

From Fragmentation to Coherence: Enhancing Human Resource Capacity in Indonesian Law Reform for Effective Justice Delivery

Odi Jarodi^{a,b} ✉, Muhammad Khafid^b, Arief Yulianto^b

^a Politeknik Pengayoman Indonesia, Cinere Depok, Indonesia

^b Postgraduate School, Universitas Negeri Semarang, Indonesia

✉ corresponding email: odijarodi@students.unnes.ac.id

Abstract

Indonesian law reform faces persistent challenges stemming from fragmented human resource capacity, which undermines the coherence and effectiveness of justice delivery. This study critically examines the interplay between human resource development and the success of legal reform in Indonesia, emphasizing the urgent need to address systemic inefficiencies and skill gaps. As globalization and complex socio-legal issues demand more sophisticated legal systems, the pressure on Indonesia's legal institutions to enhance their human resource capabilities has intensified. The novelty of this research lies in its focused analysis of human resource capacity as a critical yet

underexplored dimension of Indonesian law reform. By employing a socio-legal methodology, the study identifies key factors contributing to fragmentation, including uneven competency levels, inadequate training, and lack of coordination among legal institutions. It further evaluates the role of education, professional development, and policy frameworks in fostering a coherent and competent legal workforce. The findings demonstrate that a robust, well-coordinated human resource strategy is essential for advancing legal reforms and delivering justice effectively. This research contributes to the discourse by proposing actionable solutions, including curriculum reforms, capacity-building initiatives, and collaborative networks among legal practitioners, academics, and policymakers. By addressing the critical gap in human resource capacity, this study provides a pathway for achieving a coherent legal system that upholds justice and aligns with Indonesia's broader development goals.

Keywords *Indonesian Law Reform, Human Resource Capacity, Justice Delivery, Legal Education, Capacity Building*

Introduction

The Indonesian legal system has undergone significant transformation over the years, but the challenges that hinder its effectiveness persist.¹ One of the most prominent barriers to delivering efficient justice in the country is the lack of a sufficiently skilled and well-trained human resource capacity within the legal system. This gap is multi-dimensional, comprising legal knowledge, practical skills, and ethical understanding among legal professionals.² The deficiency of adequately trained

¹ Lev, Daniel S. "The state and law reform in Indonesia." *Law Reform in Developing and Transitional States*. (London: Routledge, 2006), pp. 236-267; Lindsey, Tim. "Legal infrastructure and governance reform in post-crisis Asia: the case of Indonesia." *Law Reform in Developing and Transitional States*. (London: Routledge, 2006), pp. 3-41.

² Rizkyta, Amelia Putri, and Mahmud Umar Dhani. "A Discourse of Professionalism of Advocates in Providing Legal Assistance in Indonesia." *The*

lawyers, judges, and law enforcement officers is a major issue that undermines the delivery of justice in Indonesia, as the law cannot function properly without an informed and capable workforce.³

In addressing this gap, the need for legal and social reform is paramount. Indonesia's legal system is often burdened by inefficiencies and delays that are partly due to the lack of effective training and continuous development of legal professionals. While Indonesia has made strides toward modernizing its laws, the implementation of those laws often falls short because many legal practitioners lack the skills and resources needed to navigate complex legal landscapes. Furthermore, the legal education system itself needs a serious overhaul to align with contemporary global standards and the needs of the modern legal environment.⁴

The social gap in the legal system adds another layer of complexity. Indonesia is a diverse country, with a mix of cultures, traditions, and languages. These social differences often manifest in the legal process, as many individuals from marginalized communities struggle to access justice due to the lack of legal representation, cultural sensitivity, and resources. Legal professionals often face challenges in addressing these needs because of inadequate training in the nuances of different social groups, which further exacerbates inequalities in justice delivery. The system must be designed in a way that bridges these gaps,

Indonesian Journal of International Clinical Legal Education 5, no. 1 (2023): 121-142.

