

Career Development Challenges in the Judicial System of Indonesia: A Case Study of Judges and Registrars

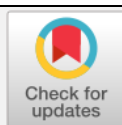
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ABSTRACT

The Constitutional Court and the Supreme Court of the Republic of Indonesia are the two high state institutions that possess judicial authority; they are both independent of other bodies of government. The Supreme Court, in particular, has two main types of human resources – judge (*hakim*) and Registrar (*Panitera*). Despite the fact that registrar and judge job descriptions are clearly different according to regulations, career paths indicate otherwise – while a judge can serve as a registrar at the Supreme Court level, a registrar cannot. This study examines career development inconsistencies in Indonesia's judicial system, focusing on the dual roles of judges and registrars. Using a literature review approach, this paper highlights regulatory ambiguities and the urgent need for policy reform to address career progression challenges within the Supreme Court. This highlights the formation of a case that needs to be further explored by using a case study approach to unveil factors leading to this situation.

Keywords: Career Development; Human Resource Management; Judicial System

1. Introduction

In the public sector, the institutions prioritize serving the public interest over making a profit, as is the case in the private sector (Boin et al., 2008). Even though early empirical studies have shown notable differences between public and private sector organizations, the relatively recent public management reforms make it harder and harder to distinguish between the public and private sectors (Boyne et al., 1999; DeSantis & Durst, 1996; Guest, 2001; Guest & Conway, 2002). Public sector organizations have been exposed to organizational concepts, models, and principles from the commercial sector in order to improve their efficiency and customer focus.

The public sector, particularly in the government, is divided the power into 3 (three) consisting of executive, legislative, and judicial. These three powers synergize with each other without any in-depth intervention to create checks and balances so that no one power is absolute. This concept is the division of power, as Locke put it forward, and is called the Trias Politica theory (Locke, 2003). The President is the holder of executive power and the People's Representative Council, as well as the judicial agencies.

The Indonesian judicial system faces unique challenges in managing its human resources, particularly in the ambiguous career paths between judges and registrars. This study aims to explore these issues and provide a foundation for policy recommendations. The Constitutional Court and the Supreme Court of the Republic of Indonesia are the two high state institutions that possess judicial authority; they are both independent of other bodies of government. As the peak holder of judicial power in Indonesia, the Supreme Court and its subordinate judicial bodies (General Court, Religious Court, State Administrative Court, and Military Court) focus on providing just legal services to justice seekers throughout Indonesia which are carried out in stages from the first level (District Court/*Pengadilan Negeri*), appeal level (High Court/*Pengadilan Tinggi*) to cassation/judicial review level (Supreme Court/*Mahkamah Agung*). These three levels of the justice system basically have two main types of human resources—judge (*hakim*) and Registrar (*Panitera*). While regulations clearly differentiate the job descriptions between judge and Registrar, the career path shows otherwise.

The case is drawn due to the situation where a judge can be a registrar at the Supreme Court level, but a registrar cannot. Sadly, this situation occurs at a time when there is an insufficient number of judges. This condition then leads to an ambiguity in a career path, where this paper posits itself to provide an empirical and contextual foundation to establish a case study research.

2. Literature Review

Human resource (HR) functions are centered on the promotion and management of humans inside organizations (Basalamah, 2022; Sutanto et al., 2022). They are involved in developing and implementing people management activities, including organization development, planning of human resources, talent management, knowledge management, hiring and selection, learning and development, reward management, employee relations, health and safety, welfare, HR administration, meeting legal requirements, equal opportunity and diversity issues, and any other matters pertaining to the employment relationship.

Strategic integration and coherence in the creation and implementation of Human Resource Management (HRM) policies and employment practices are the goals of the more advanced HR roles. Vertical integration, or the process of making sure HR initiatives “fit” or are integrated with business plans, is another name for strategic integration. One way to conceptualize coherence would be horizontal integration or the creation of a system of HR employment and development policies and practices that are tied to one another and mutually reinforce each

other. Public sector HRM emphasizes transparency and fairness, yet discrepancies in career development within Indonesia's Supreme Court reflect challenges in implementing these principles.

