



Optimizing Judicial Governance: The Imperative of Legal Framework in Employee Talent Management Information Systems for Effective Judiciary Management

Yuni Sandrawati

Faculty of Law, Universitas Sebelas Maret, Surakarta, Indonesia
Ir. Sutami street, No. 36 Kentingan, Jebres, Surakarta, Jawa Tengah, Indonesia 57126
yuni_sandra@student.uns.ac.id

I Gusti Ayu Ketut Rachmi Handayani

Faculty of Law, Universitas Sebelas Maret, Surakarta, Indonesia
Ir. Sutami street, No. 36 Kentingan, Jebres, Surakarta, Jawa Tengah, Indonesia 57126
Ayu_igk@staff.uns.ac.id

Muhammad Guntur Hamzah

Faculty of Law, Universitas Sebelas Maret, Surakarta, Indonesia
Ir. Sutami street, No. 36 Kentingan, Jebres, Surakarta, Jawa Tengah, Indonesia 57126
Guntur9@gmail.com

Abstract—Indonesian Judicial Institutions' Employee Talent Management Information Systems are paramount for efficient and transparent human resource management. Despite diverse legal frameworks, including Law Number 5 of 2014 concerning State Civil Apparatus and Government Regulations Number 11 of 2017 and Number 49 of 2018, the implementation faces significant legal and technological challenges. This research employs normative legal methods, analyzing relevant laws, regulations, and international best practices to evaluate the current framework and propose improvements. Findings reveal a need for stronger regulations, better technological infrastructure, and comprehensive training programs. The study highlights the benefits of the merit system, efficient performance management, and the principles of good judicial governance, such as transparency, accountability, and participation. Recommendations include stricter enforcement of transparency and accountability, increased investment in IT infrastructure, and user capacity development. Indonesia can enhance its talent management system by adopting international best practices from countries like the US, Australia, and Singapore, ensuring fair and effective judicial governance. Thus, legal reforms and technological advancements are critical to achieving higher standards in judicial administration and broader access to justice for the community.

Keywords— *Information Systems; Judicial Governance; Talent Management.*

I. INTRODUCTION

The importance of employee talent management information systems in judicial institutions in Indonesia lies in the need to manage human resources effectively and efficiently in line with technological advancements and transparency demands.[1] The legal regulations concerning employee talent management in the judiciary environment are diverse, depending on the regulations established by the central and regional governments. Some relevant laws include Law Number 5 of 2014 concerning State Civil Apparatus (ASN), which provides a basic framework for civil servant management, as well as Government Regulation Number 11 of 2017, which details employee management, and Government Regulation Number 49 of 2018, which regulates explicitly talent management within the scope of ASN.[2] Additionally, the Supreme Court Regulation of the Republic of Indonesia Number 1 of 2013 regulates the management of ASN within the Supreme Court. Each region may also have its regulations tailored to their specific needs.

The legal challenges faced in implementing talent management information systems in judicial institutions are complex and varied. One of the main challenges is the protection of employees' data. The management of personal data must comply with the provisions outlined in legislation, such as Law Number 11 of 2020 concerning Electronic Information and Transactions (ITE Law) and Government Regulation Number 71 of 2019 concerning

the Implementation of Electronic Systems and Transactions.[3] Furthermore, talent management information systems must adhere to the principles of openness and transparency in managing employee information, especially regarding performance assessments and promotions, by the principles of access to information regulated in the Public Information Openness Law.

The implementation of talent management information systems must prioritize fairness and non-discrimination.[4] The selection process, performance assessments, promotions, and career development must be free from any form of discrimination and be impartial to the fair interests of all employees. This approach aligns with the legal principles governing human rights and protection against discrimination. Furthermore, talent management systems must adhere to the provisions set forth in the applicable legislation, whether related to civil servant management, state administrative provisions, or specific regulations applicable within the judiciary environment. It is also crucial to ensure that the information system has robust security measures to protect sensitive information and employees' personal data from unauthorized access or misuse, in line with the prevailing information security standards.

Managing employee talent in judicial institutions becomes increasingly crucial in the rapidly evolving digitalization era. Digital technology can be utilized to enhance the efficiency and effectiveness of employee management.[5] According to Larkin and Heistad, digital workforce platforms utilizing big data can improve HR department performance from a talent management perspective. This aligns with Lund et al.'s view that such platforms can enhance performance and reduce costs, ensuring a better balance between supply and demand in the digital era. A sound talent management information system can help identify employee development needs and ensure they have the skills and competencies to deliver quality services.