³ See also Lev, Daniel S. "Between state and society: professional lawyers and reform in Indonesia." *Legal Evolution and Political Authority in Indonesia*. (Leiden: Brill Nijhoff, 2000), pp. 305-320; Rosenbaum, Stephen A. "Beyond the fakultas' four walls: linking education, practice, and the legal profession." *Pacific Rim Law & Policy Journal* 23, no. 2 (2014): 395-422; Khotijah, Farah Diba, Anas Mawardi, and Inayatus Sholihah. "Training Profession for Law Career on Facing ASEAN Economic Community Era: Improving the Law Graduates through Development of Legal Education Method." *The Indonesian Journal of International Clinical Legal Education* 1, no. 2 (2019): 161-182.

⁴ Irianto, Sulistyowati. "Legal Education for The Future of Indonesia: A Critical Assessment." *The Indonesian Journal of Socio-Legal Studies* 1, no. 1 (2021): 1-36; Budiarta, I. Nyoman Putu. "The legal pluralism in law education in Indonesia." *Journal of Advanced Research in Law and Economics (JARLE)* 11, no. 49 (2020): 771-774.

ensuring that legal resources and services are available to everyone, regardless of their social background.⁵

From a legal perspective, Indonesia's human resource challenges also create a disconnect between the evolving legal framework and the capabilities of those expected to enforce and interpret it.⁶ With a rapidly changing global legal environment and increased attention to human rights, the capacity to deal with new legal concepts such as international law, environmental regulations, and digital crimes requires specialized training. Yet, many legal professionals in Indonesia, particularly in rural areas, lack exposure to such modern developments. This discrepancy between the legal framework and the capacity of legal professionals to implement it effectively diminishes the potential of law reform in improving the justice system.

Moreover, the traditional nature of legal education and training in Indonesia poses another barrier. Legal professionals are often trained through a rigid and outdated curriculum that does not place enough emphasis on practical experience or the cultivation of critical thinking and problem-solving skills. As a result, they may struggle to apply legal theory to real-world situations. Law schools and professional development programs in Indonesia must adapt to better equip future legal professionals with both theoretical knowledge and practical competencies, preparing them to meet the complex needs of society and the legal system.

For effective legal reform, it is crucial to build an integrated strategy that addresses both the legal and social gaps. Strengthening human resources within the legal sector should be accompanied by efforts to improve access to education, training, and resources across Indonesia. The government and legal institutions must collaborate to create programs that foster skills development, legal literacy, and culturally inclusive practices among legal practitioners. Such initiatives

⁵ Riyanto, Yayan, Made Warka, and Hufron Hufron. "Malpractice Advocate Profession in Indonesia." *International Journal of Multicultural and Multireligious Understanding* 7, no. 8 (2020): 477-483; Levin, Leslie C., and Lynn M. Mather. "Beyond the Guild: Lawyer Organizations and Law Making." *Washington University Global Studies Law Review* 18, no. 3 (2019): 589-663.

⁶ Setiadi, Wicipto. "Penegakan Hukum: Kontribusinya Bagi Pendidikan Hukum dalam Rangka Pengembangan Sumber Daya Manusia." *Majalah Hukum Nasional* 48, no. 2 (2018): 1-22.

could ensure that all members of society are equally able to benefit from a fair and just legal system, thus enhancing public trust in the judiciary.⁷

Legal reforms must extend beyond legislative changes and include a comprehensive approach to capacity building within the legal workforce. The process of professionalizing and continuously improving the skills of legal personnel will help create a more efficient, accessible, and equitable legal system. By focusing on both legal knowledge and social understanding, Indonesia can build a justice system that better serves all its citizens, fostering a culture of fairness, accountability, and equal access to justice.

Furthermore, legal reform in Indonesia has been widely studied, with scholars identifying key challenges and opportunities in the development of an effective and just legal system. Itasari and Erwin emphasize that achieving social justice requires a more efficient judiciary, enhanced human resources, and stronger accountability mechanisms within legal institutions.⁸ Similarly, Tarigan⁹ highlights the limitations of human resource capacity, which often hinder efforts to create a balanced and equitable legal framework. These studies indicate that while legal reforms have been initiated, the effectiveness of implementation remains a critical issue, particularly in ensuring that justice is accessible to all segments of society.