This conceptual paper attempts to provide relevant background on how the literature can provide fundamental background underpinning the shaping of a case study. In doing so, this section briefly elaborates on the basic explanation of HRM, strategic HR, and recent studies. Then, how the case is shaped due to the regulations creating an ambiguous situation is also elaborated. This elaboration allows the selection of a case study as an approach for further study.

2.1. Human Resource Management (HRM)

Ensuring that the organization can succeed via people is the overarching goal of human resource management (HRM). "HRM systems can be the source of organizational capabilities that allow firms to learn and capitalize on new opportunities" (Ulrich & Lake, 1990). In particular, HRM focuses on achieving objectives related to employee interactions, knowledge management, reward management, organizational performance, human capital management, addressing a variety of demands, and closing the gap between rhetoric and reality (Armstrong, 2001). He continues by defining HRM as a methodical and integrated approach to managing a business's most valuable asset, which is its workforce, who both individually and collectively help the firm achieve its objectives.

It is argued that HRM has several characteristics. These include diversified, strategically focused on integration, goal-oriented, and founded on the idea that individuals ought to be viewed as assets (human capital); personal rather than collaborative, and unitarist in its approach to employee interactions; a management-driven endeavor with a business values emphasis; line managers are responsible for providing HRM.

However, these HRM traits are by no means inherent. Numerous models and methods inside various businesses vary widely, frequently just slightly aligning with the conceptual framework of HRM. Hendry and Pettigrew expand the analytical components of the HRM model while downplaying its prescriptive component (Hendry & Pettigrew, 1990). As Boxall and Purcell noted, such an approach, by moving more slowly and analytically, correctly avoids classifying HRM as a single form (Boxall & Purcell, 2000). "Better descriptions of structures and strategy-making in complex organizations, and of frameworks for understanding them, are an essential underpinning for HRM" (Hendry & Pettigrew, 1990).

Since early discussions, for example, Storey has distinguished between the "hard" and "soft" variants of HRM (Storey, 1989). The physical copy of HRM places a strong emphasis on the idea that people are valuable assets that provide businesses with a competitive edge. As a result, it is essential that these resources be developed, obtained, and applied in a way that will benefit the company. The focus is on the quantitative, calculative, and business-strategic aspects of managing human resources in a way that is as "rational" as any other economic consideration.

The human relations school is the source of the soft version of HRM, which places a strong emphasis on leadership, motivation, and communication. "Treating employees as valued assets, a source of competitive advantage through their commitment, adaptability, and high quality (of skills, performance, and so on)" (Storey, 1989). As a result, it sees workers as means rather than objects (Guest, 2001). However, it stops short of adopting Kant's maxim, "Treat people as ends unto themselves rather than as means to an end."

The process of “the close integration of HR policies with business strategy which regards employees as a resource to be managed in the same rational way as any other resource being exploited for maximum return” is what Legge termed as the “hard” model of HRM (Legge, 2005). Employees are viewed as “valued assets and as a source of competitive advantage through their commitment, adaptability, and high level of skills and performance,” in contrast, under the soft version of HRM.