Improving the quality of human resources is a crucial factor in enhancing organizational performance and productivity.[6] Therefore, highly competent human resources are needed because skills and competencies can support improvements in employee performance achievement. Employee performance consists of three main factors: talent and interest, the ability to accept and understand explanations of delegated tasks well, and the role and level of employee work motivation. Thus, employee performance is the result achieved over a certain period based on the achievement of their assigned tasks determined by individual performance targets.

Therefore, effective management and governance are essential to cultivate professional State Civil Apparatus (ASN) who embody basic values, professional ethics, are free from political intervention, and are untainted by practices of corruption, collusion, and nepotism. This is a critical aspect, as the current implementation of civil service management often lacks a comparison between the competencies and qualifications required by the position and those possessed by candidates in recruitment, appointment, placement, and promotion to positions in line with good governance. Hence, this paper aims to develop regulations related to employee talent management information systems to realize good judicial governance. Additionally, it aims to foster access to justice, improve efficiency in filling positions, and enhance transparency in the employee assessment process.

II. LITERATURE REVIEW

A. *Merit System Policy*

1. The merit system is an approach to human resource management that emphasizes individual abilities, achievements, and qualifications as the primary basis for recruitment, promotion, and employee placement. According to Frederick W. Taylor, merit-based employee placement can increase organizational efficiency and productivity.[2] Max Weber, a famous sociologist, stated that the ideal bureaucracy must be based on the principles of rationality and meritocracy, which support the creation of efficient and rational administration. David H. Rosenbloom, in his book "Public Administration: Understanding Management, Politics, and Law in the Public Sector," also emphasizes that the merit system is the main foundation of effective public administration, helping to ensure that civil servants are recruited and promoted based on qualifications and merit.[7] In Indonesia, the merit system is regulated by various laws and regulations. Law Number 5 of 2014 concerning State Civil Apparatus (ASN) is the primary legal basis regulating public sector human resource management. Article 51 states that ASN employees' appointment, transfer, and dismissal must be based on a merit system. Government Regulation Number 11 of 2017 concerning Management of Civil Servants (PNS) regulates the management of civil servants in more detail and emphasizes the principles of meritocracy, competence, and performance in Article 3.[8] Presidential Regulation Number 81 of 2010 concerning Grand Design for Bureaucratic Reform 2010-2025 sets the direction and bureaucratic reform strategy with a focus on implementing a merit system to ensure that the employees appointed are the best and most competent. The State Civil Apparatus Commission (KASN) was formed to oversee the implementation of the merit system, ensuring that all recruitment, selection, and promotion processes for ASN employees are carried out transparently and based on merit. Implementing a merit system has many benefits, such as increasing professionalism, efficiency, and productivity and reducing corruption, collusion, and nepotism (KKN) practices because the selection and promotion process is carried out objectively and transparently. However, challenges in implementation remain, including consistency of implementation, changes in organizational culture, and the need for ongoing monitoring and evaluation. With the merit system policy, the bureaucracy in Indonesia can develop to become more professional, efficient, and accountable so that it can provide better public services to the community.

B. *Talent Management and Talent Management Information System*

Talent management is a strategic process of managing, developing, and retaining talented individuals to achieve long-term goals. In the judiciary, talent management includes identifying, developing, and retaining judges, administrative staff, and other judicial personnel with the skills and competencies necessary to carry out judicial functions effectively.[7] In Indonesia, talent management in the judicial environment focuses on several main aspects:

1. The recruitment and selection process for judges and judicial staff is transparent and merit-based. The Supreme Court Supervisory Body (Bawas MA) and the Judicial Commission (KY) play important roles in ensuring the integrity of this process.
2. Continuous professional development through training and education is essential to talent management. The Supreme Court Education and Training Center and other related institutions organize training programs for judges and administrative staff.
3. An objective performance appraisal system is implemented to evaluate the performance of judges and judicial staff. It aims to identify individuals who have the potential to be promoted and developed further.
4. The main focus is also on efforts to retain talent through incentives, recognition, and a conducive work environment.

Talent Management Information System (SIMT) is a technology platform designed to support the talent management process by providing accurate data, performance analysis, and other management tools.[9] In Indonesia, implementing SIMT in the judicial environment aims to increase efficiency and transparency in human resource management. The main features of SIMT in the Indonesian judiciary include the following:

1. **Integrated Database:** This database Stores complete information about judges and judicial staff, including educational history, work experience, training attended, and performance assessments.
2. **Performance Appraisal Tool:** This tool supports the performance appraisal process by providing a structured evaluation form and analysis tools that help identify strengths and areas for improvement.
3. **Reporting and Analysis:** Providing data-based reports and analysis to support strategic decision-making in talent management.
4. **Career Development:** Manage career development and training programs by tracking individual progress and training needs.