In addition to judicial reform, the role of public policy in promoting fairness and equality has been a subject of academic debate. Nurhaeni explores gender-responsive legal frameworks, arguing that the absence of strong affirmative action policies has impeded progress in achieving gender justice within legal and administrative institutions.¹⁰ Meanwhile, Fauzi examines the impact of regional autonomy on

⁷ See also McIntyre, Jennie. "Public attitudes toward crime and law enforcement." *The Annals of the American Academy of Political and Social Science* 374, no. 1 (1967): 34-46; Arnold, Thurman W. "Law Enforcement. An Attempt at Social Dissection." *The Yale Law Journal* 42, no. 1 (1932): 1-24.

⁸ Itasari, Endah Rantau, and Erwin Erwin. "Reformasi Hukum dalam Mewujudkan Keadilan Sosial: Tantangan dan Prospek Pengembangan Sistem Peradilan di Indonesia." *Jurnal Cahaya Mandalika* 3, no. 3 (2024): 1657-1664.

⁹ Tarigan, Ridwan Syaidi. *Reformasi Hukum Tata Negara: Menuju Keadilan dan Keseimbangan*. (Jakarta: Ruang Berkarya, 2024).

¹⁰ Nurhaeni, Ismi Dwi Astuti. "Reformasi Kebijakan Sumber Daya Manusia Adil Gender Harapan Regulasi Affirmative Action." *Thesis*. (Surakarta: Universitas Sebelas Maret, 2012).

governance, suggesting that while decentralization has provided local governments with greater authority, it has not fully addressed underlying issues of justice due to the lack of comprehensive legal guidelines.¹¹ These findings suggest that legal reforms must be accompanied by policy adjustments to ensure equitable governance at both national and regional levels.

Transparency and accountability in public administration have also been central to discussions on legal reform. Insani¹² underscores the significance of accountability in regional financial management, highlighting that the imbalance of power between central and local governments has led to inefficiencies in governance. Muksin, Istriani, and Rismalasari¹³ further examine the execution of mandatory regional affairs, revealing that political barriers often obstruct effective policy implementation. These studies demonstrate that reform efforts must not only focus on judicial mechanisms but also extend to broader aspects of governance, ensuring that public administration aligns with principles of justice and efficiency.

The criminal justice system has also faced significant challenges in implementing legal reforms effectively. Marrismawati et al.¹⁴ argue that the limited availability of resources for restorative justice programs has hindered the realization of justice-oriented policies. The study suggests that while Indonesia has introduced progressive legal measures, such as restorative justice initiatives, their implementation remains inconsistent due to financial and institutional constraints. These findings indicate that in addition to legal changes, the government must also invest in capacity-building and resource allocation to support the effective functioning of the justice system.

¹¹ Fauzi, Achmad. "Otonomi daerah dalam kerangka mewujudkan penyelenggaraan pemerintahan daerah yang baik." *Spektrum Hukum* 16, no. 1 (2019): 119-136.

¹² Insani, Istyadi. "Pengembangan Kapasitas Sumber Daya Manusia Pemerintah Daerah dalam Rangka Peningkatan Transparansi dan Akuntabilitas Pengelolaan Keuangan Daerah." *Jurnal Borneo Administrator* 5, no. 3 (2009): 1-19.

¹³ Muksin, Ahmad, Rani Istriani, and Selly Rismalasari. "Penyelenggaraan Urusan Wajib Daerah: Tinjauan Konseptual dan Implementasinya di Indonesia." *Yustisi* 11, no. 2 (2024): 485-492.

¹⁴ Marrismawati, Cyta Sucy, et al. "Reformasi Sistem Peradilan Pidana Indonesia: Tantangan dan Solusi Menuju Keadilan Efektif." *Jurnal Litigasi Amsir* 11, no. 4 (2024): 377-382.