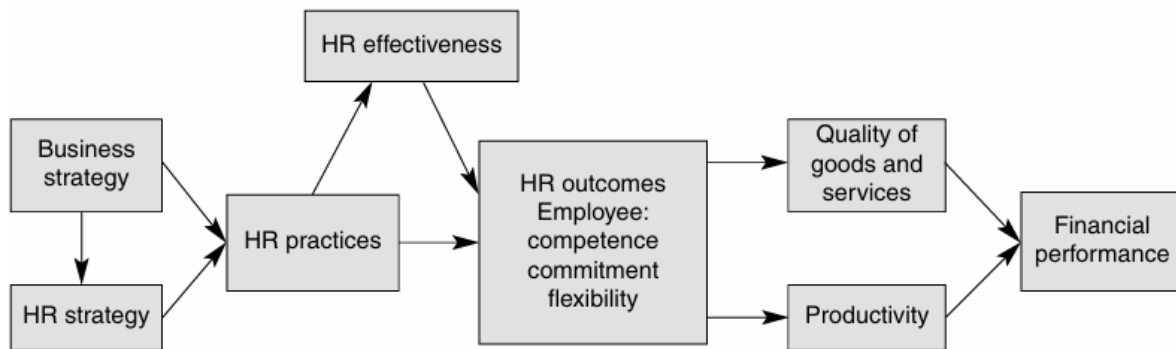


Figure 1. The Link Between HRM and Performance (Guest, 2001)

The findings of the research, particularly that conducted by Purcell et al., indicate that HR can have an impact by spearheading or assisting in the creation and effective application of high-performance work practices, particularly those pertaining to flexible work arrangements, talent management, recruitment, selection, and development of employees, reward systems, and employee voice (Purcell et al., 2003). Additionally, HR facilitates the creation and integration of a distinct vision and set of values (the big idea), the establishment of a favorable psychological contract, and strategies for boosting employee commitment and motivation. Additionally, HR has an impact on the development and execution of policies that satisfy individual needs and “create a great place to work,” as well as the successful management of change and the support and guidance given to line managers regarding their role in putting HR policies and practices into practice (Purcell et al., 2003).

2.2. Strategic HR

The importance of strategic integration—which stems from the vision and leadership of top management and demands everyone’s complete dedication—is arguably the most important aspect of HRM. According to Guest, this is an essential policy goal of HRM (Guest, 2001). It addresses the organization’s ability to integrate HRM issues into its strategic goals, ensure that the different aspects of HRM are consistent, and encourage line managers to consider an HRM perspective when making choices.

The strategic nature of HRM is a key differentiator. The idea of strategic HRM, which is an integrated approach to the creation of HR strategies that help the organization accomplish its objectives, embodies this quality. In order to comprehend the idea of strategic HRM, one must first understand the concept of strategy, which is covered in the first portion of the chapter. This is followed by an explanation of the term “strategic HRM” and an outline of its goals and methods.

“The direction and scope of an organization over the longer term, which ideally matches its resources to its changing environment, and in particular to its markets, customers, and clients to meet stakeholder expectations” (Gregory, 1985).

The organization's strategy establishes its orientation with respect to its surroundings. Intentions are defined (strategic intent), and resources are allocated or matched to opportunities and needs (resource-based strategy). The goal of business strategy is to gain a competitive edge (Nair et al., 2021). The effective creation and implementation of strategy rely on the strategic competency of the organization's managers (Qing et al., 2020). This refers to the ability to plan for the future feasibly, anticipate longer-term trends, envision options and their likely outcomes, choose wise courses of action, rise above the minutiae of the day-to-day, and challenge the status quo (Boxall & Purcell, 2000; Gregory, 1985).

Through the process of strategic management, strategy is formed and put into action in strategic plans, which are stated in strategic goals. Planning and execution, including change management, are the two facets of strategy. Achieving strategic fit is a crucial component of strategy.

"The identification of needed skills and active management of learning for the long-range future in relation to explicit corporate and business strategy" (Lengnick-Hall & Lengnick-Hall, 1988). Walton defined strategic human resource development as "the introduction, elimination, modification, directing, and guidance of processes so that all individuals and teams have the competencies, knowledge, and skills necessary to carry out current and future tasks required by the organization" (Walton, 2003).

"Development that arises from a clear vision about people's abilities and potential and operates within the overall strategic framework of the business" (Harrison, 2004). Strategic HRD examines how HRD practices and policies can help company strategies be achieved in a wide, long-term manner (Setiadi et al., 2021). The business guides it, and the learning and development plans that are created as a part of the comprehensive strategic HRD approach originate from business plans and contribute positively to the achievement of the organization's objectives.