To provide a broader perspective, the following is a comparison between talent management and SIMT in the Indonesian judiciary and several other countries[10]:

1. United States

Talent Management in the US, the recruitment and selection system for judges is rigorous, involving a combination of selection through public elections and government appointments. Continuous professional development is emphasized through various training and certification programs administered by the National Judicial College. Information systems in the US judiciary are highly advanced, with platforms such as Judicial Information Systems (JIS) providing integrated databases and sophisticated performance management tools. Data analysis and real-time reporting help in better decision-making.

2. Australia

Talent Management in Australia is the process of recruiting judges through selection based on merit by an independent commission. The Judicial Commission of New South Wales and other similar bodies regulate continuing professional development and intensive training. Information management systems in Australia are also highly developed, using technology to manage performance appraisals, training, and career development. This system supports high transparency and accountability.

3. Singapore

Talent Management in Singapore emphasizes the highly selective recruitment and development of judges, focusing on competency and academic achievement. The Judicial College of Singapore provides a comprehensive training program for continuous professional development. The information system in Singapore's judiciary uses the latest technology for data management and performance assessment. Integrated digital platforms support operational efficiency and data-driven decisions.

Talent management and applying talent management information systems in the Indonesian judiciary continue to experience development and adjustments to achieve better efficiency and transparency. Compared with other countries such as the United States, Australia, and Singapore, Indonesia still has room to improve the application of more sophisticated technology and management systems. However, with strong commitment and continued reform, Indonesia can achieve international professional and efficient judicial talent management standards.

C. *The Concept of Good Judicial Governance*

Good judicial governance is the principles and practices that ensure that the judicial system functions effectively, efficiently, transparently, and accountably so that it can provide fair and equitable justice to the community.[11] It includes several main elements, namely judicial independence, accountability, transparency, efficiency, and public participation.

Judicial independence is a critical element of good judicial governance. Based on Article 24 paragraph (1) of the 1945 Constitution of the Republic of Indonesia (1945 Constitution), judicial power is independent power to administer justice to uphold law and justice. This independence is essential to ensure that judges and courts can operate without interference from the executive, legislative, or other forces. According to legal experts, such as Lon L. Fuller, judicial independence is a prerequisite for achieving substantive justice because only with independence can judges decide cases based on law and conscience without external pressure.[12]

Accountability in the justice system means that courts and judges are held accountable for their decisions and actions. In the Indonesian context, this accountability mechanism is regulated through the supervision of the Supreme Court (MA) and the Judicial Commission (KY). According to John Rawls, accountability is essential to maintain public trust in the justice system because transparency and responsibility ensure that decisions are fair and unbiased.

Transparency is a principle that demands that judicial processes and decisions be accessible and understood by the public. Law Number 14 of 2008 concerning Openness of Public Information (UU KIP) regulates that judicial institutions must provide information that is clear and accessible to the public. This transparency is essential to avoid corrupt practices and ensure that all parties understand the legal basis of every court decision. According to Jeremy Bentham, transparency is one of the best ways to ensure justice because it allows the public to monitor and assess courts' performance.

Efficiency in judicial governance refers to the optimal use of resources to resolve cases promptly and at a reasonable cost. This efficiency is regulated by internal Supreme Court regulations that aim to speed up the judicial process without sacrificing the quality of decisions. Legal experts such as Richard Posner emphasize that efficiency is integral to a sound justice system, as slow or expensive trials reduce access to justice for many people. Public participation in the justice system involves the involvement of the public in the legal process, either through mechanisms such as juries (in some countries) or through public consultation and feedback on judicial policies. In Indonesia, this participation is also accommodated through advocates, non-governmental organizations (NGOs), and the media monitoring the judicial process. According to legal scholars such as Ronald Dworkin, public participation helps ensure that the law reflects society's values and that the justice system can maintain its

legitimacy and trustworthiness in the eyes of the public.

The concept of good judicial governance in Indonesia is supported by various laws and regulations, including the 1945 Constitution, the KIP Law, and other relevant laws. In addition, the Supreme Court and the Judicial Commission have internal regulations and guidelines to strengthen the principles of good judicial governance. With consistent application of these principles, it is hoped that the justice system in Indonesia can function optimally in providing equitable and quality justice to all society.