Despite the extensive body of research on legal reform in Indonesia, several gaps remain. While existing studies have explored judicial efficiency, governance, and policy frameworks, there is still a lack of comprehensive models that integrate legal reforms with broader social justice principles. This study aims to fill that gap by proposing a holistic approach to legal reform that considers structural, procedural, and substantive aspects of the justice system. By addressing the interconnected challenges of human resource development, judicial accountability, and policy coherence, this research seeks to provide a more effective and sustainable framework for legal reform in Indonesia.

The purpose of this research is to examine how enhancing human resource capacity in the legal field can contribute to more effective justice delivery in Indonesia. Specifically, the research aims to investigate the gaps in legal education, training, and professional development within the country's legal workforce. Additionally, it seeks to explore the relationship between human resource capacity and the equitable delivery of justice, particularly in terms of addressing social disparities. The research will also focus on identifying strategies for improving legal training and fostering an inclusive legal system that meets the needs of all Indonesian citizens, with an emphasis on marginalized communities. By understanding these dynamics, the study aims to propose actionable recommendations for legal and social reforms to strengthen the justice system and better serve the public.

The Role of Human Resources in Legal Reform and Justice Delivery

Human resource capacity plays a fundamental role in the success of legal reform and justice delivery in Indonesia. The country's justice system has long struggled with inefficiency, corruption, and a lack of adequately trained personnel, undermining public trust and the effective implementation of the rule of law. Addressing these persistent challenges requires a strategic transformation in human resource management within the legal sector. As Hilal, Purnomo, and Arief argue, strengthening human resource practices in judicial institutions is essential for enhancing the overall efficiency and credibility of the legal system. Effective legal reform, therefore, must prioritize the

recruitment, training, and retention of qualified professionals who are committed to upholding justice and ethical governance.¹⁵

One of the primary aspects of human resource reform in the justice sector is the recruitment and training of competent personnel. The selection of qualified judges, prosecutors, and legal administrators ensures that legal institutions are staffed with professionals capable of handling complex legal issues. Training programs that incorporate legal knowledge, procedural expertise, and human rights education are critical for building the capacities of judicial officers. Kurniawan et al.¹⁶ emphasize the importance of mainstreaming law and human rights education within judicial training programs, arguing that an improved curriculum can enhance legal literacy and the equitable administration of justice. Strengthening training initiatives ensures that legal practitioners are well-equipped to address contemporary legal challenges and uphold human rights standards.

In addition to recruitment and training, performance management plays a crucial role in ensuring the accountability and effectiveness of judicial personnel. Implementing robust monitoring mechanisms, such as periodic evaluations and feedback systems, helps to improve the efficiency and integrity of the judiciary. Yusriadi et al.¹⁷ highlight how performance-based evaluations in public administration have led to improved service delivery and accountability. Applying similar strategies within the judiciary can help address bureaucratic inefficiencies and reinforce professional ethics among legal personnel. Regular assessments and professional development initiatives are essential for fostering a culture of continuous improvement in Indonesia's justice system.

Retaining skilled legal professionals is another critical challenge that requires strategic human resource planning. Many judicial officers

¹⁵ Hilal, Maulidi, Arif Purnomo, and Sandy Arief. "Transforming Human Resources: The Key to Revolutionizing Indonesian Legal Reform and Justice System Efficiency." *Journal of Law and Legal Reform* 5, no. 3 (2024): 1469-1504.

¹⁶ Kurniawan, Iwan, et al. "Mainstreaming Law and Human Rights Education in Indonesia: How the National Training Institute Can Drive Legal and Policy Reform?." *Journal of Law and Legal Reform* 5, no. 3 (2024): 1505-1542.

¹⁷ Sahid, Abdul, et al. "Bureaucratic reform to the human resources: a case study on the one-stop integrated service." *The Journal of Social Sciences Research* 4, no. 1 (2019): 61-66.

leave their positions due to limited career advancement opportunities, bureaucratic obstacles, or dissatisfaction with institutional governance. Aligning human resource policies with international standards and offering structured career development programs can enhance retention rates. Hilal, Purnomo, and Arief¹⁸ suggest that fostering a professional work environment and providing incentives for judicial officers can significantly improve job satisfaction and institutional stability. Investing in long-term capacity-building initiatives ensures that the judiciary remains staffed with experienced and motivated legal professionals.