Enhancing resource capability is the primary goal of strategic HRD, which is predicated on the notion that a company's primary source of competitive advantage is its people capital. Making sure there are enough competent people available to meet present and future demands is so crucial. This is accomplished by creating a thorough and well-organized framework for human development.

The specific objectives of strategic HRD include building intellectual capital and encouraging learning on an individual, team, and organizational level. This is done by fostering a culture of learning where employees are motivated to grow and learn and where knowledge is methodically managed. Strategic HRD is business-led, but its policies must include the needs and goals of each individual. A key component of HRD policy is the enhancement of employability both inside and outside the company.

The part of HRM that deals with investing in people and growing the human capital of the company is strongly related to HRD policies. One of HRM's main goals is to create the circumstances necessary for employees to reach their full potential and demonstrate their dedication to the organization's goals (Blom et al., 2021; Boehm et al., 2021). This latent potential is understood to comprise a previously untapped reservoir of ideas regarding how the organization's activities may be more efficiently structured, in addition to the ability to learn and apply new abilities and knowledge.

2.3. HRM in the Public Sector

Before elaborating further on the importance and distinctiveness of studying strategic HRM and performance in this context, it is first required to define the public sector (Perry &

Hondeghem, 2008). According to Knies and Leisink's typology, ownership, money, and authority are among the first set of characteristics that are "formal" in nature (Knies & Leisink, 2018). Accordingly, organizations are classified as public if they are owned and supported by the government and if the main stakeholders are political authorities (Cope & Rainey, 1992). Some public institutions, such as municipal and national governments, benefit greatly from this set of requirements, but not all do. For example, healthcare organizations in the United Kingdom are classified as public, whereas in the Netherlands, they are legally private businesses providing public services. Thus, Knies and Leisink add the concept of public value to this set of requirements. In this sense, private and non-profit organizations that provide benefits to the public would be categorized as "public" (Knies & Leisink, 2018).

Serving the public interest rather than turning a profit, as is the case in the private sector, is a feature of organizations in the public sector (Boin et al., 2008) even though empirical research has demonstrated considerable distinctions between public and private sector organizations, the relatively recent public management changes have made it increasingly difficult to discriminate between the public and private sectors (Boyne et al., 1999; DeSantis & Durst, 1996; Guest, 2001; Guest & Conway, 2002). To increase their productivity and customer focus, public sector companies have been exposed to organizational concepts, models, and principles from the private sector.

The reforms have, like in many other nations (Pollitt et al., 2004), notably resulted in the creation of independent executive agencies that function with more independence from governmental supervision (Van Thiel, 2006). As a result, many hybrid organizations exist that serve both industries. While acknowledging that the lines separating the public and private sectors are becoming more hazy, Pollitt provided summaries of the unique traits of the public sector (Pollitt, 2003).

The contributions meet the urgent global demand for public sector organizations to increase the efficacy of their services and goods while managing more stringent budgets and more scrutiny from governmental bodies, the media, and community organizations. The well-being and smooth operation of societies depend on state-funded institutions like public hospitals, ambulance services, law enforcement agencies, schools, social welfare programs, utility companies, business development units, and other publicly funded services. It is, therefore, in everyone's best interest for these organizations to deliver prompt, high-quality services. The expertise, aptitude, and motivation of their staff, on the other hand, greatly influence how successful these services are.

Employee recruitment and retention, training and development, career advancement, performance reviews, employee relations, and other critical HRM duties are just a few of the policies and practices that can affect workers' attitudes and behaviors and either increase or decrease their effectiveness. Thus, HRM strategies are essential to guaranteeing that public sector organizations can effectively serve the populations they serve and continuously meet high service standards.

In the public sector, HRM is being prioritized for four key reasons (Burke et al., 2013). These include (1) the HRM literature's neglect of the public sector context; (2) the significance of public sector services and the role of HRM in providing them; (3) the amount of public funding allocated to civil services and the requirement that agencies make the most of it; and (4) the scope of workforce-related issues facing public sector organizations.

