

PROPOSING REGULATORY REVISION OF JUDICIAL CAREER MANAGEMENT

PROPOSTA DE REVISÃO REGULATÓRIA DA GESTÃO DE CARREIRAS JUDICIAIS

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Abstract

The Indonesian judicial system is structured into three powers (executive, legislative, and judicial) following the Trias Politica theory. The Supreme Court and its subordinate courts have two main HR types: judges and registrars. While regulations differentiate their roles, career paths are ambiguous, especially for registrars. Judges can become registrars at the Supreme Court, but registrars from lower courts cannot advance to this level, leading to career stagnation and perceived unfairness. This situation is exacerbated by a shortage of judges, as judges are assigned to registrar roles, further reducing judicial capacity. This study aims to explore the implementation of the current regulation, particularly on how the registrars' perceptions of this unfairness, and using these to propose revisions to the existing regulation. This study is a qualitative research in order to explore the opinions, and then uses the results to propose a revision towards the current regulation on career management. The results show that most registrars have long tenures but are limited to High Court-level positions, with only judges eligible for Supreme Court registrar roles. Four main themes emerged: need for regulatory

Resumo

O sistema judiciário indonésio está estruturado em três poderes (executivo, legislativo e judiciário), em conformidade com a teoria da Trias Políticas. A Suprema Corte e os tribunais a ela subordinados possuem dois principais tipos de recursos humanos: juízes e escrivães (registrars). Embora a regulamentação diferencie suas funções, os percursos de carreira permanecem ambíguos, especialmente para os escrivães. Os juízes podem tornar-se escrivães na Suprema Corte, ao passo que os escrivães dos tribunais inferiores não podem ascender a esse nível, o que gera estagnação de carreira e percepções de injustiça. Essa situação é agravada pela escassez de juízes, uma vez que magistrados são designados para funções de escrivão, reduzindo ainda mais a capacidade jurisdicional. Este estudo tem como objetivo examinar a implementação da regulamentação vigente, especialmente no que se refere às percepções dos escrivães sobre essa injustiça, e, a partir disso, propor revisões à regulamentação existente. Trata-se de uma pesquisa qualitativa destinada a explorar opiniões e, com base nos resultados, propor uma revisão da regulamentação atual sobre a gestão de



revision, judge quantity and quality, meritocracy in career levelling, and the core duties (TUPOKSI) of registrars. This study highly recommends alternatives for revising Article 20 of Law No. 3/2009, allowing registrars, not just judges, to advance to Supreme Court registrar positions, emphasizing relevant experience and skills over judicial background. The study emphasises the fairness and merit-based career paths for registrars, supporting organizational effectiveness and employee motivation in the Indonesian judiciary.

Keywords: Career Management. Judicial Administration. Judicial Reform. Meritocracy. Registrars.

carreiras. Os resultados indicam que a maioria dos escrivães possui longos períodos de atuação, mas está limitada a cargos de nível de Tribunal Superior, sendo que apenas juízes são elegíveis para funções de escrivão na Suprema Corte. Emergiram quatro temas principais: a necessidade de revisão regulatória, a quantidade e qualidade de juízes, a meritocracia no nivelamento de carreiras e as atribuições principais (TUPOKSI) dos escrivães. O estudo recomenda fortemente alternativas para a revisão do Artigo 20 da Lei nº 3/2009, permitindo que escrivães, e não apenas juízes, possam ascender a cargos de escrivão na Suprema Corte, enfatizando experiência e competências relevantes em detrimento do histórico exclusivamente judicial. O estudo destaca a importância de trajetórias de carreira justas e baseadas no mérito para os escrivães, contribuindo para a efetividade organizacional e a motivação dos servidores no sistema judiciário indonésio.

Palavras-chave: Administração Judiciária. Escrivânias. Gestão de Carreira. Meritocracia. Reforma Judicial.

1 INTRODUCTION

Human resource (HR) activities focus on the promotion and management of individuals inside firms (SUTANTO; UTAMI; DIANTORO, 2022). They engage in the development and execution of human resource management (HRM) activities, encompassing organizational development, HR planning, talent management, knowledge management, recruitment and selection, learning and development, reward management, employee relations, health and safety, welfare, HR administration, compliance with legal obligations, equal opportunity and diversity concerns, and other aspects related to the employment relationship.

HRM focuses on managing and developing people within organizations, including activities such as organizational development, talent management, recruitment, training, rewards, employee relations, health and safety, legal compliance, and diversity. HRM aims for strategic integration, ensuring HR initiatives align with business strategies (vertical integration) and that HR policies and practices support each other (horizontal integration).

In the public sector, the institutions prioritize serving the public interest over making a profit, as is the case in the private sector (BOIN; MCCONNELL; 'T HART, 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), while expecting 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 into 3 (three powers: 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 concept of division of power put forward by LOCKE (2003), which is called the *Trias Politica* theory. 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 HR, particularly in the ambiguous career paths between judges and registrars. This paper 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 HR: judge (*hakim*) and registrar (*Panitera*). While regulations clearly differentiate the job descriptions between judge and registrar, the career path shows otherwise.

The research conducted by ADAMS et al. (2023), utilizing a qualitative approach with thematic analysis, reveals that the predominant factor associated with feelings of injustice after a workplace accident is a musculoskeletal injury resulting in permanent paralysis. Research by ALEXANDER and CHARMAN (2024) offers a comparative analysis utilizing survey and interview data, demonstrating a significant rise in the advancement of women within the older demographic over the five years preceding March 2019. The probability is elevated due to a greater percentage of males retiring relative to the rise in women's promotions, a disproportionately higher number of supervisory roles held by men, and the subsequent increase in women occupying diverse posts upon their retirement.

The case is drawn due to the situation where a judge can be a registrar at the Supreme Court level, while 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 (PRATAMA et al., 2024). Based on this case, this study aims to explore the ambiguity in the registrar's career path. This exploration is then expected to provide empirical evidence that can be used to revise the existing regulation that hinder Registrar to have an equal career opportunity at the Supreme Court level.