Beyond technical competencies, human resource reforms must also instill a strong public service orientation among legal practitioners. The judiciary plays a crucial role in upholding social justice, and judicial officers must be trained to prioritize public interest and equitable legal outcomes. Mukhtar and Lailam¹⁹ highlight the growing need for transparency and accountability in legal processes, arguing that judicial reforms should emphasize ethical conduct and public service values. Strengthening the ethical foundations of the judiciary can improve public trust and enhance the perceived legitimacy of legal institutions.

Another significant aspect of human resource reform in the legal sector is the integration of human rights education into training curricula. Despite Indonesia's commitments to legal and human rights advancements, gaps remain in the effective implementation of human rights principles within the justice system. Kurniawan et al. (2024) emphasize that incorporating human rights education into legal training can enhance the judiciary's capacity to protect fundamental rights and ensure fair trial standards. Strengthening the integration of human rights principles into legal education is crucial for aligning Indonesia's legal system with international norms and promoting a more just legal framework.

Efforts to combat corruption within the judiciary must also be a priority in human resource reforms. Corruption remains a persistent

¹⁸ Hilal, Purnomo, and Arief. "Transforming Human Resources: The Key to Revolutionizing Indonesian Legal Reform and Justice System Efficiency."

¹⁹ Mukhtar, Mukhtar, and Tanto Lailam. "Accountability and Transparency of the Electronic Court and Litigation Systems in Indonesia." *Jurnal Hukum* 39, no. 2 (2023): 157-173.

issue that undermines the effectiveness of the legal system and erodes public confidence in judicial institutions. Implementing stricter ethical guidelines, enhancing oversight mechanisms, and ensuring greater transparency in judicial appointments can help address corruption-related challenges. Hilal, Purnomo, and Arief argue that ethical recruitment and accountability measures are key to reducing judicial corruption and promoting an impartial justice system. By embedding ethical considerations into human resource policies, Indonesia can strengthen the integrity of its legal institutions.²⁰

Finally, technological advancements present an opportunity to modernize human resource management in the judiciary. The adoption of electronic court systems and digital case management can improve efficiency, transparency, and accessibility in legal processes. Mukhtar and Lailam emphasize that strengthening the electronic justice system requires investment in human resource training to ensure legal professionals are proficient in using digital tools.²¹ Enhancing technological competencies among judicial personnel can facilitate a more efficient and accountable legal system. By leveraging technology in human resource management, Indonesia can advance legal reforms and improve justice delivery for all citizens.

Key Challenges in Strengthening Human Resource Capacity in the Indonesian Legal System

The Indonesian legal system continues to face systemic challenges in strengthening human resource capacity, particularly due to institutional and structural barriers. Corruption and inefficiency within the judiciary remain significant obstacles, affecting both the competence and integrity of legal personnel.²² The Corruption Eradication Commission (KPK) has been an exception in maintaining institutional integrity

²⁰ Hilal, Purnomo, and Arief. "Transforming Human Resources: The Key to Revolutionizing Indonesian Legal Reform and Justice System Efficiency."

²¹ Mukhtar, and Lailam. "Accountability and Transparency of the Electronic Court and Litigation Systems in Indonesia."

²² Hilal, Purnomo, and Arief. "Transforming Human Resources: The Key to Revolutionizing Indonesian Legal Reform and Justice System Efficiency."

through alternative HR management practices²³, but broader reforms across the judiciary and prosecution agencies are still needed.²⁴ Additionally, decentralization complicates the implementation of uniform HR policies, leading to disparities in legal personnel development across regions. The lack of a coherent national framework for recruitment and career progression has further exacerbated these inefficiencies, creating imbalances in authority among judicial institutions.

Bureaucratic inefficiencies and political influence continue to hinder effective legal personnel management. The political appointment of judges and prosecutors often undermines merit-based recruitment, leading to questions about judicial independence and accountability.²⁵ While the adoption of accrual accounting in the Indonesian public sector was meant to increase transparency and efficiency, its impact on legal HR management has been minimal due to persistent bureaucratic resistance.²⁶ Political commitment to judicial reform remains inconsistent, with policy changes often dictated by short-term political interests rather than long-term institutional development. Centralized HR policies further limit regional autonomy in addressing staffing needs, preventing local governments from implementing context-specific HR strategies.

