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THE TRANSITION TO E-COURTS IN NUEVA VIZCAYA: ANALYSIS OF E-GOVERNMENT SERVICE AND ORGANIZATIONAL AGILITY

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ABSTRACT:

This study examines the transition toward electronic courts (E-Courts) in the provincial judicial system of Nueva Vizcaya, Philippines, focusing on the Office of the Clerk of Court and the Provincial Legal Office. The research assesses e-government resource indicators, service adoption, public value effectiveness, and organizational agility in preparation for potential e-court implementation. Utilizing a mixed-method approach, the study employs validated survey instruments, statistical analysis including t-tests and normality testing, and narrative assessment of technical infrastructure. Findings reveal that while employees demonstrate positive perceptions toward e-government adoption (Very Satisfactory ratings across most dimensions including subjective norms, job relevance, output quality, and intention to use), significant infrastructure gaps exist. The intranet system remains undefined, the Continuous Trial Monitoring System is limited to criminal cases only, and the Microsoft Teams platform remains underutilized for actual court proceedings despite being mandated. However, respondents strongly acknowledge the potential public value of e-courts in reducing administrative burden, enhancing user satisfaction, and promoting service inclusivity. The organizational agility analysis identifies opportunities for improvement in customer responsiveness, partnering competency, and operational speed and flexibility. The study concludes that while infrastructure development remains imperative, positive employee attitudes provide a foundation for successful e-court transition. Recommendations include expanding database systems, integrating social media platforms for citizen engagement, conducting cost-benefit analyses, and implementing comprehensive ICT training programs to bridge the digital divide and enhance service delivery efficiency.

Keywords: *E-Courts, E-Government, Organizational Agility, Philippine Judiciary, Public Value*

INTRODUCTION

The new normal challenged every organization to adjust in a computer-enhanced setting in which there is a need to improve the digital literacy and enhance both electronically aided and internet resources. This includes our government and its offices. However, problems arise in terms of the perennial issue of digital divide and the transactional agility of government when switching into e-service delivery mode. While it is true that we always want to take it to the next level of efficient delivery, are the problems of technological adoption and the level of agility (in some areas) sufficient? This leads to the assessment of the Public Value Effectiveness and the Organizational Agility of an E-Government setting in all of its levels.

In this paper, public value is highlighted in terms of the effectiveness of e-government through the assessment of Administrative Burden, User Value and Satisfaction as well as the Inclusivity of Service. Heeks (2006) also pointed out the issues of e-administration, with no inclusion of user impact related to improvements in decision- and policy-making, and to the e-society, with no inclusion of government's eenabling of civil society and communities. The Public Value must be measured by new indicators. Organizational agility, on the other hand, is discussed by rooting on its very definition as the ability of equipping companies (in this case, is the e-government) with the capacity to respond

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better to unforeseen change. The level of Responsiveness, Competency, Speed and Flexibility of the e-government will be measured.

In the light of keeping pace with large firms (in this case, the higher echelons) in terms of office technology, smaller firms (Regional Trial Courts and the Provincial Legal Office) and solo practitioners also recognize the importance of being fluent in using technology. For instance, if all lawyers do not accept technology in courtrooms, the court-provided systems are abandoned (Heintz, 2002). All courts should look to introducing electronic aids into the courtrooms. This includes keeping the parties on an equal footing in terms of technology and the litigants will enter courtrooms as equals. Technology tools will serve as an objective resource for the efficient use of services and transactions. In view of the foregoing, this paper tries to examine the aforementioned problems by assessing the egovernment system of selected Clerk of Court branch offices and the Provincial Legal Office of Nueva Vizcaya as its focus, and providing an analysis on the aspect of the e-government's organizational agility and shall look on the status on the possibility of advancing into E-Courts or a judiciary department that executes e-service delivery based on the obtained scale of attitude of people, various perceived pubic value of e-government (as specified above) and the use of resources available.
In this paper, E-Courts will be defined as the court chambers using electronically-generated resources or has a well-developed technical infrastructure including electronically enhanced transactions by using internet technology.

Discussion on the Philippine Judicial Framework

Recently, the Supreme Court of the Philippines with other government agencies, has partnered with Microsoft to improve the country's legal proceedings by hosting virtual hearing through Microsoft 365 videoconferencing tools. The initiative will help the country expedite trials amid the coronavirus pandemic while quarantine measures are in place. A directive has been issued to begin virtual court hearings. The move has already improved efficiency and productivity within the court system, having released 4,683 people deprived of liberty – an increase of 125 per cent compared with six weeks before. In addition to video conferencing courtrooms, the high court has also allowed the e-filing of complaints and petitions for bail to reduce physical contact.