2 LITERATURE REVIEW

2.1 HR overview

HR functions are centred on the promotion and management of humans inside organizations (ALAM, 2019; SUTANTO; UTAMI; DIANTORO, 2022). They are involved in developing and implementing people management activities, including organization development, planning of HR, 400 ne4 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 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.

2.2 Strategic HRM in the public sector

HRM encompasses organizational development, talent management, knowledge management, recruitment, employee relations, health and safety, legal compliance, and diversity issues. However, these HRM characteristics are not inherently possessed. Numerous

models and methodologies exist within diverse firms, often just marginally fitting with the conceptual framework of HRM. HENDRY and PETTIGREW (1990) enhance the analytical elements of the HRM model while minimizing its prescriptive aspect. BOXALL and PURCELL (2000) observed that this method, by adopting a more deliberate and analytical pace, appropriately refrains from categorizing HRM as a singular entity. HENDRY and PETTIGREW (1990) assert that improved descriptions of structures and strategic formulation in complex organizations, along with frameworks for comprehension, are fundamental to HRM.

The research findings, especially those by PURCELL (2003), demonstrate that HR can influence outcomes by leading or facilitating the development and implementation of high-performance work practices, specifically regarding flexible work arrangements, talent management, recruitment, selection, employee development, reward systems, and employee voice. Furthermore, HR promotes the development and incorporation of a unique vision and value system (the overarching concept); the formation of a positive psychological contract; and initiatives aimed at enhancing employee engagement and motivation. Furthermore, HR influences the formulation and implementation of policies that, according to PURCELL (2003), fulfil individual requirements and "establish an excellent work environment," alongside the effective management of change and the assistance provided to line managers concerning their responsibilities in executing HR policies and practices.

2.2.1 Strategic integration in HRM

Advanced HRM aims for strategic integration (vertical alignment with business strategy) and horizontal coherence (internal consistency among HR policies). The objective of business strategy is to achieve a competitive advantage (NAIR et al., 2021) and managers' strategic capability (BOXALL; PURCELL, 2000; SCHOLES; JOHNSON; WHITTINGTON, 2002) in the formulation and execution of strategy successfully (QING et al., 2020). Strategic HRD analyzes the ways in which HRD practices and policies might facilitate the attainment of corporate plans over an extensive, long-term horizon (SETIADI et al., 2021). BLOM et al. (2021) and BOEHM; SCHRÖDER; BAL (2021) assert that a primary objective of HRM is to establish conditions that enable employees to realize their maximum potential and exhibit commitment to the organization's objectives.

Meanwhile, public sector organizations face unique challenges, including the need for effectiveness, accountability, and managing public funds. KNIES and LEISINK's (2018)

typology identifies ownership, factor, and authority as primary features that are “formal” in nature. Organizations are categorized as public when they are owned and funded by the government, with political authorities as the primary stakeholders (RAINEY, 2009). They are legally recognized as private enterprises delivering public services. Consequently, KNIES and LEISINK (2018) incorporate the notion of public value into this framework of needs.

Organizations in the public sector prioritize serving the public interest over generating profit, unlike those in the private sector (BOIN; MCCONNELL; 'T HART, 2008). Despite empirical research revealing significant factor666 between public and private sector organizations, factor6 public management reforms have rendered it increasingly challenging to differentiate between the two sectors (BOYNE et al., 1999; DESANTIS; DURST, 1996; GUEST, 2011; GUEST; CONWAY, 2002). Public organizations differ from private ones by prioritizing mission fulfillment over profit maximization (BOXALL; PURCELL, 2001; MOORE, 2000; RAINEY; STEINBAUER, 1999; RAINEY, 2009). Their mission is defined by the value they aim to create for stakeholders and factor6, with effectiveness measured by how well they achieve these goals.

Furthermore, not all HR approaches are suitable for public organizations due to the nature of their services, workforce characteristics, and accountability for public funds. Public organizations commonly use HR policies that enhance employee abilities and opportunities, while motivation-enhancing (especially financial) incentives are less frequent (BOYNE et al., 1999; KALLEBERG et al., 2006; VERMEEREN, 2014). Compensation and benefits are typically subject to collective bargaining (GEORGELLIS; IOSSA; TABVUMA, 2011), making context crucial in HR policy implementation.

Public service motivation, the desire to serve others and society, is a key factor, positively associated with mission fulfillment in public organizations (BOZEMAN, 1993; KNIES; LEISINK, 2018; RAINEY, 2009). The HRM value chain in public organizations should reflect these unique motivational factors, differing from private-sector models (PERRY; HONDEGHEM, 2008).

2.3 Empirical studies review

Recent studies highlight issues such as career choice factors, workplace insufficiency, gender disparities in promotion, and the importance of management responsiveness and support for employee well-being and career progression. ADAMS et al. (2023) derived results from a qualitative methodology employing thematic analysis, indicating that the primary insufficiency

linked to sentiments of unfairness following a workplace accident is a musculoskeletal injury leading to lifelong paralysis. Subsequently, research conducted by ALEXANDER and CHARMAN (2024) includes a comparative analysis using survey and interview data, revealing that a comprehensive examination indicates a notable increase in the promotion of women within the older demographic throughout the five years leading to March 2019. The findings of ARNOLD and O'BRIEN (2023), derived from semi-structured interviews, indicate the existence of disparities and inequities in accessing the media sector. BERTOLA et al. (2023) found through interviews that the reaction phenomenon might initiate a cycle of insufficiency, resulting in workplace discontent and diminished work motivation. Improving well-being through the effective equilibrium of professional trajectories and personal requirements relies on management's attentiveness and fairness in addressing employee needs, especially in a cultural context where women predominantly bear familial responsibilities and public support is insufficient.

2.4 Case study formation

The division of power into three branches: Executive, Legislative, and Judicial, aims to create a system of checks and balances in which no single power is absolute. This concept, known as the *Trias Politica* theory proposed by Locke (2003), assigns executive power to the President, legislative power to the People's Representative Council (DPR)/People's Consultative Assembly (MPR), and judicial power to the Supreme Court and its subordinate courts, as well as the Constitutional Court.

