Decree of the Minister of Administrative Reform Number 25 of 2004 concerning General Guidelines for the Preparation of the Community Satisfaction Index (IKM) Service Units of Government Agencies. The reason for replacing this regulation is because the previous IKM preparation technique was considered to still have many weaknesses. Weaknesses of IKM based on *Permenpan RB* Regulation No. 25 of 2004 which found among them is that indicators on IKM better reflect service quality so that they are unable to measure community satisfaction as a whole.<sup>24</sup>

Community satisfaction has 3 important parts, namely: the perceived quality, perceived real value, and community expectations of the product/service.<sup>25</sup> The real quality felt during the service delivery process is expected to achieve community satisfaction. Then the value felt by the community as users of goods/services is the level of fairness of the quality of the costs incurred to obtain a service/service. Furthermore, community expectations can be considered by the organization to improve the quality of service of goods/services offered.<sup>26</sup>

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<sup>24</sup> I Gede Mahatma Yuda Bakti and Sik Sumaedi, *IKM Plus: Teknik Pengukuran Kepuasan Masyarakat Untuk Mendukung Reformasi Birokrasi Instansi Pelayanan Publik* (Jakarta: LIPI Press, 2017), p. 1.

<sup>25</sup> Eugene W. Anderson and Claes Fornell, "The Customer Satisfaction Index as a Leading Indicator", in *Handbook of Services Marketing and Management*, ed. by Teresa A. Swartz and Dawn Iacobucci (California: Sage Publication, 2000), p. 255.

<sup>26</sup> Eugene W. Anderson and Claes Fornell, "The Customer Satisfaction...", p. 257.

The measurement of community satisfaction can be done by calculating the index obtained from the indicators of community satisfaction that are systematically compiled, then known as the abbreviation IKM (Community Satisfaction Index). The measurement of the IKM is a measure of the quality of the goods/services used by the community. For organizations, IKM can be an evaluation tool for the services of goods/services provided to the public. IKM is able to measure well how much the quality of service of goods/services is able to meet community expectations.<sup>27</sup> The community's expectation of the service of goods/services is a reflection of various aspects of the organization's activities in the process of providing services to the community including how the conditions of the environment, facilities and officers are related to when providing services.

### **Badilum Accreditation Program**

The General Justice Agency (Badilum) has implemented a Quality Assurance Accreditation (APM) program since 2015. The assessment criteria in the Quality Assurance Accreditation (APM) program organized by the General Judiciary Agency (Badilum) were adjusted to ISO 9001: 2008 which was later updated to ISO 9001: 2015. The APM program, besides being adjusted to the ISO criteria, is also complemented by the criteria for an Excellent International Framework for Court. The aim to be achieved from this program is to realize the superior/prime Indonesian judicial performance which became known as the Indonesian Court Performance Excellent (ICPE).

The results that have been achieved by APM at this time are the accreditation of 30 high courts and 294 district courts with the acquisition value of accreditation between A/B. This is a remarkable achievement because in 3 years almost all district courts have been accredited (294 out of 352 district courts), even for the high courts all have been accredited (30 high courts).<sup>28</sup> Table 4 shows the differences

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<sup>27</sup> Amanfi JNR Benjamin, *Service Quality and Customer Satisfaction in Public Sector Organizations: A Case Study of the Commission on Human Rights and Administrative Justice* (Kumasi: Institute of Distance Learning, Kwame Nkrumah University of Science and Technology, 2012), p. 5.

<sup>28</sup> Direktorat Jenderal Badan Peradilan Umum, *Pedoman Praktis Pemeliharaan...*, p. 2.

in each criterion of public service standards based on SERVQUAL, ISO 9001, IFCE and APM Badilum models.

Table 4. Criteria for Public Service Standards

No	SERVQUAL	ISO 9001:2015	IFCE	APM Badilum
1.	Tangible	Focus on customers	Court Leadership and Management	Leadership
2.	Reliability	Leadership	Court Planning and Policy	Strategic planning
3.	Responsiveness	Involvement of people	Resources in court	Customer focus
4.	Communication	Process approach	The process of holding a trial	Process management
5.	Credibility	Repair	User needs and satisfaction	Document system
6.	Security	Proof-based decision making	Access to affordable services	Resource management
7.	Competence	Relationship management	Confidence and trust in the court	Performance results
8.	Documentation			
9.	Understanding of users			
10.	Access			

Table 4 reveals that the SERVQUAL model as a result of preliminary research that appears to determine the dimensions of service quality measurement can be the basis for the development of a variety of other quality service quality measurement models that are more specific. For example, it is ISO 9001 which was formed to be able to accommodate assessment of service quality for various organizations that have different fields of focus. The ISO model has been widely used in various organizations including court institutions. Along with developments in the judiciary, an international scale vision emerged to create superior/excellent court performance. This was manifested in the compilation of IFCE as a frame of reference to improve the performance of judicial institutions that could be applied throughout

the world. The Supreme Court's response to this development was by adopting IFCE in the preparation of the Badilum APM criteria to accredit courts in the general court environment.