The move to virtual adjustments has its continuing developments and the judiciary administrators continue to assess the value and effects of these changes in terms of pilot tests and critical assessments. In addition, the Supreme Court issued the Administrative Circular No. 37-2020 for the pilot testing of conducting hearings on criminal cases involving persons deprived of liberty through videoconferencing. Involved in the pilot testing are all court stations in the National Capital Region and around 70 others in the provinces.
In consideration of these issuances and expected orders from the positive results of pilot tests and assessments, the move of cascading related policies into the lower levels of the department will be the next one to be evaluated. With this, the capacity of provincial jurisdictions in delivering e-government service (especially the areas/levels who are not part of the pilot testing) and its transactional ability are in question that leads to the focus of the study.

The Office of the Clerk of Court

This paper involves three (3) Regional Trial Courts (RTCs) under the jurisdiction of Northern Nueva Vizcaya namely RTC Branch 27, RTC Branch 28 and RTC Branch 29 which is also the family court of the jurisdiction.

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The Provincial Legal Office

The Provincial Legal Office (PLO) of Nueva Vizcaya is also included in the discussion. On its official representation under the Local Government Code of 1991, it is an office dedicated to providing legal assistance to the provincial government. It also reviews and submit recommendations on ordinances and approve and execute orders issued by component units. Furthermore, it renders legal advice on matters pertaining to the decision-making functions of the department heads of the provincial government.

The Value of E-Courts Courts: Learning from the Efficient Practices

Increasing amount of digital records and proliferation of information in the digital environment has caused many countries in the world begun to use digital evidence. Currently, there are a lot of systems that can be used to manage e-records with different technologies and they are available in the market because they have a very strong demand. Among the countries that develop the e-Court system is United States, United Kingdom, Australia, New Zealand, Singapore and India. E-court has been implemented and practiced in several developed and developing countries in order to ensure the effectivity and efficiency of the countries can be improved.

Australia's electronic documentation. The Federal Court of Australia is close to 98 per cent to have all documents filed electronically. There are almost 35,000 files with around 393,846 documents on its market-leading electronic court file. Its digital court program is tackling problems such as getting appeal books, which can run to hundreds of pages, into electronic format.

The Malaysian Judiciary E-court System. The Malaysian judiciary used an e-court system simply to produce reports in order to check whether the target is achieved or not. Zakiyy & Hassan (2014) pointed out that the main reason for the crisis that affects the judicial systems (mostly in European countries) is because citizens feel that courts are inflexible organizations, far from being concerned with meeting the users' needs.

In Malaysia, government has taken a proactive approach to ICT adoption in the administration of justice and this country is one of many countries in the world that have begun using digital evidence. The digital evidence is admissible as documentary evidence and primary evidence. Malaysian civil courts are among the countries that have practiced "paperless courts" and now the system is better known as "e-courts". Tun Zaki Tun Azmi, the former Chief Justice of Malaysia introduces e-Court system in October 2008. The system was launched along with the "Court Backlog and Delay Reduction Programme". Zakiyy & Hassan (2014) points out that in order to reduce the problem of backlog cases, technology is one of the main characters needed. Thus, the issues related with the backlog can be handled carefully and they are no longer become a problem to the Malaysian judiciary system. To date, there are technologies divided into several parts adopted by High Courts in Kuala Lumpur and in Kuching Sarawak. They are namely e-filing system (E-Filing), case management system (CMS), queue management system (QMS), court recording and transcribing (CRT). Issues of Electronic Records Management (ERM) in Judicial Delivery Case backlogs are one of the most common criticisms of courts. In addition, backlogs are very difficult to administer. The Judiciary needs to ensure Courts meet the fundamental obligations to administer justice in a reasonable time, as delays reduce the efficacy and fairness of the trial process. Backlog becomes an additional reason to handle cases in years before being settled.