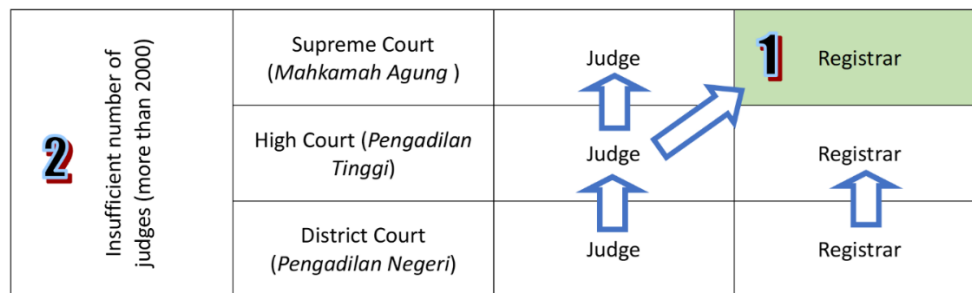
As one of the state institutions exercising judicial power, the Supreme Court of the Republic of Indonesia operates independently from other branches of government. As the apex of the judicial system, the Supreme Court and its subordinate courts, General, Religious, State Administrative, and Military Courts, are responsible for delivering justice through a tiered system consisting of first instance courts (District Courts), appellate courts (High Courts), and the cassation or judicial review level (Supreme Court).

Across these three judicial levels, there are two main categories of human resources: judges (*hakim*) and registrars (*panitera*). Although regulations clearly distinguish their respective duties, career pathways are not equally structured. Under Presidential Regulation No. 123 of 2022, the positions of Supreme Court Registrar, Junior Registrar, and Substitute Registrar are reserved for judges, whether from the High Court or first-level courts, who are appointed to perform registrar functions at the Supreme Court.

Consequently, while judges from District Courts and High Courts may advance to registrar positions at the Supreme Court, registrars from those same courts are not afforded similar opportunities. This asymmetry raises a critical question regarding the absence of career pathways for District Court and High Court registrars to progress to the cassation or judicial review level at the Supreme Court.

Figure 1

The Case Study



Source: PRATAMA et al. (2024)

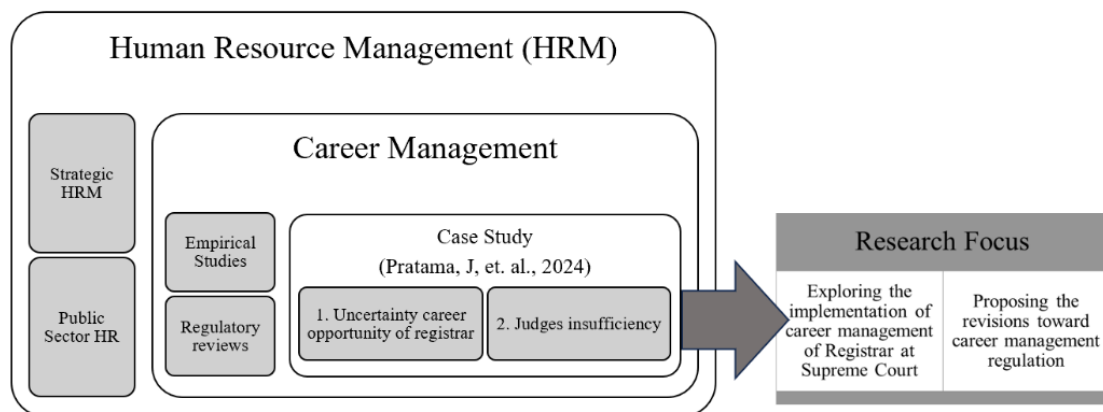
Another interesting fact is that currently, the total number of Judges is 8,591 (eight thousand five hundred and ninety-one) people, from the ideal number of 11,000 (eleven thousand) people. Thus, there are still 2,409 (Two thousand four hundred and nine) more Judges needed. With the limited number of judges, it would not be appropriate if some judges were still assigned to handle administrative tasks. In other words, with this insufficient number of judges, they are still able to be positioned at the registrar positions—the registrar, junior registrar, and substitute registrar. This condition certainly leads to insufficient numbers of available judges. In other words, the shortage of judges, coupled with the assignment of judges to registrar roles, exacerbates inefficiencies in case handling. This misallocation highlights the need for regulatory reform to optimize resource utilization. **Figure 1** summarizes the case that will be focused on in the research. First, while the judges are able to become registrars at the Supreme Court, the registrars are not. Second, even though the insufficient number of judges still occurs, the regulation allows judges to be positioned as registrars at the Supreme Court. A study then needs to explore the reasons for these conditions that lead to unfairness.

2.5 Research framework

Figure 2 depicts this research's framework, enabling the perception of how the overall perspectives of the research are. This study views HRM to provide a landscape on the basis of this research; then specifically looking at how HR at the strategic level and also in the public sector, and how both are well discussed in career management processes in an organization. Review on previous studies was conducted to provide updates on relevant discussions, along with a review of regulations that apply to career development, especially in the public sector.

Figure 2

Research Framework



From this explanation, the formation of case studies is more focused, especially on the judicial institution of the Supreme Court (PRATAMA et al., 2024). The case was drawn from two main perspectives: the uncertain career opportunity of the registrar in the Supreme Court, and the insufficient number of judges around Indonesia. These two main perspectives of the case study led this research to focus on its two main objectives. This research aims to explore the implementation of Article 20, Regulation Number 3, 2009, as the regulating system for career management of the Registrar under the Supreme Court. This exploration was highly expected to provide inductive empirical evidence that is used to offer alternatives in revising the existing regulation.