The criteria for evaluating APM in the general court environment can be explained as follows:

### 1. Leadership

A leader who can inspire and be active in organizational management is very important for the success of the court.<sup>29</sup> The leadership indicators adopted by the Quality Assurance Accreditation Team stem from Peter Senge's thinking about "The Fifth Discipline."<sup>30</sup> The five disciplines include:

a. Personal capacity building as a leader must be willing to always learn and accept changes in his organization based on the demands of society and technology. This will encourage the emergence of creativity and innovation in carrying out their duties.

b. Build mental models through paradigms and mental attitudes according to the standards that develop in the organization. This mental model will develop into integrity to realize a clean bureaucratic character from Corruption, Collusion, and Nepotism (KKN).

c. Building a shared vision by having the same view of the future achieved by the organization..

d. Build team learning because an organization can run well if it is managed together as a team rather than individually.

e. Systematic thinking is based on the perspective of a system as a unit that is interconnected and dependent. Thus, thinking systematically can help see problems in depth to get a real and effective solution.

### 2. Strategic Planning

Strategic planning is a process for the formulation of programs/policies that have been determined by their targets based on the resources they have to allocate long, medium or short term. Strategic planning in quality assurance accreditation is manifested in quality policy indicators and quality objectives.

### 3. Customer Focus

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<sup>29</sup> National Center for State Courts, *The International Framework for Court Excellent* (USA: National Center for State Courts, 2013), available on [www.theirc.org](http://www.theirc.org), accessed on November 6, 2018.

<sup>30</sup> Direktorat Jenderal Badan Peradilan Umum, *Akreditasi Menuju Peradilan Modern*, (Jakarta: Direktorat Jenderal Badan Peradilan Umum, 2018), p. 3.

The customer focus indicator used refers to Law Number 25 of 2009 where service standards must contain: 1) legal basis, 2) mechanism and procedure system, 3) time period, 4) costs and tariffs, 5) service products, 6) service facilities, 7) implementing competencies. The service standard aims to improve court services and public trust in legal institutions.

#### 4. Process Management

Process Management Process management is a series of planning activities and monitoring the performance of a process in carrying out its duties and functions. Process management assessment can be seen in the indicator of the plan-do-check-act (PDCA) cycle. The plan in the cycle includes management responsibilities and resources. Do is interpreted as product realization, check as an analysis of measurement and act as an improvement in process management.

#### 5. Resource Management

Resource management here consists of human resources, infrastructure resources and financial resources.

#### 6. Document System

The documentation system is a recording system of concrete evidence that has been done in accordance with the Standard Operational Procedure (SOP) used. The indicator for this documentation system is the existence of SOP documents, quality manuals, quality procedures, and quality assurance accreditation forms.

#### 7. Performance Results

Performance results emphasize internal supervision and assessment. Supervision is intended to overcome weaknesses and constraints that arise, while internal assessments are intended to ensure the quality management system runs well. The goal to be achieved from the performance results is to gain public trust in the court.

### **Badilag Accreditation Program**

The development of the model of accreditation of religious courts under the Religious Courts (Badilag) began with implementing the ISO standard until the implementation of the Quality Assurance Accreditation Certification (SAPM) policy. The policy is explained in the Decree of the Director General of the Religious Courts (Badilag) Number 2081b/DJA/OT.01.3/SK/10/2018 concerning the Application of Guidelines for Accreditation of Quality Assurance of

Religious Courts. The result of the SAPM is the certification of 335 religious courts throughout Indonesia.

In the Badilag accreditation guideline, the quality of the religious court was assessed by two standards as the adoption of the Badilum APM which was referred to as Indonesian Court Performance Excellent (ICPE) and the development of accreditation standards developed by Badilag itself.<sup>31</sup> The application of these two standards shows that Badilag has more detailed and strict standards in assessing the quality of the courts that are under it. Table 5 shows the comparison of Badilag SAPM criteria to the Supreme Court SERVQUAL and Bureaucratic Reform models.

Table 5 shows that Badilag in the preparation of accreditation criteria for religious courts refers to the reform of the bureaucracy of the Supreme Court and ICPE which is the adoption of IFCE. Some of the court accreditation assessment criteria have represented dimensions of service quality measurement on the SERVQUAL model. For example, the dimension of understanding of the user is represented by the criteria of customer focus, the dimension of responsiveness is represented by the criteria for handling complaints, and so for the other criteria. Accreditation standards developed by Badilag are part of 4 quality manuals and supervisory functions that can be explained as follows:<sup>32</sup>

1. Administration of religious court management

The accreditation standard included in this point is judicial management. In the Book I of the Guidelines for Certification Standards of the Religious Courts/Sharia Court Quality Assurance, judicial management has several criteria: 1) organizational understanding, 2) leadership and commitment, 3) planning, 4) support, 5) documented information, 6) assessment internal, 7) management review, 8) evaluation of user satisfaction, 9) corrective actions, 10) control of inappropriate results.