Smart Courts and Judicial Reform in China. The potential development of Smart Courts in China as part of their Judicial Reform is also a good example. This has been given importance over the past decade which intended to increase the professionalism, transparency and accountability of courts and individual judges. In recent years, Chinese courts have seen rapid developments in online dispute resolution platforms, specialized Internet courts, and the wide use of AI tools across case management and adjudication processes in civil and criminal proceedings. Other novel technologies such as distributed ledgers, block chain and smart contracts solutions are currently being developed

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and rolled out in several local and specialized courts. The implementation of new information and communication technologies (ICT) have been a key component of such reform to change the ways in which justice is delivered to the public and the judiciary is supervised. The concept of 'Smart Courts' was first proposed by China's top court, the Supreme People's Court (SPC), in 2015. The SPC has since been directing courts at all levels to create Smart Courts.

An important aspect of these developments is making trial data resources online. As of February 2020, there were over 81.5 million judgments and other judicial documents on the SPC's China Judgments Online, representing the world's largest digital repository of judicial information. This is made possible by the SPC's centralized big data management and service platform, which connects every court in China (which includes around 3,520 courts, 9,277 tribunals and 39 maritime courts).

Other Notable Practices

Young (2011) presented a study covering Representatives from the Netherlands (who operate sophisticated remote video systems throughout the criminal justice system) and others from the UK's Virtual Courts pilots presented on the state of courtroom video technology in both countries. Videoconferencing technology has been advanced by some as a method of reducing the costs and delays associated with transportation of prisoners and witnesses.

In addition, the Michigan (United States) Virtual Courtroom Task Force has identified current best practices from colleagues around the state. These best practices are not the only way to meet a standard, but they are examples of what is working and are offered to assist each court and judicial officer to develop their own procedures. The Michigan Trial Court Standards for Courtroom Technology provides guidance on the requirements to support audio and video recording and guidance on the types of court proceedings authorized to use videoconferencing and the authorized uses for videoconferencing. The Michigan Judicial Institute (MJI) has developed resources to assist courts in setting up and conducting a remote proceeding including a checklist and a bench card for judges.

METHODOLOGY

E-Government Resource Indicators

The researcher lifted a specialized indicator from United Nations Economic Commission for Africa (UNECA), on their report of providing essential E-Resource Indicators, whereas it provided a technical preview of assessing the presence and utilization of relevant resources like Information and Communications Technology (ICT) tools before moving on to interpreting other essential in-depth analysis of this paper. For the purpose providing indicator on this paper, it highlights the need to take into account the assessment of technical facilities that provides a picture of first, infrastructure status before intending to assess other areas like perceived familiarity of adoption of e-government, egovernment value and organizational agility respectively.

Below is the summary of the resource indicators and why is it given importance on this paper:

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Table 1

Lifted from Proposed E-Government Indicators by UNECA (2011)

Code	*Name of Indicator*
EG 1	Intranet Connecting all Judicial Branches and Offices
EG 2	Centralized Judicial Database
EG 3	Running E-Court Trial Platform
EG 4	Client connection by means of centralized database network or internet
EG 5	Other internet-based services beneficial to citizens

EG 1. Intranet Connecting all Judicial Branches and Offices. This is to assess the internal communications network via Intranet transactions and allowing communication within an organization and to other authorized persons. Local Governments are realizing many benefits intranets offer through providing an online community for staff. More importantly, it promote open discussions across multiple departments (Partnership, 2010).

EG 2. Centralized Judicial Database. The presence of Continuous Trial Monitoring System (CTMS) will be assed in this area as it provides an efficient data management and control over criminal cases. This is a software that monitors compliance with the court's Continuous Trial system, a new set of rules to streamline procedures and expedite criminal cases, including strict timetables for trial courts. Its utilization and familiarity by the staff members will be a potential area of narrative assessment.

EG 3. Running E-Court Trial Platform. The establishment of Microsoft (MS) Teams into the courts shall be discussed and shall be the area of assessment. The MS platform is part of the Office 365 software that has been recently utilized by the Philippine courts to cater and provide a space of virtual hearings in courts.

EG 4. Client connection by means of centralized database network or internet. Through the available platforms, its efficiency to cater the needs of the citizens will also be discussed as part of evaluating the efficiency and response of the courts.

EG 5. Other internet-based services beneficial to citizens. In this section, the look to other essential relative platforms used will also be assed that might be beneficial to the overall impact of ICT infrastructure in the area of study.

Adoption of E-Government Services & E-Governments' Perceived Public Value (Effectiveness)

From the discussion above, the researcher will continue assessing the Adoption of e-Government Services followed by the e-Governments' Perceived Public Value in terms of Effectiveness before holistically evaluating the organizational agility of the PLO and RTCs of Nueva Vizcaya. The end step would be the provision of analysis and giving recommendations on the overall e-service delivery.