3 METHODOLOGY

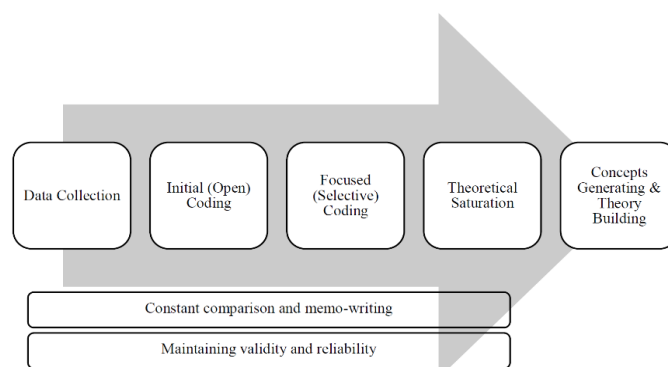
Research was conducted primarily at the Supreme Court (*Mahkamah Agung*), with data collection possible online due to technological advances. The study focuses on informants who were relevant to the judicial career system. The research investigates why court registrars (*Panitera*) at lower courts cannot pursue careers at the Supreme Court, while judges can. This situation is seen as potentially unjust and is central to the case study justification.

The Indonesian judiciary consists of multiple court levels and types, with a detailed career path for court staff and registrars. Career progression is regulated by national and institutional policies, but real-world implementation often diverges from these frameworks. There is a lack of synchronization between established career patterns and actual practice, leading to poorly directed staff transfers and potential deviations from professionalism. Career progression for civil servants (ASN) can be horizontal, vertical, or diagonal, as regulated by national law. Judges can become registrars at the Supreme Court, but registrars from lower courts cannot advance to the Supreme Court level. This creates career stagnation for registrars and is a focal point for the research.

The study adopts an inductive, interpretivist, and constructivist approach, aiming to understand social realities through participant perspectives and interactions. Both primary and secondary data are used. Secondary data is collected first to identify potential informants, focusing on registrars with over five years of service at high courts and registrars at the Supreme Court who were previously judges. Data analysis follows a grounded theory approach, using open and selective coding, theoretical saturation, and concept generation, as illustrated in **Figure 3**.

Figure 3

Data Analysis Process



Source: Drawn from CHARMAZ (2014), CRESWELL (2012), FAHRI (2019)

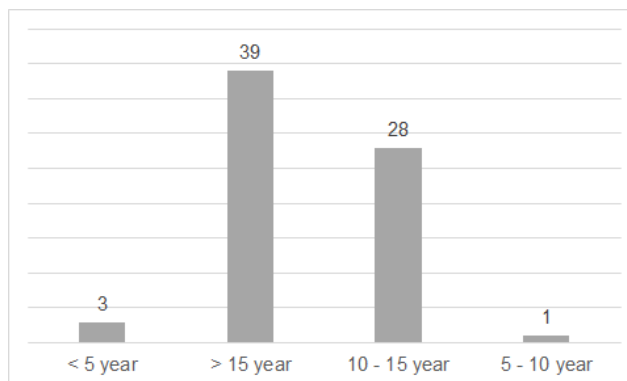
Interviews are conducted with identified informants, using probing techniques to deepen responses. Consent and confidentiality are emphasized, and interviews are digitally recorded and transcribed. The study addresses researcher bias and reactivity, using feedback, quasi-statistics, triangulation, and comparison to ensure internal and external validity. Rich descriptions and multi-site design help enhance generalizability.

4 RESULTS AND DISCUSSIONS

4.1 Analysis of secondary data

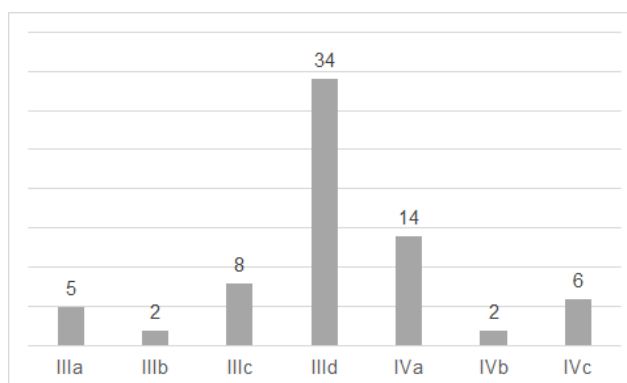
Secondary data was used as quasi-statistics to minimize the subjective level of the choice of a large number of prospective respondents. The informants who will be interviewed are registrars with various classes of positions, but by undergoing the same career level regulations. In this dissertation research, questions were raised about their opinions on regulations that are considered discriminatory. Through a Google Form, questions about their attitudes were spread. The link was shared through the group's communal formal communication channels, especially WhatsApp(R), and was responded to by 73 potential informants. However, before explaining more about their attitudes, secondary data analysis in the form of their staffing characteristics is used as mining material, especially in determining informants.

Identified attributes or characters, namely Registrar's term of service (less than 5 years, between 5 to 10 years, between 10 to 15 years, and over 15 years); structural rank (IIIa to IVc); the court level of the registrar of the prospective informant; and the province of origin of the prospective informants. In terms of the job tenure attribute, it is seen in Figure 4 was also considered, where 39 people had a working age of over 15 years. This number has great potential in making this group of informants, considering that they are the Registrar with the longest working period of all prospective informants. This is especially true of the Registrar's long experience with a perspective on regulations that limit them to higher career paths in the Supreme Court (see **Figure 4**).

Figure 4*Job Tenure of Prospective Informants*

Source: Processed data (2025)

In second place are the groups of prospective informants, are those with a working period of 10 to 15 years, with a total of 28 people. This group also shows working age with extensive experience and perspective on their responses to existing regulations. The group of potential informants with the least number of potential informants is those who have worked between 5 and 10 years, namely, as many as 1 person. Meanwhile, those who are said to have just worked with a working age of under 5 years are 3 people. By looking at the difference in the working period of these prospective informants or potential informants, the collection of primary data in the form of interviews is easier to improve by considering the perspective of those who have the longest working period and those who have been Registrars for less than 5 years.