Munna et al. see HRM in the public sector as a hierarchical approach that serves as the primary engine for the efficacy and efficiency of growth and development on a public scale (Munna et al., 2023).

It is contended that when it comes to researching HRM and performance issues, the public sector is more than just another setting. We think it is oversimplified to apply “what works” in private sector situations to the public sector because there are frequently broad implications for the study of HRM in the public sector. It might be different that academics should disregard or only partially consider the public sector environment when interpreting lessons from private sector studies as “business as usual.” Research on HRM and performance is complicated and different in the public sector due to certain features compared to private sector studies. However, it is admitted that there is a lot to learn from private-sector research for public management experts. However, the nature of organizational performance, the nature of HRM, and the connections between the two are the three key characteristics that form the basis of the public sector debate on HRM and performance (Guest, 1997).

The first feature that sets public organizations apart from private ones is that the former have a single bottom line (maximizing profit), whereas the latter does not (Boxall & Purcell, 2000). Since the mission “defines the value that the organization intends to produce for its stakeholders and society at large,” fulfilling it is the ultimate goal of public organizations (Moore, 2000). Politicians typically approve of this value. “Evidence that the agencies’ operations have contributed substantially to the achievement of these goals [included in the mission] provides evidence of agency effectiveness” (Rainey & Steinbauer, 1999). Several objectives that frequently clash may be part of the mission (Cope & Rainey, 1992). This is a unique characteristic of public organizations that has significant ramifications for HRM research in this setting. For instance, police agencies must combat crime while also preventing it. These professions typically encompass extremes, including engagement with criminals and the general populace, necessitating the ability to manage both calm and aggressive situations. Public organizations strive to deliver high-quality services equitably, utilizing public funds to generate public value for the collective benefit rather than for individual residents.

The second significant trait pertains to HRM, specifically the array of HR techniques employed to enhance performance or achieve organizational objectives. Because of the nature of services provided, the characteristics of public sector workers, and the accountability of public organizations with regard to their use of public funds, empirical evidence suggests that not all HR approaches are suitable for adoption in public sector organizations (Kalleberg et al., 2006). Empirical research indicates that numerous public companies have implemented combinations of ability- and opportunity-enhancing HR policies, while many fewer have adopted motivation-enhancing methods (Boyne et al., 1999; Kalleberg et al., 2006; Vermeeren, 2014). HR practices aligned with the humanistic objectives of public organizations, which focus on enhancing employees’ capabilities and opportunities for involvement in decision-making, are more common in the public sector. Conversely, financial incentives are utilized less frequently, as they may diminish intrinsic motivation (Georgellis et al., 2011). Nonetheless, not all decisions about the execution of HR policies are strategic, as public sector HR practices are significantly influenced by institutionalization. Various stakeholders, including politicians and unions, exert greater influence on public sector HR practices than on those in the private sector. Policies concerning compensation and employee benefits are subject to collective bargaining. This indicates that the implementation of HR practices must be contextualized when examining public organizations.

The third distinction pertains to the connection between HRM and outcomes and is bifurcated. A key inquiry in the literature about HRM and performance in the public sector is the degree to which public managers can affect employee performance, considering the limitations on management autonomy and the existence of bureaucratic restraints. Compliance

with excessive bureaucracy has led to cultures where managers are perceived as ‘guardians’ of existing regulations and processes (Bozeman, 1993; Cope & Rainey, 1992; Knies & Leisink, 2018). Secondly, a pertinent question is what processes connect the practice of HRM with employee performance results, assuming public managers can influence performance to some degree. Wright and Nishii suggested a comprehensive value chain that delineates the mediating variables connecting HRM and performance, including employees’ attitudes and behaviors (Wright & Nishii, 2007). This value chain is applicable to the public sector but requires modification to accommodate the unique motivational context of public employees. This refers especially to public service motivation (PSM). PSM is characterized as “an individual’s inclination to provide services to others with the intent of benefiting individuals and society” (Perry & Hondeghem, 2008), and has been demonstrated to correlate positively with the mission fulfillment of public organizations (Bellé, 2013; Vandenabeele, 2009). Consequently, we can infer that the mediating variables within the HRM value chain must be pertinent to the public sector and may not correspond to processes documented in private-sector research.