By using the validated indicators of Zafiropoulos et al (2012), and Heeks (2006), the specifications are shown below. Both will be conceptualized as questionnaires with a 4-Scale Likert Measuring Tool. This will then be subject to relevant statistical interpretation.

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Table 2

Indicators based from Zafiropoulos et. al. (2012)

Subjective Norms - adopted from Hung et al. Constructs also tested in pilot study: Sang et al.
Job Relevance - adopted from Sang et al.
Compatibility - adopted from Sang et al. Constructs also tested in pilot study: Carter and Bélanger
Output Quality - adopted from Sang et al.
Relative Advantage – adopted from Sang et al. Constructs also tested in pilot study: Carter and Bélanger
Perceived Ease of Use - adopted from Carter and Bélanger. Constructs also tested in pilot study: Teo's et al., Colesca and Dobrica's, Sang's et al., Shih's
Perceived Usefulness - Adopted from Wangpipatwong et al. Constructs also tested in pilot study: Teo's et al., Colesca and Dobrica's, Sang's et al. and Shih's.
Intention to Use - adopted from Carter and Bélanger. Constructs also tested in pilot study: Al-adawi's et al., Bélanger and Carter's, Hung's et al.and Sang's et al.

Table 3

E-Government's Public Value in terms of Effectiveness: User Value by Heeks (2006)

Categories	*Questions*
Administrative Burden	The response for the citizens and to government transactions is immediate and timely
	It lessens administrative expense on service delivery
User Value and Satisfaction	The use of e-government resources saves my time on finishing workloads
	The use of e-government resources provides a sense of 95ulfilment
Inclusivity of Service	The use of e-government resources is not discriminatory
	The use of e-government resources brings together administrative collaboration and efficient for team work

Assessment of Organizational Agility

Agility means the ability to respond fast & timely to environmental changes. All organizations and institutes have to achieve the agility due to competition in twenty-first century, because current organizations have been encountered by increasing pressure in order to find new and modern competition methods in dynamic and complicated markets (Jafarnejad & Shahaei, 2008, 151).
Agility can improve service delivery and organizational efficiency (Abbesi et al, 2013). Agility refers to the ability of the organization to supply high quality products and services and thereby serving as a major factor to enhance organizational productivity. An agile organization does not collapse with sudden changes and events because it is flexible and responds quickly to sudden changes, new market opportunities and customer need (Beigi Nia et al., 2011).

Agile organizations are characterized as being based on information, the focus of activities on competence, flexibility, the alimentation of overhead cost, creativity, the alignment with authorized and non-hierarchical structures (Jackson, 2003).

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There are many models for agility. One of them is the model of Jafarinejhad, Shahaee (2010) citing the discussion of Sharifi and Zhang (1999). They proposed four (4) dimensions for organizational agility which are: 1) Responsiveness (Accountability): refers to the ability of recognizing changes and quick reflection, and benefiting from them; 2) Competency: refers to the ability of meeting organizations' goals and intentions; 3) Flexibility: refers to the ability of compatibility which is the ability to trigger different processes and to meet various goals using the same equipment and facilities; and 4) Speed: refers to the ability of performing tasks as soon as possible. Therefore, if the organization is looking for agility, it must consider the capabilities and develop and strengthen them into themselves as much as possible to increase productivity in the organization. Figure 1 shows Key features of agility in the organization.

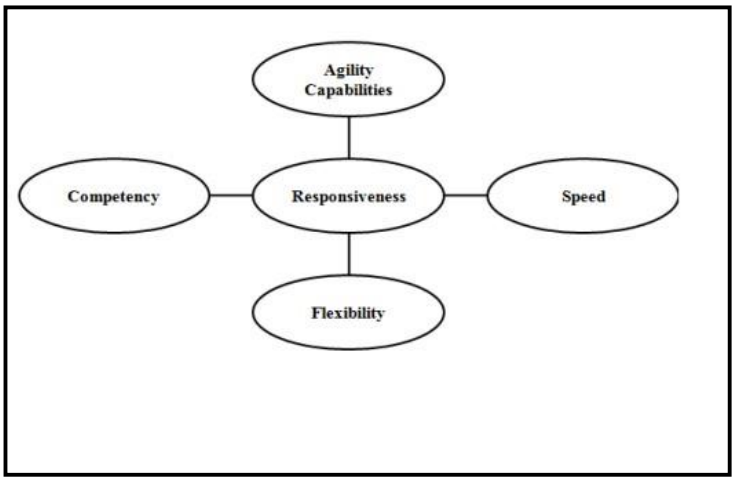

FIGURE 1. Key Features of Agility in the Organization (Jafarinejhad, Shahaee, 2010)

In the further discussion of the organizational agility, this paper will then provide a table of analysis by specifying important elements from the measured scale above, classify agility in terms of its operations effectivity, customer service impact, and partnership efficiency.

