

**How to Cite:**

Wiguna, K. G., Larantika, A. A. A. D., & Suacana, I. W. G. (2026). E-Berpadu at Military Court III-14 Denpasar in the path dependency perspective. *Tennessee Research International of Social Sciences*, 8(1), 147–158. Retrieved from <https://triss.org/index.php/journal/article/view/143>

## **E-Berpadu at Military Court III-14 Denpasar in the path dependency perspective**

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**Abstract**---Digital transformation in the judicial sector has become an essential agenda in improving the efficiency, transparency, and accessibility of public services. In Indonesia, the Supreme Court has introduced various digital innovations to modernize case administration, one of which is the Integrated Criminal Case Management System (E-Berpadu). Although this system has been widely implemented in general courts, its application in the military court environment faces institutional and procedural challenges due to the distinctive characteristics of the military justice system. This study aims to analyze the implementation of E-Berpadu in the Military Court III-14 Denpasar using the perspective of path dependency to understand how institutional trajectories influence digital transformation within the military justice system. This research employs a qualitative approach with a case study design. Data were collected through interviews, observation, and document analysis involving judges, registrars, and related legal institutions within the military justice ecosystem. The findings show that the implementation of E-Berpadu is influenced by three main stages of path dependency: critical juncture, self-reinforcing sequence, and adaptive expectation. The COVID-19 pandemic and the digital reform agenda of the Supreme Court functioned as critical junctures that encouraged digital adoption. Subsequently, coordination among military legal institutions reinforced the institutional pathway toward digital case management. However, adaptation remains necessary due to differences between general criminal procedure and military criminal



procedure, resulting in partial utilization of certain system modules. Despite limitations such as limited IT resources, infrastructure gaps, and institutional coordination challenges, the implementation of E-Berpadu has gradually formed a new institutional pathway toward digital-based military judicial administration.

**Keyword**--E-Berpadu, path dependency, digital justice, military court, judicial reform.

## 1. Introduction

Digital transformation in the public sector is one of the important agendas in modern bureaucratic reform. The use of information technology is believed to be able to increase organizational operational efficiency, speed up service processes, and expand public access to public services. In the context of government organizations, the use of information technology not only functions as an administrative tool, but also as an instrument strategic to improve the quality of government governance that is transparent, accountable and responsive to community needs.

The development of digital technology in Indonesia shows an increasing trend. Data from the Indonesian Internet Service Providers Association (APJII) shows that the number of Indonesian internet users in 2024 will reach more than 221 million people or around 79% of the total national population. This condition shows that access to information technology is increasingly widespread and has become part of people's lives. However, various studies show that Indonesia's level of digital competitiveness is still relatively low compared to other countries, so digital transformation in the public sector needs to continue to be strengthened through policy innovation and technology-based service systems. One state institution that is actively encouraging digital transformation is the Supreme Court of the Republic of Indonesia. As the highest judicial institution, the Supreme Court oversees hundreds of court work units spread throughout Indonesia with a very large caseload. The Supreme Court's Annual Report shows that in 2024 the courts of first instance will receive nearly three million cases with a case resolution rate reaching more than 2.8 million cases. The high volume of cases requires innovation in the administration and case management system so that the judicial process can run more effectively and efficiently.

Efforts to modernize the judiciary through the use of information technology have actually been designed in the Blueprint for Supreme Court Reform 2010–2035. The document emphasizes that the modernization of case management must be carried out in stages through the development of a judicial information system, integration of case data and digitization of the judicial administration process. This transformation aims to create a justice system that is transparent, fast and easily accessible to people seeking justice. The momentum for accelerating digital transformation in the justice system has become stronger since the COVID-19 pandemic occurred in 2020. The pandemic has forced various public institutions to change conventional work patterns to digital-based systems in order to minimize physical contact and maintain the continuity of public services. From

an institutional perspective, this condition can be understood as a critical juncture catalyst, namely an important change point that opens up opportunities for structural transformation in a system. In the justice sector, the pandemic has become a catalyst for accelerating the application of information technology in administrative processes and case trials. In order to support this transformation, the Supreme Court is developing various electronic-based justice system innovations. One important innovation is the e-Court system which was introduced in 2018 to support electronic case administration, especially in civil cases. This system allows case registration, payment of case fees, and summons of parties to be done online. Furthermore, the Supreme Court expanded the digitization of the trial process through various regulations governing the administration and trial of criminal cases electronically.