Figure 5*Rank of Prospective Informants*

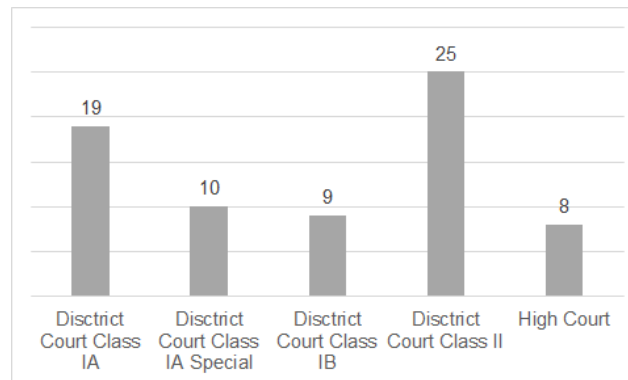
Source: Processed data (2025)

Furthermore, the attributes of the potential informants identified are their structural class, the Registrars. **Figure 5** describes their number at each level of the structural group of personnel, starting from the lowest IIIa to IVc. From the picture, it can be seen that the number of potential informants from the attribute is the Registrar with group IIIId, which is 35 people. The second of this number are those with group IV, namely 14 people; followed by the Registrar with Group IIIc as many as 8 people. Especially at these two levels, the tendency is to show that these potential informants are at the middle management level, who should have started to enter the promotion period in their career level.

In the lowest rank group, 5 people were for IIIa and 2 people for IIIb. The same tendency occurs in the class of Registrars who are quite high; where they are with Room Group IVb as many as 2 people and IVc as many as 6 people. The attributes of this rank group are a consideration in making them the interviewee with a different rank background. This difference was expected to provide a different and in-depth perspective on career paths that effectively limit the Registrar to be able to enter the Supreme Court level.

Figure 6

Court Level of Prospective Informant



Source: Processed data (2025)

Furthermore, secondary data also looks at the court level where these prospective informants (the Registrars) come from. Prospective informants (Registrars) are required to choose the level of court in which they currently work—Class II Court, Class IB District Court, IA District Court, IA Special District Court, and High Court. **Figure 6** summarizes that of the 74 prospective informants who participated initially, 25 people came from the Class II District High Court. This number was then followed by prospective informants who are currently Registrars at the IA District Court, with a total of 20 people. The other three levels are the Special Class IA District Court, with as many as 10 prospective informants; Class IB District

Court, with as many as 9 people; and the High Court, with as many as 8 people. The identification of the court level is very important because at this organizational level, the regulation limits the career level, namely, the Registrar, only up to the High Court level.

The next characteristic of prospective informants is the province of origin of the registrar. This area can also be used as a consideration when mutating positions between levels of court. A Registrar can consider this location, including his desire to move to the Java region, specifically to DKI Jakarta Province. Therefore, in this study, the current working area of the prospective informants is considered, as summarized in Table 1; where several provinces from the east of Indonesia (West Papua Province) to the western part of Indonesia (Nangroe Aceh Darussalam Province); with a total of 26 provinces of prospective informants. However, the table indicates that there is still demonization of prospective informants from North Maluku Province, the area of the researcher. Therefore, the selection of informants for this province was further cross-tabulated with the court level.

Table 1

Origin of the Province of Prospective Informants

No	Province	Quantity
1	Banten	3
2	Bengkulu	4
3	Yogyakarta Resort & Spa	2
4	DKI Jakarta	3
5	Jambi	1
6	West Java	7
7	Central Java	4
8	East Java	3
9	West Kalimantan	1
10	South Kalimantan	2
11	Riau Islands	1
12	Lampung	1
13	Maluku	1
14	North Maluku	23
15	Nangroe Aceh Darussalam	2
16	East Nusa Tenggara	2
17	Papua	1
18	West Papua	2
19	Southwest Papua	1
20	South Sulawesi	2
21	Central Sulawesi	1
22	Southeast Sulawesi	1
23	North Sulawesi	1
24	West Sumatra	3
25	South Sumatra	4
26	North Sumatra	2
TOTAL		78

Source: Processed data (2025)

Furthermore, the selection of informants can also be considered from the geographical area where the Registrar is on duty. **Table 1** shows that there are 2 prospective informants from Nangroe Aceh Darussalam (NAD) Province, which was the westernmost province in Indonesia, while there is only 1 prospective informant from the easternmost region of Indonesia (Papua Province). The result of cross-tabulation based on those characteristics is summarized in Table 2, indicating the presence of 16 prospective informants who is currently serving on the High Court. These ten prospective informants all have a service period of more than 15 years, with groups/spaces in IIIId to IVd. These people also come from various regions in Indonesia, starting from North Maluku Province (2 people), South Sulawesi (3 people), South Kalimantan (1 person), DKI Jakarta (1 person), West Java (4 people), Banten (1 person), East Java (1 person), and South Sumatra (2 people).

Table 2

Prospective Informants at the High Court

No.	No. Sequence of Prospective Informants	Job Tenure	Rank	Court Level	Province
1	8	> 15 years	IIIId	High Court	North Maluku
2	10	> 15 years	IVc	High Court	North Maluku
3	37	> 15 years	IIIId	High Court	Banten
4	48	> 15 years	IVa	High Court	South Kalimantan
5	55	> 15 years	IVa	High Court	West Java
6	58	> 15 years	IVc	High Court	South Sumatra
7	60	> 15 years	IVa	High Court	West Java
8	63	> 15 years	IVa	High Court	South Sulawesi
9	71	> 15 years	IVd	High Court	DKI Jakarta
10	72	> 15 years	IVd	High Court	West Java
11	74	> 15 years	IVa	High Court	West Java
12	73	> 15 years	IVc	High Court	West Java
13	75	> 15 years	IVc	High Court	South Sumatra
14	76	> 15 years	IVc	High Court	South Sulawesi
15	77	> 15 years	IVb	High Court	South Sulawesi
16	78	> 15 years	IVb	High Court	East Java

Source: Processed data (2025)

In other words, **Table 2** reduces the number of prospective informants to the Registrar who is currently working in the High Court. What distinguishes the sixteen prospective informants above is the Group/Space and Province (work area). These two characteristics make follow-up analysis more directed, by focusing especially on the group/space of potential informants. This is because one of the characteristics of position promotion in personnel regulations is the ASN group/room. With the existing research context where the Registrar has the highest career at the High Court level, the highest group/space of prospective informants

from Table 4.4 can be more focused. From the table, it can be seen that there are only 2 prospective informants who have the highest class/space, namely IVd.