2. Administration of secretarial religious courts

At this point, it consists of general administration assessment standards, cash management, procurement of goods/services and

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<sup>31</sup> Tim Akreditasi Penjaminan Mutu Dirjen Badilag MA, *Pedoman Praktis...*, p. 13.

<sup>32</sup> Komite Sertifikasi Akreditasi Penjaminan Mutu Dirjen Badilag MA, *Pedoman Standar Sertifikasi...*, p. 13.

complaint handling. The criteria for the assessment are regarding the management of personnel, finance, and IT resources. Each management is then detailed again in a number of indicators that are able to represent all secretarial activities in religious courts.

**Table 5.** Comparison of Criteria for Quality Assessment of Courts in Badilag

No	SERVQUAL	Bureaucratic Reform	SAPM Badilag	
			ICPE	Badilag Standard
1.	Tangible	Change management	Leadership	Judicial management
2.	Reliability	Regulating legislation	Strategic planning	Case administration
3.	Responsiveness	Organizing and strengthening organizations	Customer focus	Administration of the trial
4.	Communication	Governance arrangement	Process management	General Administration
5.	Credibility	Structuring the HR management system	Public service	Cash management
6.	Security	Strengthening accountability	Resource management	Procurement of goods and services
7.	Competence	Strengthening supervision	Performance results	supervision
8.	Documentation	Improving the quality of public services		The handling of complaints
9.	Understanding of users			
10.	Access			

### 3. Registrar's administration of the religious court

The standard of assessment at this point includes case administration and court administration. Indicators for assessment of this standard are made with regard to the various types of services provided to the community. This is because case administration and trials are services that deal directly with the user community in the process of seeking justice.

#### 4. Oversight function

This supervision standard is assessed by compiling several indicators that represent the implementation of supervision. The implementation phase of this supervision consists of determination of objects, preparation, implementation, and preparation of findings, clarification, preparation of results reports, and recommendations and monitoring follow-up.

**Table 6.** Comparison of Court Quality Assessment Criteria at Badilmiltun

No	SERVQUAL	Bureaucratic Reform	Badilmiltun
1.	Tangible	Change management	Management of leadership and human resources
2.	Reliability	Regulating legislation	Patterns of administrative guidance and control ( <i>bindalmin</i> ) and case settlement SOPs
3.	Responsiveness	Organizing and strengthening organizations	Court facilities and infrastructure
4.	Communication	Governance arrangement	Management of the Case Search Information System (SIPP) and other IT-based applications
5.	Credibility	Structuring the HR management system	Information desk service and complaint table
6.	Security	Strengthening accountability	Non-Tax State Revenues (PNBP) and fees for settling cases
7.	Competence	Strengthening supervision	Providing legal services for the poor
8.	Documentation	Improving the quality of public services	
9.	Understanding of users		
10.	Access		

## **Badilmiltun Accreditation Program**

The Military Justice and State Administration Agency (Badilmiltun) has used ISO standards before the adoption of court service accreditation standards that have developed at this time. The results of the accreditation program have accredited 5 military courts from 23 military courts throughout Indonesia. In addition, five state administrative courts have been accredited from 32 appellate and first state administrative courts in Indonesia.

Table 6 shows a comparison of the accreditation criteria at Badilmiltun with the reform of the Supreme Court bureaucracy and the SERVQUAL model. Table 6 shows that Badilmiltun has assessment standards that focus on the application of IT and other services that are directly related to society. Badilmiltun became the last satker to implement an accreditation program for the courts, after being initiated by Badilum and followed by Badilag. Therefore, Badilmiltun does not yet have specific and detailed guidelines relating to the assessment of accreditation in military courts and state administration. Thus, Badilmiltun still needs to study further to determine indicators for each assessment standard.

## **Conclusion**

The policy of implementing court accreditation for 4 judicial environments will be more ideal if it is compiled by taking into account community expectations of court services. The court accreditation assessment standards are expected to be in line with the needs of justice seekers. The aim is that the court not only increases the quality of its services but is also able to provide satisfaction to the community as users. This can be realized if the preparation of accreditation assessment standards still considers the dimensions of service quality in the SERVQUAL model combined with IFCE.

The SERVQUAL model is the basic dimension for determining what standards will be assessed and IFCE plays a role in providing a framework of superior international justice institutions. The merger of the two models was then followed up by conducting a Community Satisfaction Survey (SKM) which already had standards. During this time, in the court there was no standard for implementing SKM in accordance with the accreditation standards of each court environment.

The practice found in the field is the variety of SKM measurement models both simply with coins satisfied/not satisfied and with filling in surveys that are guided by the *Permenpan RB* Regulation Number 14 of 2017.

The compilation of community satisfaction survey standards for users of court services can be started by compiling indicators on each accreditation assessment criteria. Then, after the survey, the data is processed according to the calculation guidelines in the *Permenpan RB* Regulation Number 14 of 2017 and carried out by HR who have competence in this matter. If this can be applied, a court accreditation standard will be achieved that is in line with the expectations of the people as shown in the SKM results. The impact is that the community will increase its trust in the judiciary, and the realization of a great judicial body as the vision of the Supreme Court.

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