Subsequent developments show that judicial digitalization is not only applied to civil cases but is also starting to be developed in criminal cases through system integration between law enforcement officials. In this context, the Supreme Court introduced the innovation of Electronic Integrated Criminal Files (E-Berpadu) as an integrated platform for criminal case administration that connects various law enforcement institutions in the case handling process. This system aims to increase the efficiency of inter-agency coordination, speed up the exchange of case documents, and strengthen transparency in the criminal justice process. The implementation of E-Berpadu is also starting to be implemented in the military justice environment, which is one of the four judicial environments under the Supreme Court. The military justice has its own characteristics because it handles cases involving military personnel and involves various military law enforcement institutions in the case handling process. Therefore, the implementation of an electronic-based case administration system in the military justice environment faces different dynamics compared to other justice environments. One of the military courts that has begun implementing this innovation is the III-14 Denpasar Military Court.

As part of the national military justice system, this court seeks to integrate the use of E-Berpadu in the administrative process of military criminal cases. However, the implementation of digital innovation in public organizations does not always proceed linearly. The technology adoption process is often influenced by various institutional factors, such as organizational culture, coordination between actors, human resource capacity, and technological infrastructure readiness. From an institutional theory perspective, the dynamics of policy implementation and innovation in public organizations can be explained through the path dependency approach. This theory emphasizes that institutional change is often influenced by past institutional decisions and patterns that shaped certain development paths. Thus, the implementation of innovations such as E-Berpadu is not only influenced by regulations or available technology, but also by the dynamics of interactions between actors, organizational adaptation processes, as well as strengthening institutional pathways that are formed during the implementation process.

Based on this context, it is important to understand how the E-Berpadu innovation is implemented in the military justice environment, especially at the III-14 Denpasar Military Court. This research aims to analyze innovation

implementation actors and identify implementation phases based on path dependency theory. By using a path dependency perspective, this research is expected to provide a more comprehensive understanding of the digital transformation process in the military justice system and its contribution to strengthening more effective and integrated justice governance.

## **2. Conceptual Framework**

Path dependency is an approach in institutional studies which explains that the development of a policy or institution is greatly influenced by decisions and practices formed in the previous period. This concept is widely used to understand why an institution tends to maintain a certain policy pattern even though there are more efficient alternatives. According to Paul Pierson (2000), path dependency emphasizes that initial decisions in an institutional process can create a certain development path which is then difficult to change because of the mechanism of strengthening the path (increasing returns). In this perspective, policy changes do not always take place rationally and linearly, but are influenced by the accumulation of decisions, organizational habits, and interactions between actors that develop within institutions. When a policy has been adopted and implemented repeatedly, it tends to form a stable institutional pattern and creates dependency on previously established paths.

Pierson explained that the sustainability of a policy path is influenced by the mechanism of self-reinforcing processes, namely processes that make a policy choice become stronger over time. In this process, there are several main mechanisms that explain how a policy can survive and develop within an institution. First, learning effects, namely the learning process that occurs when institutional actors become more accustomed to using a particular system or policy. Over time, the experience gained in using these policies makes organizational actors more efficient and competent in operating them. This condition causes institutions to tend to maintain existing policies because they are considered easier than having to switch to a new system.

Second, coordination effects, namely the condition when the more actors use a system or policy, the greater the coordination benefits obtained. In an institutional context, coordination between actors will become more stable when they use the same working mechanisms. This causes policies that have been widely used to become increasingly difficult to replace because changes will disrupt existing coordination patterns.

Third, adaptive expectations, which is a mechanism that occurs when organizational actors have expectations that certain policies or systems will continue to be used in the future. These expectations make actors adapt their behavior and strategies to existing policies, thereby strengthening the sustainability of the policy path. In the context of this research, path dependency theory is used to analyze the dynamics of implementing the E-Berpadu policy in the military justice system. The implementation of digital policies in judicial institutions is not only influenced by the policy design itself, but also by bureaucratic practices, coordination patterns between law enforcement agencies, and organizational experience in adopting information technology.

As part of the military justice system, the Denpasar III-14 Military Court has different institutional characteristics from general courts, especially in terms of command structure, coordination between military law enforcement actors, and case administration mechanisms. This condition causes the implementation of digital systems such as E-Berpadu not only to depend on technological aspects, but also to be influenced by previously established institutional pathways. Through a path dependency approach, this research seeks to explain how the E-Berpadu implementation process develops within the dynamics of military justice institutions. The analysis focuses on how the experience of using the system, coordination patterns between actors, organizational expectations influence the sustainability and strengthening of the implementation of the system. Thus, this approach allows researchers to understand not only the success or obstacles of policy implementation, but also the institutional processes that shape the dynamics of policy implementation.