III. METHOD

This research uses normative legal methods to analyze and evaluate the legal framework that supports implementing talent management information systems (SIMT) in judicial governance in Indonesia.[13] This method involves a review of relevant laws and regulations, including Law Number 5 of 2014 concerning State Civil Servants (ASN) and Government Regulation Number 11 of 2017 concerning Management of Civil Servants (PNS), as well as other related regulations. This research also includes legal interpretation using grammatical, systematic, and historical interpretation methods to understand how these legal provisions support or hinder the implementation of SIMT in the judiciary. In addition, this research will evaluate the effectiveness and efficiency of existing regulations through constructive legal criticism, aiming to identify weaknesses and provide for improvement. Comparative legal studies will be conducted to examine how other countries, such as the United States and Australia, formulate and implement legal frameworks that support SIMT and their impact on judicial governance. With this approach, this research aims to provide a comprehensive analysis and concrete recommendations for improving judicial governance through a more effective legal framework in talent management.

IV. RESULT AND DISCUSSION

The judicial operational system is the backbone of maintaining stability and justice in a country. This system focuses on core functions, such as case reception, consideration, trial, and resolution. In carrying out these functions, judicial administration is divided into two essential aspects supporting each other: judicial and general administration.[14] Case administration, which is the primary responsibility of the courts, involves complete management from the registration process to decision-making, including the implementation of decisions through law enforcement channels.[15] This administration also includes incident reporting, case management, handling complaints regarding case services, and overall case management.

Meanwhile, as a supporting unit, general administration includes all activities designed to support the court's core operations, such as administration, finance, human resources, and information technology. Therefore, the judicial infrastructure must be solid, both in terms of case management and supporting aspects, to maintain the judicial system's integrity and effectiveness. Government Regulation Number 11 of 2017 regulates Talent Management Regulations in Indonesia concerning the Management of Civil Servants. Article 134 Paragraph 2 Letter (d) in this regulation mandates that the merit system in Civil Servant management must include planning, development, career patterns, and career management, which consists of a succession planning group originating from talent management.[16] It shows the importance of managing talent and capabilities in judicial institutions to ensure fair and effective resolution of cases. This assessment found several areas for improvements in existing regulations, such as a lack of firmness in regulating talent management, especially in the judicial context. In addition, judicial institutions should provide more guidance in managing employees effectively. Other challenges include a lack of adequate technological infrastructure and a lack of training for users of talent management information systems. These weaknesses and challenges require serious attention so that the talent management system in judicial institutions can run more effectively and efficiently.

The need for legal reform in the field of employee talent management in judicial institutions is not just a necessity, but a potential game-changer.[17] This reform is crucial to rectify the weaknesses and overcome the challenges faced. By providing a strong and clear basis for employee management in the judicial environment, an updated and adjusted legal framework can enable judicial institutions to manage employee talents more effectively and fairly. Moreover, it paves the way for the integration of information technology in the talent management process, thereby opening up opportunities to improve service quality and operational efficiency in judicial institutions.

In addition, Good Governance principles also play a key role in talent management regulations in judicial institutions. The concept of Good Governance, a cornerstone of our system, emphasizes the importance of government that is healthy, efficient and free from corruption, collusion and nepotism.[18] These principles, such as transparency, accountability, participation and legal authority, are not just buzzwords, but the very foundation of our talent management in the judiciary. By applying these principles, judicial institutions can ensure that recruitment, performance appraisal and career development processes are carried out fairly and based on merit, thereby enhancing the integrity and effectiveness of the judicial system as a whole. Courts can utilize technology to support their role in interacting with the public, dispute resolution, self-help and case management.[19] Technology also enables transformation in court operations, giving the public wider access to justice, and reducing

case time and costs through online processes. However, challenges remain, such as the security of electronic data and issues of trust in electronic evidence. Efforts are needed to ensure that online court systems not only improve access to justice, but also maintain reliability, truth and fairness in legal processes.

An effective performance management system can improve the quality of employee work and interactions between employees and superiors. It helps employees understand the organization's goals and expectations and builds a dynamic work culture. Thus, organized and transparent employee planning can help agencies get reliable employees, reduce turnover, and improve employee performance through effective talent management. Organized and transparent employee planning helps agencies get reliable employees, reduce turnover, and improve employee performance through effective talent management. However, employee performance is also influenced by other factors, such as knowledge management implemented by organizational leaders. Therefore, effective talent management must involve various aspects, including planning, development, and assessment of employee performance, as well as policies that support their career growth and advancement.