2.4. Relevant Studies

Studies also need to be reviewed to assist in the selection of methods later on while maintaining relevance to the actual context of the study. Shafiei et al.’s findings with qualitative methods using thematic analysis revealed that senior nursing students considered their future career options from various academic, personal, professional, and work environment dimensions (Shafiei et al., 2024).

In addition, the findings of Adams et al., using a qualitative method and thematic analysis, explain that the main factor associated with perceptions of injustice after an accident at work is a musculoskeletal injury that results in permanent paralysis (Adams et al., 2024). Next, there is research from Alexander and Charman with comparative analysis using survey and interview data indicating that based on in-depth analysis, the promotion of women in the five years to March 2019 showed an overall increase in the elderly group (Alexander & Charman, 2024). This is more likely because the proportion of men retiring is greater than the increase in women’s promotions, the proportion of supervisory positions held by men is even greater, and as they retire, the number of women holding positions across all positions increases.

Furthermore, Arnold and O’Brien’s findings using semi-structured interviews show that there are gaps and injustices when trying to enter the media industry (Arnold & O’Brien, 2023). Although injustice defines media work for those who struggle to obtain it, luck is used to explain their entry into media work. Meanwhile, Bertola et al.’s findings using the interview method also indicate that the reaction phenomenon can trigger a cycle of injustice, which leads to job dissatisfaction and low work motivation (Bertola et al., 2023). Enhancing well-being by successfully balancing career paths and personal needs depends on management’s responsiveness and equity in attending to employee needs, particularly in a cultural setting where women are still largely responsible for taking care of the family, and there is a dearth of public support.

Then, Dowling et al.’s findings revealed that the participants experienced gender role reversal as bonded migrant workers and as military spouses, and they experienced difficulty integrating into the military community (Dowling et al., 2024). Participants expanded their masculine identities to include traditionally feminine tasks and valued egalitarianism in husband-wife relationships when they experienced obstacles in earning a living. In other words, as civil husbands negotiate their masculine identities and relationships with their

partners and as gender minorities in their communities, the article's findings highlight the value of emotional support.

In the findings of Freeman et al., using an online survey by asking four free questions and then continuing with qualitative analysis based on comments by informants, results were given that explained that staff felt and experienced obstacles to career advancement (Freeman et al., 2023). Some employees voiced displeasure and blamed it on discrimination based on protected traits, even though many were happy with their professional advancement. In an effort to address the causes of inequalities in dentistry education, dental schools are starting to alter their culture.

Furthermore, in a study by Kenny and Osborne using semi-structured interviews, it is explained that the green ceiling refers to how NRM professionals feel hampered in the workplace, unable to achieve a certain level of influence if they are open and persistent about the importance of an ecocentric perspective (Kenny & Osborne, 2024). The green ceiling is a culture supported by lower-echelon job provision that suppresses the expression of environmental values in decision-making and daily workplace interactions; those marked as too green may experience low job security, few opportunities for career advancement, and career disruption, including being forced to leave the workplace.

Lastly, Leavy et al.'s findings using a narrative and phenomenological qualitative research approach revealed that female high school principals in Utah had experienced obstacles in their careers. Mentoring support and examples of inclusive leadership practices help these women overcome these obstacles (Leavy et al., 2024). Expectations for female principals to behave more like mothers, the lack of recognition as principals, the idea that female leadership is unnatural, the silence of women's voices, coaching as a lucrative career path for men who can denigrate women, the idea that women should not be considered for advancement, stereotypes that restrict careers, and the need for women to put in more effort were among the themes discussed.