Based on this framework, this research uses four main dimensions of path dependency as an analysis tool, namely learning effects, coordination effects, adaptive expectations. These three dimensions are used to explain how the E-Berpadu policy developed and strengthened in institutional practice at the III-14 Denpasar Military Court. By using this approach, it is hoped that research can provide a more comprehensive understanding of the dynamics of digital policy implementation in military justice institutions, as well as explain how institutional processes can shape the sustainability of a policy in judicial bureaucratic practices.

### **3. Method**

This research uses a qualitative approach with an exploratory research design to understand in depth the dynamics of implementing the E-Berpadu system innovation in the military justice environment. A qualitative approach was chosen because this research aims to explore the meaning, experiences and perspectives of the actors involved in policy implementation, so as to be able to explain the institutional processes that occur contextually. The research location was carried out in the military justice environment involved in the implementation of the E-Berpadu system, with the main focus on the III-14 Denpasar Military Court as a work unit that uses the system at the work unit level. To understand the dynamics of implementation more comprehensively, this research also considers the relationship with the broader military justice coordination structure, including military justice technical development institutions within the Supreme Court of the Republic of Indonesia.

The data sources in this research consist of primary data and secondary data. Primary data was obtained through in-depth interviews with informants selected using purposive sampling techniques, namely individuals who have knowledge, experience and direct involvement in the implementation of E-Berpadu. Research informants include leadership elements, military judges, clerkship officers, system operators and related parties who play a role in the electronic-based military criminal case administration process. Secondary data was obtained through documentation studies of various sources, such as regulations, technical guidelines, institutional reports, and policy documents related to the

implementation of the E-Berpadu system within the Military Court III-14 Denpasar.

#### **4. Results and Discussion**

As an innovation developed by the Supreme Court of the Republic of Indonesia, E-Berpadu is an innovation that is mandatory for the work units under it, including the Military Court III-14 Denpasar. The process and dynamics of implementing E-Berpadu at the Denpasar III-14 Military Court is very interesting to observe because in its implementation the work unit must synergize and collaborate with other units under the auspices of the TNI Headquarters which have different habits and organizational patterns in responding to changes and digital transformation in the administrative management of criminal cases.

In the implementation of E-Berpadu in Military Courts and the process of adapting the case administration system, there are many actors who are related to each other with their respective tendencies. The Supreme Court and the Indonesian National Army are the main actors in the dynamics that occur. In the practical execution order there are actors: Judge, Registrar, Substitute Registrar, Military Investigator, Military Prosecutor and commander who is fully responsible for managing soldiers. The initial dynamic pattern that is formed is an instructive pattern in the form of top down regulations which are articulated into action by the work units at the bottom unit.

The Head of Military Court III-14 Denpasar as the Supreme Court's presentation played a role in making efforts so that the implementation of E-Berpadu could be carried out using an internal and external approach. As the main actor, Head of Military Court III-14 Denpasar states that the dynamics at the bottom level lie in the differences in initial perceptions of the MA innovation that will be implemented by internal and external actors.

Risk management continues to be carried out so that the dynamics occurring in the field will not have an accumulative impact on delays in the implementation of E-Berpadu innovation later. In fact, the clause to ensure that the implementation of E-Berpadu will be mutually reinforcing and not harm the parties is contained in the Memorandum of Understanding signed by the Chief Justice of the Supreme Court and the TNI Commander who acts as the main actor.

The existence of this Memorandum of Understanding can actually reduce the dynamics of resistance that can occur in lower units as implementers. Actors in the field do not seem to be able to understand the whole, so it is found that there are sectoral egos who think that the implementation of E-Berpadu is not binding on units outside the Supreme Court.

The inequality of facilities of the actors involved contributes to the bottleneck blocking the shared vision of the actors interacting in the case administration ecosystem in the jurisdiction of the Military Court III-14 Denpasar. This tug-of-war between interests and perceptions creates a position for the implementation of E-Berpadu which has actually reached an agreement at the main actor level, but is experiencing a sectoral ego dilemma in the implementation of work units.

In Pierson's (2000) understanding, as part of the self-reinforcement stage, the Head of Military Court III-14 Denpasar carries out a coordination effect with the heads of the actors involved to equalize vision and perception regarding the application of E-Berpadu in the administration of criminal cases.

The dynamics that occur among actors within the jurisdiction of the III-14 Denpasar Military Court, such as the tug-of-war of interests, sectoral egos and differences in viewpoints, are interpreted by the Registrar of the Denpasar III-14 Military Court as a result of the absence of punishment or penalties for non-implementation of E-Berpadu by external actors such as investigators and military prosecutors. With a constructive and synergistic approach, the internal actors of Dilmil III-14 Denpasar took a persuasive and intensive approach so that all actors involved had a unified understanding to implement E-Berpadu fully and comprehensively.