4.2 Analysis of primary data (Interviews)

The primary data analysis was conducted based on the answer to the following question: “What do you think as a Registrar who does not have the same opportunity as a judge to become a Registrar at the Supreme Court level?” This question was asked in writing and online to the Registrars as prospective informants. To sort out their answers, the characteristics of the respondents were used for it. The characteristics of the court level are used as the main attribute in sorting out potential informants and their responses to the above questions. This is because, in accordance with existing regulations, it can be seen that at the High Court level, Registrars no longer have the opportunity to have a career in the Supreme Court, but instead are filled by High Court Judges for the position of Registrar in the Supreme Court.

The next analysis is to look at the rank of the existing prospective informants. Of the eight prospective informants, it can be seen that only 2 people have a sufficiently high class/space (IVc). In other words, these two prospective informants are Registrars with the highest criteria because existing regulations make the two prospective informants restrained in their career paths until they can enter retirement. With the highest working period and class/space, these two prospective informants are expected to provide a deepening of the existing research context; where the Registrar can have the highest career up to the level of the High Court. The two prospective informants are prospective informants #10 and #58. From this question, each prospective informant answered as summarized in the 2 quotes below.

Excerpt 1

Informant 1 (Prospective Informant #10)

<i>Sudah sesuai dengan amanat UU No. 3 Tahun 2009 yang tersurat maupun yang tersirat.</i>	It is in accordance with the mandate of Law No. 3 of 2009 which is expressed and implied
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Excerpt 1 above shows detailed knowledge of the regulations that make the Registrars, especially these informants, in their careers, and they feel that they do not need to aspire to a higher career level because they are in accordance with the applicable rules. Even from the statement mentioned above, it can be seen that the regulation cannot be translated into any

form, so the Registrars must comply with it. This registrar is temporarily serving in North Maluku Province with a working period of more than 15 years.

Furthermore, the second prospective informant (Informant #58) gave a response as shown in **Excerpt 2**. It can be seen from the quote that the prospective informant is more hopeful for the ideal conditions where the Registrar, especially at the High Court level, can be given the same opportunity to have a career up to the level of the Supreme Court of the Republic of Indonesia.

Excerpt 2

Informant 2 (Prospective Informant #58)

<i>Seyogyanya karier panitera bisa sampai ke Panitia MARI,, Regulasi sdh ada tdk menunggu keikhlasan dari para pemimpin yg di pegang oleh seorang hakim, kiranya hakim bisa hy fokus dg tupoksinya bukan jabatan struktural di minati.</i>	The registrar's career should be able to reach the MARI Committee, the regulations do not wait for sincerity from the leaders held by a judge, hopefully the judge can focus on his duties instead of the structural position in question
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Interestingly, in the quote, there is also a response to the Judge who is the Registrar at the Supreme Court level. In other words, Prospective Informant #58 argues that the Judge should focus on his TUPOKSI, especially structural positions. Informant 2 (Prospective Informant #58) is currently working at the South Sumatra Provincial High Court, with the highest class/room IVc.

Furthermore, from **Excerpt 3**, it can be seen that there is a Registrar with the highest class/space (IVd), namely Informant 3 (Prospective Informant #73). The following is an excerpt of the informant's answer to the question asked (Quote 3). From the quote, the informant sees the ability and quality of the administrative process that is considered to be more possessed by the Judge in the needs of the Supreme Court. However, the informant also gave an explanation of the abilities of the Registrar, which has become their main task and expertise, even at the level of the Supreme Court.

Excerpt 3

Informant 3 (Prospective Informant #73)

Pada dasarnya Pertimbangan tersebut didasarkan pada Kemampuan dan Kualitas, bahwa Hakim mampu menguasai proses Administrasi dan Teknis Peradilan di MA. Tapi pada kenyataannya tidak menutup kemungkinan bahwa kemampuan dan keahlian oleh Administrasi Peradilan.

Basically, these considerations are based on Ability and Quality, that Judges are able to master the Judicial Administration and Technical processes at the Supreme Court. But in reality, it is possible that the ability and expertise of the Judicial Administration

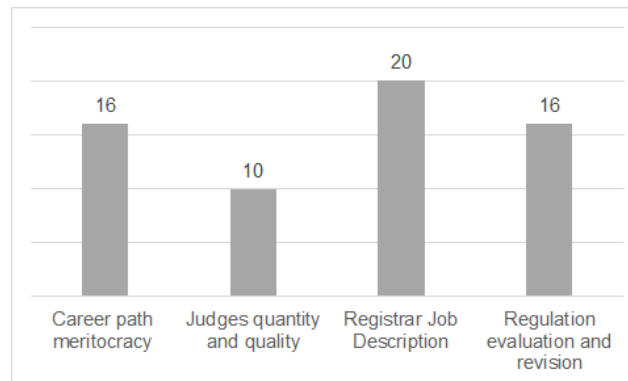
The next analysis is still based on prospective informants who are still active in the High Court. However, what is analyzed is the prospective informant or Registrar who has the lowest room group in the classification of registrars' rank. These analysts are meant to know their opinions on existing regulations, where the level of the courts they currently serve on does not allow them to rise to the level of the Supreme Court. In this condition, they also need to be aware of their staffing class/space who will have a longer career in the High Court, compared to their senior colleagues who already have a higher class/space.