3. Research Methodology

This study employs a qualitative research design with a literature review approach to examine career development inconsistencies in Indonesia's judicial system, particularly the dual roles of judges and registrars. The study aims to identify regulatory ambiguities, career path constraints, and policy implications that affect human resource management within the Supreme Court. A literature review method was selected to provide a comprehensive theoretical framework and contextual background for the study. This method enables an in-depth examination of existing regulations, judicial career structures, and HRM policies in Indonesia's public sector.

The study relies on secondary data collected from various sources, including regulatory documents such as Indonesian government policies, Presidential Regulations, and Supreme Court regulations, as well as academic literature in the form of peer-reviewed journals, books, and conference proceedings on HRM in the public sector, career mobility, and justice system administration. Additionally, reports and official documents from the Judicial Commission, Supreme Court performance evaluations, and human resource assessments in Indonesia's legal system were analyzed to provide further insights. The data were examined using a thematic analysis approach to identify recurring patterns and gaps in judicial career pathways. This involved content analysis to systematically review regulations and HRM policies, comparative analysis to examine career mobility practices in Indonesia's judiciary relative to international

best practices, and gap identification to highlight inconsistencies between legal provisions and actual career development practices for judges and registrars.

A literature review approach was deemed appropriate due to the complexity of regulatory frameworks governing judicial career structures, which necessitate a detailed examination of legal texts. Furthermore, the study aims to provide evidence-based recommendations for judicial HRM reform, making a policy-oriented research method essential. The contextual understanding gained from reviewing HRM theories also helps frame the issue within broader public sector management challenges.

4. Results and Discussion

The division of power into three branches—Executive, Legislative, and Judicial—is fundamental to democratic governance. This concept, as put forward by Locke, is called the Trias Politica theory, which ensures that no single branch holds absolute power, promoting a system of checks and balances (Locke, 2003). In Indonesia, the President holds Executive Power, the People's Representative Council (DPR)/People's Consultative Assembly (MPR) holds Legislative Power, and the Supreme Court and the Constitutional Court hold Judicial Power.

The Supreme Court of Indonesia, as a High State Institution, is responsible for maintaining judicial independence and is free from the influence of other branches. Together with its subordinate bodies—General Court, Religious Court, State Administrative Court, and Military Court—the Supreme Court provides legal services across Indonesia, structured into three levels: first-level courts (District Court/Pengadilan Negeri), appeal-level courts (High Court/Pengadilan Tinggi), and cassation/Judicial Review level (Supreme Court/Mahkamah Agung).

Within these three levels of the judiciary, there are two main categories of judicial personnel: judges (hakim) and registrars (panitera). Regulations clearly differentiate their job descriptions—judges adjudicate cases, while registrars manage legal documentation and court administration. However, career advancement opportunities are disproportionate, as evidenced by Presidential Regulation Number 123 of 2022, which amends Presidential Regulation Number 14 of 2005 regarding the appointment of Supreme Court Registrars.

According to this regulation:

- The Supreme Court Registrar is a High Judge appointed to oversee administrative and legal functions within the Supreme Court.
- The Junior Registrar is a High Judge who assists the Supreme Court Registrar in administrative duties.
- The Substitute Registrar is a First-Level Judge responsible for supporting the registrar's office in Supreme Court operations.

These registrar positions are exclusively open to judges from the District Court and High Court levels, while registrars from lower courts are not given access to Supreme Court positions. This raises a significant concern:

- Why are registrars at the District Court and High Court levels unable to advance to the Supreme Court?
- Why are judges, despite judicial shortages, assigned to administrative roles instead of focusing on adjudication?

These restrictions create inequities in career development and contradict the principles of merit-based progression, as emphasized in HRM literature (Armstrong, 2001; Guest, 2001; Legge, 2005).