In phase 1, the mandate from the blueprint of the Supreme Court of the Republic of Indonesia ordered the transformation of case administration into a critical intersection that required a change in the path towards digitalization with the use of information technology. Furthermore, the COVID-19 pandemic was said to be the trigger or catalyst for accelerating the use of information technology for the criminal case administration process in all judicial environments, including at the Military Court III-14 Denpasar. In realizing this pathway change effort, there is a legal-judicial basis that was formed after the plan to accelerate the use of E-Berpadu as an innovative instrument for digitizing case files. This condition is a critical intersection so that within the ranks of the Military Court III-14 Denpasar work unit is carrying out the stage of creating a new path (path creation) with a Top-Down Policy which appears in phase 1 of the critical intersection.

The conditions that can be analyzed from the results of the research findings are the Learning Effect stage in the implementation of E-Berpadu at the Military Court III-14 Denpasar. This process took a long time because the conventional method was initially felt to be the most appropriate and stable method to be implemented by APH such as the Military Police of the Army, Navy, Air Force and the Military Prosecutor's Office which was directly related to the transfer of case files. However, with the existence of a formal legal basis such as a Memorandum of Understanding between the Chief Justice of the Supreme Court and the TNI Commander, the Learning Effect stage must be adjusted to the decision of the highest leadership to implement E-Berpadu. With the command culture of the work units under the TNI Headquarters, the Learning Effect initiated by the Denpasar III-14 Military Court was realized by carrying out several intensive socializations, personnel assistance and simulations of the electronic transfer of case files between officers in charge of the process of transferring criminal cases in the jurisdiction of the III-14 Denpasar Military Court. The focus of this stage is the readiness of human resources to implement the E-Berpadu innovation, which is an innovation of the Indonesian Supreme Court. The formation of understanding through intensive learning patterns means that the path formed tends to support the formation of new paths with typical adjustments to the military criminal procedural law which is the basis for the administration of criminal cases in the ranks of the military judiciary.

The second stage is the Coordination Effect which emphasizes coordination between variables or agencies involved in implementing the new administrative system. In this case, the parties included in the ecosystem for resolving military criminal cases are the Military Police of the three forces, the Military Prosecutor's Office, Ankum, Papera and the Military Court as the domain of case examiners and adjudicators. Pierson (2000) states that changes in efforts to form new pathways or strengthen old pathways depend on the actors involved in the pathways that have been formed. The implementation of digitalization of criminal case files is not an individual change, but a collective change and influences attitudes and patterns of interaction between organizations. As stated in the Memorandum of Understanding of the Main Military Court, the Military Court of first instance is the initiator and pioneer in implementing E-Berpadu at the lower level. In this way, the Denpasar III-14 Military Court acts as a guide and initiator of coordination between the legal ecosystem in the Bali and NTB regions. Like the findings of this research, the Registrar in carrying out outreach also builds good relationships to form coordination in efforts to delegate cases electronically. The coordination carried out can be in the form of strengthening understanding of the application stages, submission and delegation stages by each military legal unit. This stage is a critical-synergistic stage with the previous learning effect because if understanding and coordination have been formed well and clearly, then implementing and forming new paths is easier to do. The legal-formal basis of the top units plays a big role in facilitating understanding and coordination of the lower level units, especially in the jurisdiction of the Military Court III-14 Denpasar.

The third stage of the path formation process according to Pierson (2000) is Adaptive Expectation or adaptation of expectations that arise from efforts to form new paths. In the case of the implementation of E-Berpadu at the Military Court III-14 Denpasar, from the start, according to research findings, it showed that the implementation of innovation was late and the implementation of the modules in E-Berpadu was minimal because the basis for developing this application was general criminal procedural law. This causes there to be several modules or entries in the application that are not relevant to the military criminal procedural law applied in the Military Justice environment. However, with the leader's vision to implement digitalization of files in Military Justice, the work unit adapted to the way E-Berpadu works. This adaptation is strengthened by understanding the main principles of formal requirements and material requirements that are not disturbed. This adaptation was applied to equalize perceptions, although the impact was that not all modules could be fully implemented at the III-14 Denpasar Military Court. Currently this is not a problem for the Supreme Court on the basis that the case resolution process at the Denpasar Military Court III-14 is *lex specialis* or special. The current reality has been that adjustments have been made so that the implementation of E-Berpadu in Military Courts is optimal. The Case Delegation Module has been fully implemented properly by the Denpasar III-14 Military Court and other military legal agencies.