In other words, the retirement age for informants in this category is still long to enter retirement compared to their senior colleagues; so that they also feel the impact of regulations for a longer period of time which makes them view that the High Court is the last level of court in which they serve; and there is no dream of entering the Supreme Court as a Registrar.

From the results of the analysis of interview data of 10 existing informants, in accordance with the stages in the methodology in Chapter III, the analysis stage enters the substantive coding stage (substantive coding). All citations that are a form of Open Coding and then selected (Selective Coding), followed by Theoretical Saturation, produce 4 (four) main themes, namely 1) Evaluation and revision of regulations; 2) The quantity and quality of the judges; 3) Meritocracy for career levelling; and 4) Initial TUPOKSI for Registrar. The analysis of the four main themes based on the quotes obtained from the ten informants can be illustrated in **Figure 7** below.

Figure 7

Four Main Themes



Source: Processed data (2025)

Figure 7 shows that 20 excerpts were analysed to reflect the core duties and functions (*TUPOKSI*) of registrars serving as Substitute Registrars, Junior Registrars, and Registrars at the Supreme Court level. The findings indicate that the duties performed by judges acting as registrars at the Supreme Court are substantively a continuation of the registrar's career functions.

From this perspective, it is unsurprising that informants expressed the need for equal career opportunities to serve as registrars at the Supreme Court. Accordingly, the dominant theme emerging from the analysis is meritocracy in career leveling, emphasizing that registrars, particularly at the appellate level, should be afforded opportunities to advance to the Supreme Court, given that the functions performed are essentially registrar duties. This finding underscores the need to evaluate and revise the existing regulatory framework.

These two themes, meritocracy in career leveling and regulatory revision, each generated 16 citations from 10 informants. In addition, the analysis identified a theme concerning the quantity and quality of judges, which emerged primarily from interview data. Informants highlighted a limited number of judges handling a high volume of cases, resulting in delays. Meanwhile, cases at the cassation level require efficient and technically sound administrative support, a competency more closely aligned with the registrar's professional expertise than with the judge's conventional career progression from lower courts.

4.3 Validity and reliability

The study employs multiple methods to ensure validity and reliability, including feedback, quasi-statistics, triangulation, and comparison. Credibility is strengthened through

the involvement of informants with diverse backgrounds. Formal and informal approaches were used as an initial stage to build trust and credibility. The formal approach involved obtaining research permits, followed by an informal approach through the dissemination of research questions via a WhatsApp group of registrars. To minimize bias, all quotations are presented verbatim in accordance with the informants' statements.

As the researcher is also a registrar, a shared understanding of the career path within the Supreme Court of the Republic of Indonesia was established. This positionality increased sensitivity to the empirical evidence related to Research Objective 1 and its implications for the proposed revision of Article 20 of Law Number 3 of 2009 (Research Objective 2). To reduce reactivity (MAXWELL, 2013), written interview questions were used.

Furthermore, four main techniques were applied to ensure internal validity: feedback, quasi-statistics, data triangulation, and comparison (MAXWELL, 2013; MERRIAM, 2022). Feedback enabled clarification of informants' statements during interviews. Quasi-statistics were applied by selecting potential informants based on predefined characteristics to support representativeness. Data triangulation was conducted by comparing interview data with relevant documents and reports to validate the informants' institutional context. Finally, comparison was used by juxtaposing responses across informants for the same questions.

4.4 Career development perspective

Research findings, particularly those of PURCELL (2003), indicate that HR significantly influences the development and implementation of high-performance work practices, including flexible work arrangements, talent management, recruitment, selection, development, reward systems, and employee voice. HR also supports the formation of shared organizational values, the development of a psychological contract, and approaches to enhance employee commitment and motivation.

HRM in the public sector is prioritized for four main reasons (BURKE; ALLISEY; NOBLET, 2013): oversight of HR literature within the public sector context; the importance of public service delivery and HR's role in it; the scale of public funds allocated to civil services and the need for efficiency; and the distinct employment challenges faced by public sector organizations. In addition, HR shapes policies that address individual needs, support effective change management, and guide line managers in implementing HR practices (PURCELL, 2003).

These policies are reflected in career development practices, which must align individual career trajectories with organizational performance and strategic goals. A career comprises work-related experiences across the life course, and career development is a lifelong process involving education, work, and transitions toward a desired future (ALBERTA CAREER DEVELOPMENT ASSOCIATION, 2012; SULLIVAN; BARUCH, 2009). The absence of structured career development programs risks talent loss, whereas effective programs enhance retention and reduce turnover. Career growth includes education, skill development, networking, experience, and periodic assessment.

Career development is supported through assessment centres, workshops, and guidance from superiors regarding career paths, potential positions, and required qualifications. It is expected to be achieved through career paths, job analysis, succession planning, and alignment between employee aspirations and organizational needs (PURCELL, 2003). However, Article 20 of Law Number 3 of 2009 constrains upward career mobility for registrars, meaning that training, guidance, rotation, and performance evaluation must be accompanied by genuine advancement opportunities.

Recruitment and selection have become increasingly strategic, emphasizing fairness, adaptability, collaboration, and alignment with organizational strategy (BEAUMONT, 1993). Selective recruitment and advanced assessment methods positively affect productivity, while continuous evaluation of career development plans remains essential, particularly when advancement opportunities are limited.

Career exploration involves self-assessment and environmental scanning to identify skills, interests, and potential paths. Effective career goals should follow the SMART framework (HENDRY; PETTIGREW, 1990; RISHA, 2019). Career planning includes competency development, upskilling, relationship-building, reputation management, and navigating organizational dynamics, supported by ongoing feedback and evaluation (HOEKSTRA, 2011; LENGNICK-HALL; LENGNICK-HALL, 1988).

Overall, effective career management requires understanding employee needs, setting achievable goals, implementing coherent strategies, and maintaining continuous feedback. Career development promotes open communication, optimal use of competencies, and informed decision-making, while enabling organizations to prepare employees for future senior roles (SHAITO, 2019). Accordingly, this research focuses on strategic HRM in the public sector by examining career management for registrars in the Supreme Court and proposing policy recommendations.