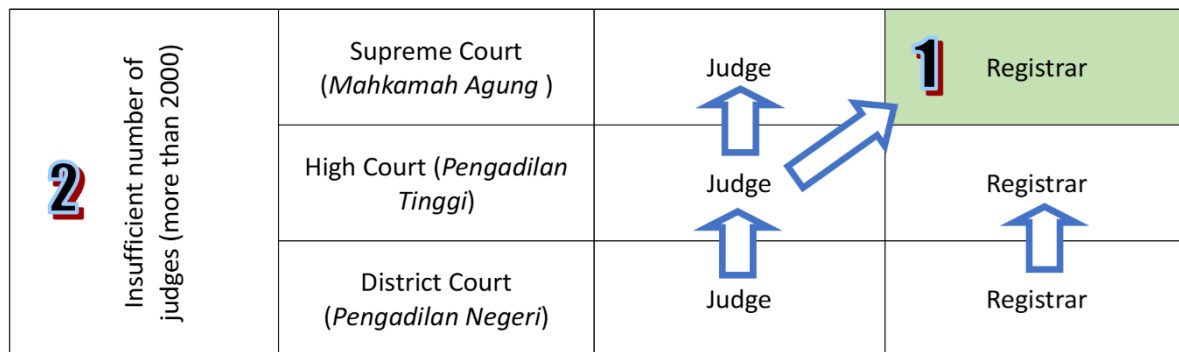


Figure 2. The Study Case

Another critical issue is the judicial workforce shortage in Indonesia. Currently:

- The total number of judges is 8,591, while the ideal number should be 11,000.
- A deficit of 2,409 judges persists, leading to delays in case processing and inefficiencies in justice delivery.

Despite this shortage, the current regulations still allow judges to occupy registrar positions, reducing the number of judges available to handle legal cases. This issue mirrors HR mismanagement problems identified in public sector studies, where career stagnation and role misallocation reduce institutional efficiency (Burke et al., 2013; Knies & Leisink, 2018).

The assignment of judges to registrar roles, despite judicial workforce shortages, contradicts strategic HRM practices, which advocate for optimal workforce allocation to enhance institutional performance (Boxall & Purcell, 2000; Pollitt et al., 2004). A comparison with international judicial systems shows that career advancement models typically provide pathways for registrars to become judges, ensuring continuous talent development (Georgellis et al., 2011; Perry & Hondeghem, 2008).

Thus, this study highlights two fundamental issues:

- Judges can become registrars at the Supreme Court, but registrars cannot advance to judicial roles at the Supreme Court level.
- Despite the shortage of judges, the current regulation allows judges to be positioned in registrar roles, worsening judicial inefficiencies.

This situation raises concerns regarding fairness, career progression, and resource allocation in Indonesia's judicial system. A comprehensive study is needed to explore the institutional and regulatory reasons behind this career development disparity, ensuring a fair, efficient, and merit-based career structure within the judiciary.

5. Conclusion

This study identifies a significant issue regarding the absence of a clear career development pattern for Supreme Court Registrar employees, primarily caused by the imbalance in the legal framework governing this matter. The findings emphasize the need to develop and refine policies that can enhance the career trajectory of Registrar employees in the Supreme Court. The

research aims to provide an empirical understanding of civil service development, focusing on policy formulation, implementation, and subsequent development.

Moreover, the study highlights inconsistencies within the regulations, particularly the provision that allows judges to be appointed as registrars at the Supreme Court despite the persistent shortage of judges. Conversely, there is no provision allowing registrars to pursue a career path that positions them as judges. These discrepancies underline the necessity for a comprehensive approach to policy reform, which addresses the imbalance and ensures an equitable career development system within the judicial institution.

In conclusion, this research proposes conducting an empirical case study to explore the circumstances in greater depth, with the objective of formulating a middle-range theory that addresses the factors contributing to career path inconsistencies among Supreme Court Registrar employees. This would ultimately serve as a foundation for enhancing civil service policies and fostering sustainable career development within the judicial system. Specifically, this study underscores the need for regulatory reforms to address career path inconsistencies in Indonesia's judicial system. Policymakers should consider creating pathways for registrars to advance to judicial roles, ensuring fairness and resource efficiency.

6. Acknowledgment

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7. Declaration of Conflicting Interests

The authors have declared no potential conflicts of interest regarding this article's research, authorship, and/or publication.

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