The implications of the existing legal framework indicate the need for stricter enforcement of rules regarding transparency and accountability in judicial talent management. However, in implementing the Talent Management Information System (SIMT), there are still challenges that need to be overcome, such as the lack of adequate technological infrastructure and lack of user training. To address these challenges, it is crucial to emphasize the need for greater investment in information technology infrastructure and comprehensive training programs for judicial employees. Learning from international practice can provide valuable insights into improving talent management in judicial institutions. Countries such as the United States and Australia have succeeded in implementing information systems in their talent management well. Therefore, Indonesia can adopt strategies that have proven successful in these countries to increase the efficiency and transparency of domestic judicial governance.

Implementing the Talent Management Information System (SIMT) in the Indonesian judiciary faces several significant challenges. One of the main challenges is the need for adequate technological infrastructure and training for system users. This condition creates obstacles to using SIMT effectively in the judicial environment. To overcome this challenge, serious efforts are needed to improve sophisticated information technology infrastructure and organize comprehensive training programs for users. Investment in adequate technological infrastructure and effective training programs are vital to ensuring the successful implementation of SIMT in the justice environment. In addition, policies are needed that support technological adaptation and innovation in the talent management process. Policies that are progressive and support information systems development need to be strengthened to facilitate smooth and efficient implementation of SIMT in the judiciary. Apart from that, it is also necessary to evaluate and adjust existing regulations to align with the demands and advances in information technology.

Several recommendations for improving the legal framework are also proposed to increase the effectiveness and efficiency of judicial governance through SIMT. First, it is necessary to strengthen transparency and accountability regulations in the judiciary's talent management process. Stricter and more precise regulations can encourage more transparent and accountable practices in talent management. Second, increasing investment in information technology is significant. A strong commitment is needed from the government and related institutions to increase investment in information technology infrastructure that supports SIMT. It includes procuring state-of-the-art hardware and software and developing systems that suit the judiciary's needs. Third, developing the capacity of SIMT users is another important step. By organizing a comprehensive and ongoing training program for system users, it is hoped that they will be able to master the use of SIMT well and utilize it effectively in carrying out their duties in the judicial environment. Finally, adopting international best practices is also a strategic step in improving the judiciary's legal framework related to talent management. By observing and studying practices successfully implemented in other countries, Indonesia can identify practical and relevant models to apply in the local justice context.

By these recommendations, judicial governance in Indonesia can be optimized through a more effective legal framework and sophisticated technology in talent management. Thus, improvements in the legal framework, investment in information technology, development of user capacity, and adoption of international best practices are necessary to improve talent management in Indonesian judicial institutions. Implementing these recommendations, it is hoped that judicial governance in Indonesia can be optimized to support fair and effective law enforcement and broader access to justice and fairness for the community.

V. CONCLUSION

The conclusion of this presentation underlines the crucial role of the operational justice system as the backbone of maintaining stability and justice in a country. The main focus on core functions such as case reception, consideration, trial, and case resolution shows that justice administration should be divided into two mutually supporting aspects: case administration and general administration. Case administration, with its primary responsibility in the complete management of the judicial process, must be supported by solid infrastructure and adequate information technology. However, evaluation of existing regulations shows several weaknesses, such as

a lack of firmness in regulating talent management, as well as challenges such as a lack of technological infrastructure and adequate training for system users. Therefore, your role as policymakers, legal professionals, and stakeholders in the Indonesian justice system is crucial in the needed legal reform to correct these weaknesses and integrate information technology effectively.

Apart from that, the principles of Good Governance also play a crucial role in talent management in the judiciary by emphasizing transparency, accountability, and participation. Applying these principles not only improves the integrity and effectiveness of the justice system but also ensures that recruitment, performance appraisal, and career development processes are conducted fairly and on a merit basis. Information technology plays a vital role in supporting courts' interaction with the public, speeding up dispute resolution, and reducing case costs through online processes. However, data security and trust in electronic evidence still need to be addressed.

Implementing the proposed recommendations, including regulatory changes, increased investment in information technology, user capacity development, and adoption of international best practices, is expected to optimize judicial governance in Indonesia. These steps are necessary to support fair and effective law enforcement and provide broader access to justice and justice for the community. Thus, with proper implementation, Indonesia can improve the talent management system in judicial institutions and achieve higher standards in the administration of justice.

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