The framework below (lifted from Krotov et. al.) will serve as a measuring framework in providing comprehensive discussion of results before coming up with relative organizational agility assessment. Responsiveness, Competency, Speed and Flexibility of the e-government will be measured.

Table 4. MEASUREMENT OF ORGNIZATIONAL AGILITY

SPECIFIC AREA OF AGILITY	DESCRIPTION	ROLE OF IT
Customer Impact *(Responsiveness)*	Ability to cater customers in the exploration and exploitation of innovative opportunities	Building and enhancing virtual customer communities
Partnering *(Competency)*	Helping others learn about the idea	Collaborative platform and portals
Operational *(Speed and Flexibility)*	Ability to accomplish speed, accuracy, and cost economy in the exploitation of opportunities.	Technologies for the integration of business process.

RESULTS AND DISCUSSION

E-GOVERNMENT RESOURCE INDICATORS (NARRATIVE ANALYSIS)

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In line with the previous discussion of concept of this paper, that while this research intends to proceed on discussing the perceived familiarity of adoption, e-government value and eventually providing analysis of organizational agility, this will in turn become counterproductive without taking into account the assessment of technical facilities. With this, a narrative analysis on these indicators use and impact has been provided. Figures 2 and 3 show the Organizational Structure of *1)* Northern Nueva Vizcaya – Office of the Clerk of Court (OCC) and its branches under its jurisdiction and *2)* The Provincial Legal Office (PLO) under the executive branch of the provincial government office. With such structure, most especially pertaining to the office of the OCC, provide a picture on the inter-connectivity relationship of these branches. Its transactional activities, intranet operations level is assessed alongside the PLO internal operations.

A survey was done by the researcher to accumulate a normative assessment to the condition of the concerned court branches and assessed relative areas guided by the proposed indicator. Ensuing categories provide a narrative on what has been the assessment of the resource indicators based on the technical resources available and how they were used.

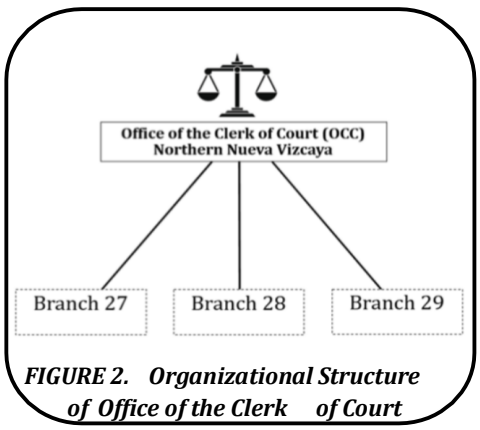

FIGURE 2. Organizational Structure of Office of the Clerk of Court

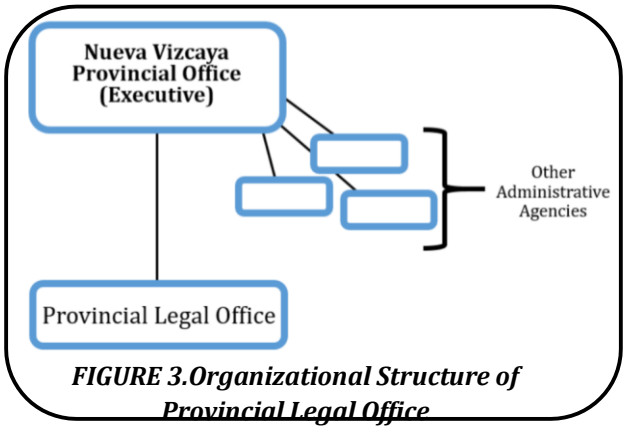

FIGURE 3.Organizational Structure of Provincial Legal Office

EG 1. Intranet Connecting all Judicial Branches and Offices. In this section, it covers the potential activities of inter-branches communications such as criminal and civil cases raffle. With this, it provide staff members a quick and easy way to collect and find documents, forms, directories, as well as creating schedules and disseminating important information. Intranets allow you to store any information you would like in one searchable central place. This means sharing cross department information as well, which allows for immediate retrieval of information that otherwise may not be readily available for a staff member. It gives staff leverage to provide better service to citizens and promote open discussions across multiple departments.