4.5 Proposed regulatory revisions

The document proposes two alternatives for revising Article 20 of Law No. 3/2009 to allow career registrars to advance to the Supreme Court, emphasizing relevant experience and skills over judicial background. Comparative tables illustrate similarities in duties across court levels, supporting the case for opening career paths for registrars, as summarized in **Table 3**.

Table 3

Proposed Regulatory Revision

Article 20, Law Number 3 of 2009	Alternate Change 1	Alternate Change 2
<p>1. To be appointed as a Registrar of the Supreme Court, a candidate must meet:</p> <p>1. Indonesian citizens;</p> <p>2. fear God Almighty;</p> <p>3. a bachelor of laws degree or other bachelor of law with expertise in the field of law; and</p> <p>a. have at least 2 (two) years of experience as a Junior Registrar of the Supreme Court or as the chairman or deputy chairman of the appellate court.</p>	<p>1. To be appointed as a Registrar of the Supreme Court, a candidate must meet:</p> <p>1. Indonesian citizens;</p> <p>2. fear God Almighty;</p> <p>3. a bachelor of laws degree or other bachelor of law with expertise in the field of law; and</p> <p>a. have at least 2 (two) years of experience as a Junior Registrar of the Supreme Court or as the chairman or deputy chairman of the Registrar of the Court of Appeal.</p>	<p>1. To be appointed as a Registrar of the Supreme Court, a candidate must meet:</p> <p>1. Indonesian citizens;</p> <p>2. fear God Almighty;</p> <p>3. a bachelor of laws degree or other bachelor of law with expertise in the field of law; and</p> <p>a. At least 2 (two) years of experience as a Junior Registrar of the Supreme Court as the chairman or vice chairman of the appellate court.</p>
<p>2. To be appointed as a Deputy Registrar of the Supreme Court, a candidate must meet:</p> <p>a. in accordance with the provisions as referred to in paragraph (1) letters a, b, and c; and</p> <p>b. At least 1 (one) year of experience as a High Judge.</p>	<p>2. To be appointed as a Deputy Registrar of the Supreme Court, a candidate must meet:</p> <p>a. in accordance with the provisions as referred to in paragraph (1) letters a, b, and c; and</p> <p>b. have at least 1 (one) year of experience as a high judge of the Special Class IA Registrar or as a Junior Registrar of the Court of Appeal.</p>	<p>1. To be appointed as a Deputy Registrar of the Supreme Court, a candidate must meet:</p> <p>a. in accordance with the provisions as referred to in paragraph (1) letters a, b, and c; and</p> <p>b. At least 1 (one) 2 (two) years of experience as a high judge of the Registrar of Appeals.</p>
<p>3. To be appointed as a Substitute Registrar of the Supreme Court, a candidate must meet:</p> <p>a. in accordance with the provisions as referred to in paragraph (1) letters a, b, and c; and</p> <p>b. At least 10 (ten) years of experience as a judge of the Court of First Instance.</p>	<p>3. To be appointed as a Substitute Registrar of the Supreme Court, a candidate must meet:</p> <p>a. in accordance with the provisions as referred to in paragraph (1) letters a, b, and c; and</p> <p>b. At least 10 (ten) years of experience as a court judge Substitute Registrar of the court of first class</p>	<p>3. To be appointed as Substitute Registrar of the Supreme Court, a candidate must meet the following requirements:</p> <p>1. in accordance with the provisions as referred to in paragraph (1) letters a, b, and c; and</p> <p>a. At least 10 (ten) years of experience as a court judge Substitute Registrar of the court of first instance.</p>
<p>Remark:</p> <p>— Eliminated</p> <p>- replaced with</p>		

This is in line with the Career Development Process (SHAITO, 2019), which consists of i) identification of career needs; ii) career opportunity development; iii) integration of employee needs with outsourcing; and iv) routine monitoring. The case studies drawn in Chapter II and Chapter III are a manifestation of the identification of career needs, and the proposed revision of Article 20, Law Number 3 of 2009, is the development of career opportunities. Thus, this revision is a manifestation of the implementation of the second research objective, which is part of the Research Focus and also the Research Framework.

5 CONCLUSION

This study examines the regulatory distinction between Judges and Registrars within the General Court and compares it with practices in the Constitutional Court to clarify differences in career governance. Using a structured research framework, the study identifies two interrelated problems arising from Article 20 of Law Number 3 of 2009: unequal career opportunities for Registrars at the Court of Appeal level and a persistent shortage of judges. Both issues stem from regulatory limitations on career progression at the Supreme Court level.

The findings show that only Judges, primarily from the High Court, are permitted to advance to positions at the Supreme Court, while Registrars are excluded despite performing core registrar duties (TUPOKSI). Interviews with Registrars most affected by these regulations reveal mixed perceptions of hope and pessimism regarding career advancement. Four key themes emerged: the need for regulatory evaluation and revision; concerns over the quantity and quality of judges; meritocracy in career advancement; and the substantive duties of Registrars.

Based on these findings, the study concludes that the current regulatory framework does not adequately reflect principles of fairness, meritocracy, or functional competence. Revising Article 20 to allow qualified Registrars to pursue Supreme Court registrar positions—based on experience, skills, and performance rather than judicial status—would promote equitable career development and improve institutional effectiveness. While limited by its qualitative scope and focus on the General Court, this study provides a grounded basis for regulatory reform aimed at strengthening career management and judicial administration within the Indonesian judiciary.

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AUTHORS' CONTRIBUTION

Conceptualization, Jefri Pratama, Johan Fahri, Husen Alting; Methodology, Johan Fahri, Husen Alting; Data Collection, Jefri Pratama; Data Analysis, Johan Fahri; Results, Jefri Pratama, Johan Fahri, Husen Alting; Discussions, Jefri Pratama, Abdul Wahab Hasyim, Husen Alting, Johan Fahri.

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Authors' Contribution

All authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study's findings are fully available within the article.

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