The research findings show that there are several factors that tend to support the old route, but these findings do not significantly influence the formation of the new route that was sought by the Supreme Court and approval from TNI Headquarters. The factors that could hinder this new route are the lack of IT

resources, weak supporting infrastructure and the high costs of adapting to innovation experienced by APH military units. This was conveyed by the clerk's staff of the Denpasar III-14 Military Court as a reality on the ground which we are continuing to strive to fulfill in stages. This phenomenon can occur because the budget posture and program priorities between work units under the Supreme Court and work units under TNI Headquarters are different. This inequality is actually an important factor to be resolved so that the implementation of E-Berpadu can be smooth, easy and become a new habit. The success of the gradual transformation will have a positive impact on the implementation of the new path in the criminal case administration process within the Military Justice environment.

Phase 2, known as the path formation phase, absolutely leads to the intersection of new path formation. All elements that previously applied conventional case administration patterns and were trusted for generations with their own history, can be biased by forming new paths that produce more profits or increasing returns in the long term of their implementation. The demands of changing times and the effectiveness of technology in supporting modernization have succeeded in transforming the old system which was strong and entrenched in the environment for resolving military criminal cases. The many considerations about the benefits of E-Berpadu innovation have become a new force that suppresses resistance to new paths. The next phase that was formed was the lock-in phase or locking of new routes which was carried out with adjustments to the SOP by the Denpasar III-14 Military Court and side military units that were in the military criminal case resolution ecosystem.

The new path lock-in phase creates other adjustments that are oriented towards continuous and long-term implementation. The new path is formed in accordance with the Supreme Court's plan to provide effectiveness, efficiency and modern case management by using information technology well, wisely and responsibly. The new pathway that has now been formed has become a legal norm that is adhered to by all elements, as evidenced by the electronic case transfer report at Military Court III-14 Denpasar which reached 100%.

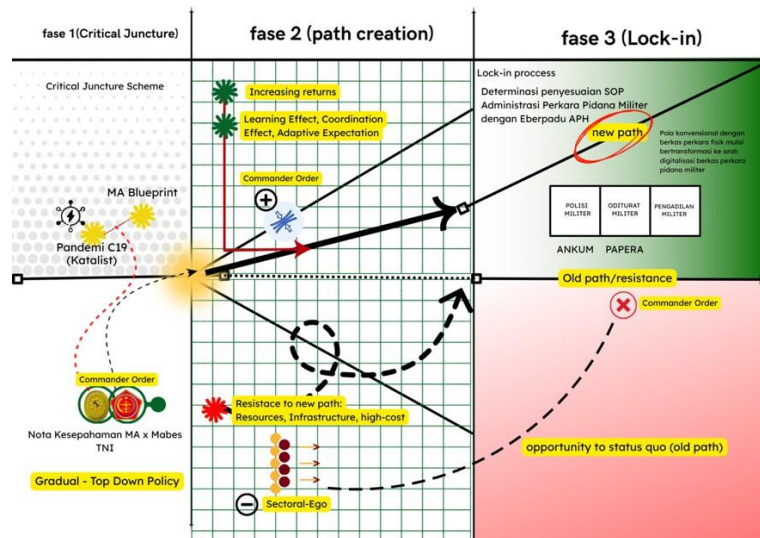


Figure 1. Path Dependency Pattern in the Implementation of E-Berpadu at Military Court III-14 Denpasar

## 5. Conclusion

This research demonstrates that the implementation of the E-Berpadu system at the III-14 Denpasar Military Court is not only a process of technology adoption but also a process of institutional change influenced by the dynamics of relationships between actors within the military justice system. Using a path dependency approach, this study found that the success of E-Berpadu implementation was influenced by the interaction between top-down policies from the Supreme Court and the Indonesian National Armed Forces (TNI) and the adaptation process occurring at the operational level. Initial decisions, in the form of regulations and memorandums of understanding between the Supreme Court and the TNI, provided the institutional foundation that paved the way for the implementation of the digital system in military criminal case administration.

However, in the early stages of implementation, various dynamics emerged, such as differing perceptions between actors, sectoral egos, and limited information technology facilities and capacity. These conditions demonstrate that digital transformation in public organizations does not always occur linearly, but rather through a process of adaptation influenced by organizational experience, coordination patterns, and actors' expectations regarding policy sustainability. Through the mechanisms of learning effects, coordination effects, and adaptive expectations, the implementation of E-Berpadu gradually formed new institutional patterns in the management of military criminal case administration.

The findings of this study confirm that the success of digital transformation in the military justice system is determined not only by technological readiness, but also by the institution's ability to build cross-actor coordination, align institutional perceptions, and strengthen shared commitment to implementing policy innovation on an ongoing basis.

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