Based on the findings, the establishment of intranet system is not clearly defined. Raffle cases, for example are still accomplished by means of physical interaction with time consensus allotted by the court branches. Same case applies to the PLO where the intranet hasn't reach any form of connection of establishment across the province agencies. This is a pre-requisite of backlogs and delays on case filing.
Physical meetings consume discussions and while most staff would love to share information, bounce ideas off cross organization departments, or stay updated on current projects, the reasons mentioned won't allow for these opportunities.

EG 2. Centralized Judicial Database. To date, the scope of the Continuous Trial Monitoring System (CTMS) is limited to criminal cases and only utilized by RTCs. It does not yet cover civil or commercial cases. While it is manifested that staff members are familiar and perceived the resources as useful in monitoring criminal cases, it cannot cater other cases such as those commercial or civil by nature. The CTMS is small in scale and automates just a fraction of the judiciary's business processes. Although it was developed with usability in mind alongside the vision to lessen the burden to case filing, report submissions and case monitoring.

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With these, while considering staff familiarity over this cascaded resource, the intention to measure success of database complexity has a long way to go.

EG 3. Running E-Court Trial Platform. The Microsoft (MS) Teams was placed in the conversations when RTC staff members are asked to what platform are they using. However, this has not been fully utilized to date. While such resource has been cascaded and subject for utility, these court branches has never utilized into their court trials the said resource. The courts have established flexible personal court appearances to continue to accommodate cases in the traditional form of attendance. Other courts have started to use trial system, but this is not the case for the subject RTCs. The MS Teams application, was limited to be a platform in submitting daily reports and weekly accomplishments from each branch which is just in lieu to electronic mails (e-mails) to provide centrality of document submission.

EG 4. Client connection by means of centralized database network or internet. In line with the above narrative, client connections hasn't been fully defined. And while the researcher intends to possibly assess the potential impact of valuing client service through the e-government resources indicated, the researcher cannot move forward on the assessing the receiving end (client impact). This applies to both the RTCs and the PLO.

EG 5. Other internet-based services beneficial to citizens. With these stated narratives, this doesn't mean that these court branches and the legal office has been unfamiliar to other resources. The researcher, as part of the given questionnaire, asked the respondents on what platforms do they use in lieu of the authorized cascaded tools.

FIGURE 4 Rates of Preferred E-delivery Platforms

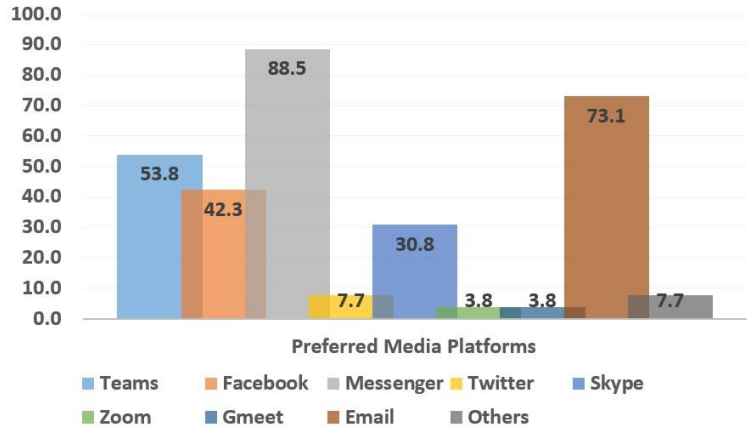

Figure 4 shows the preferred delivery tool among the staff members. MS Teams has been acknowledged. But predominantly, electronic resources could be evaluated by the use of Facebook, a social media platform (88.5%), and electronic mails or e-mails such as Yahoo or Gmail (73.1%) where staff members are perceived to connect to people easier. They use these resources in their day to day transactions in recognition of their preference beyond the government-issued delivery monitoring tools.

ASSESSING THE ADOPTION OF E-GOVERNMENT SERVICES

From the above analysis, the researcher has placed value to the use of e-government and intended to assess the take of adoption among the employees of RTC and PLO, respectively. The researcher floated a questionnaire that is subject for necessary statistical interpretations. The respondents are composed of legal officers, clerk of courts and administrative staff. Using the 4-scale Liker of measurement, the researcher specifically applied the t-test statistical treatment to assess the data.

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For the breakdown of verbal description, the range of 1.0-1.75 is interpreted as Poor, 1.76-2.50 as Fair, 2.51-3.25 as Very Satisfactory and 3.26-4.00 as Excellent. The respective results are revealed below.

Table 5. Results of E-Government Services Adoption

Categories	Subjective Norms	Job Relevance	Compa-tibility	Output Quality	Relative Advantage	Ease of Use	Useful-ness	Intension to Use
N	26	26	26	26	26	26	26	26
Mean	2.97	3.08	2.80	2.75	2.98	2.90	3.04	3.09
Interpretation	Very Satisfactory	Very Satisfactory	Fair	Very Satisfactory	Very Satisfactory	Very Satisfactory	Very Satisfactory	Very Satisfactory

The satisfactory rating (for Subjective Norms and Job Relevance) and Fair take to Compatibility would manifest the possible personal use and preference of online systems (for this case, e-government) among social circle; perceived favor for a prestige job in response to the changing norms and important to the employee's day by day workload. Related issues herewith would consider the act of responding to the issue of digital literacy and digital divide which is an important consideration of today's lifestyle and through the perceived adaptability to be an e-court. Furthermore, these are manifestations of personal improvement on the part of the employees in response to issues *e.g. the lack of training for certain expert areas such as records management and ICTs provided for courts staff, lack of professional and support staff, lack of appropriately trained staff and record room, typing, low level of ICT skills among lawyers and court staff hinders court to embrace ICTs in their administration.* These challenges are related with that of the Malaysian e-courts, and similarly, would be considerable accounts why there is a need to address and improve the ICT infrastructure of the RTCs and PLO.

In addition to this, the Very Satisfactory remark on the evaluation of Output, Relative Advantage, Ease of Use, Usefulness and Intention to Use would manifest the acknowledgement of a better quality output and a high trust and confidence in the use of e-government's function. It further addresses the issues related to workflow. Similar with the issues encountered by the Malaysian e-court where there would be overlapping of case proceedings, delay enforcement of court orders, case backlog and postponement, absence of control mechanism for measuring the progress of a case. With the area of case management has been inefficient, it results to the backlog of cases. At the same time, if the case was postponed, its rescheduling was not done properly, it adds up to the case backlog. As a result of this, court registrar had enormous problem in allocating caseloads to different jurists and it all resulted in delaying the overall process. We can further learn from the Australia's electronic documentation. The electronic filing of cases would address the aforementioned issues of delays and mismanagement.

Other manifestations would also reveal a favorable acknowledgement of efficiency in gathering information from government agencies, the efficiency and ease in interacting with government agencies with manageable control, the opportunity to learn to interact using court database and website, to access information and perceived to have ease, the acknowledgement to be more skillful in using a judiciary website, the acknowledgment to have a greater business output with the government that is flexible, and the enabling of employees to accomplish tasks more quickly and lessen economic cost. The Smart Courts of China in doing Judicial Reform is an inspiration in taking these accounts. The implementation of a new information and communication technologies (ICT) as a key component of such reform will change the ways justice is delivered to the public and the supervision to the judiciary level. Such Smart Courts highlight the intention to increase the skills, professionalism, transparency and accountability of courts and its employees which are all valuable to apply in our court system. These Smart Courts would also be an inspiration to create a digital repository of judicial information in the Philippine judiciary system through a centralized big data management and service platform.

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These high positive remarks would pave the way to greater opportunity to change working conditions, in consideration of the employees' readiness in responding to workflow related issues and the way their perceived the value of e-government resources as an advantageous avenue for an overall development.

ASSESSING THE E-GOVERNMENT'S PUBLIC VALUE IN TERMS OF EFFECTIVENESS

Table 6. Results of E-Government Public Value

	Administrative Burden	User Value of Satisfaction	Inclusivity of Service
N	26	26	26
Mean	3.13	3.08	3.02
Interpretation	Very Satisfactory	Very Satisfactory	Very Satisfactory

As perceived in the above table, the general remark of Very Satisfactory rating acknowledges the fact that through e-government system, Public Value will improve. The issues of Administrative Burden, User Value Satisfaction and the state of Inclusivity of Service should be addressed. The transition or adoption to e-court in judiciary department and legal service is perceived as effective.

As mentioned previously, the issue addressed by Heeks (2006) is the bias on e-administration with no inclusion of user impact related to improvements in decision- and policy-making, and against e-society with no inclusion of government's e-enabling of civil society and communities.

With the results above, these issues have been recognized and respondents of this study acknowledges 1) the need for offices' system of transactions improvement and 2) the promising change of an egovernment concept. To be more specific, there has been a high agreement that administrative works would be flexible and evaluative on staff development programs, recognize customer satisfaction in service and the inclusion of other sectors' role. There is also an acknowledgement that the e-courts should be more inclusive to the citizens and among the employees in offices and on its structural relations.

Note: To check the statistical interpretation and the responses reliability, the researcher validated the statistical results by means of assessing the Test of Normality. Table 7 shows the result.

Table 7. Test of Normality		
	W	p
Overall Mean	0.985	0.960
Note. A low p-value suggests a violation of the assumption of normality		

Shapiro-Wilk test of Normality yielded a p=0.96 which means that the responses are normally distributed.

ORGANIZATIONAL AGILITY ANALYSIS

From the discussion of related definitions and theoretical lens, and in line with the narrative analysis of E-Resource Indicators, E-Government Service Adoption and Public Value, below is the Overall Analysis of Office of the Clerk of Court (OCC) and Provincial Legal Office (PLO) Organizational Agility. It comes with recommended actions framed from the adopted Krotov et. al. Table of Analysis and taking into account the discussion of elements in Jafarinejhad and Shahaee Model of Organizational Agility. Categorized into specific Areas of Agility, the Action section is composed of the necessary internal actions (recommended) to be done in the OCC and PLO with their immediate networks. The

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Role of Information Technology (IT) section is composed specific IT-related solutions to address the issues raise in Action section.

Table 8

Organizational Agility Analysis (transpiring from the Jafarinejhad and Shahaee model)

SPECIFIC AREA OF AGILITY	ACTION	ROLE OF IT
Customer Impact *(Responsiveness)*	Enhancing of the Intranet presence Formation of client-connected database system Exploration on the possible usage of preferred delivery tools and making presence on social media platforms	Expansion of Continuous Trial Monitoring System (CTMS) to accommodate other forms of cases Establishment of Centralized Database and Monitoring System to: -Office of the Clerk of Court to Regional Trial Courts -Provincial Legal Office to All Provincial Administrative Agencies Creation of IT platform that provides the customers access courts and possible access to the ICT-covered documents
Partnering *(Competency)*	Continuous trainings and evaluation among users The need to maximize the use of ICT-issued resources *e.g. MS Teams, CTMS* by exploring its other functions	Creation of Evaluation System among employees Integration of Preferred delivery Tools and its features *e.g. Social Media and Analytics, Electronic Mails Monitoring*
Operational *(Speed and Flexibility)*	Provision of alternative modes of service delivery Monitoring of business transactions time of response	Provision of e-delivery platforms with flexibility options Exploration of expanded internet connectivity Provision of improved ICT resources for faster service delivery

CONCLUSION

With the above analysis, the following conclusions are framed with the integration of further recommendations in consideration of both internal and external factors impacting the ICT infrastructure and efficiency in looking the possible transition of the Provincial Judicial System (involving the RTCs and PLOs) to become e-courts.

The Provincial Judicial System (RTCs and PLO), including the Provincial Government, must consider the e-government potential in terms of its service delivery which is more convenient and lower the cost on the transaction process for the citizens.

While there is a need to improve infrastructure to move forward for further development, the positive responses of the employees are good indicators on how they perceive the value of egovernment with

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high trust of its promising potential. Such positive affirmation of the respondents (employees) should be recognized.

There is need to create an expanded database system for network integration and faster transaction among employees and citizens.

The use of social networking sites that are widely used by the citizens are treated as a potential platforms in sharing updates in any recent information from the judicial courts or legal department.

There is a need to consider an in-depth analysis on the provincial competitiveness with regards to government efficiency, economic dynamism, and infrastructure.

There is a need to conduct further studies of e-governance using econometric tools such as costbenefit analysis and cost-effectiveness analysis to determine both its benefit and effectiveness to the locale of study including its immediate networks or to the provincial government as a whole.

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