A major concern in Indonesia's legal sector is the limited resources allocated for judicial training and continuing legal education. The country's zero-hiring policy over the past decade has led to an acute shortage of legal professionals, with many courts operating under severe staffing constraints.²⁷ Existing training programs are insufficient to keep

²³ Schütte, Sofie Arjon. "Keeping the new broom clean: lessons in human resource management from the KPK." *Bijdragen tot de taal-, land-en volkenkunde/Journal of the Humanities and Social Sciences of Southeast Asia* 171, no. 4 (2015): 423-454.

²⁴ Arfianto, Dwi Agus, and Irma Cahanintyas. "Harmonizing Prosecution Agencies in Indonesia: Implementing the Dominus Litis Principle Policy." *Pakistan Journal of Criminology* 16, no. 1 (2024).

²⁵ Schwartz, Klaas, et al. "Capacity Challenges in the Indonesian Water Resources Sector." *Capacity Development for Improved Water Management* (2009): 141-158.

²⁶ Harun, Harun, and Peter Robinson. "The adoption of accrual accounting in the Indonesian public sector." *Research in Accounting in Emerging Economies*. (Emerald Group Publishing Limited, 2010), pp. 233-250.

²⁷ Hilal, Purnomo, and Arief. "Transforming Human Resources: The Key to Revolutionizing Indonesian Legal Reform and Justice System Efficiency."

up with evolving legal challenges, particularly in areas such as digital law and financial crimes. Comparative studies suggest that countries with well-funded judicial training institutions, such as Singapore and Germany, have more effective and accountable legal systems.²⁸ In Indonesia, however, financial limitations have hindered the establishment of similar institutions, leaving many legal practitioners without access to high-quality professional development opportunities.

Efforts to enhance judicial HR capacity have also been undermined by weak coordination among legal institutions. The principle of *dominus litis*, which governs prosecutorial discretion, remains inconsistently applied due to a lack of harmonization between prosecution agencies.²⁹ Additionally, the integration of technological advancements in HR management, such as electronic court systems, has been slow due to concerns about data security and bureaucratic inertia.³⁰ Studies have shown that the adoption of digital tools can significantly improve HR efficiency in public sectors, yet Indonesia's legal system has struggled to implement such innovations.³¹ This technological lag has contributed to inefficiencies in case management and delays in legal proceedings, further straining an already overburdened judiciary.

Financial constraints present another challenge to improving HR capacity in the legal sector. Limited funding has restricted investment in legal education, infrastructure, and recruitment, particularly in rural and underdeveloped regions. The disparity in resource allocation has led to significant differences in the quality of legal services available across the country, with urban areas receiving more funding and training opportunities than rural courts. Experts argue that aligning judicial HR policies with international best practices and sustainable development

²⁸ Kurniati, A., et al. "Strengthening Indonesia's health workforce through partnerships." *Public Health* 129, no. 9 (2015): 1138-1149.

²⁹ Arfianto, and Cahanintyas. "Harmonizing Prosecution Agencies in Indonesia: Implementing the Dominus Litis Principle Policy."

³⁰ Mukhtar, and Lailam. "Accountability and Transparency of the Electronic Court and Litigation Systems in Indonesia."

³¹ Kurnia, Akhmad Syakir. *Public sector efficiency of decentralized local government in Indonesia: A political and institutional analysis*. Diss. Curtin University, 2012. See also Wardhani, R., et al. "The role of good governance in public sector in increasing the government expenditure efficiency and performance of local government: the case of Indonesia." *International Journal of Public Sector Performance Management* 3, no. 1 (2017): 77-102.

goals (SDG 8 and SDG 10) could help mitigate these disparities and promote equity in legal education and professional development.

Addressing these challenges requires a comprehensive, multi-pronged approach. Indonesia must adopt a more decentralized HR management model that allows for regional autonomy in legal personnel recruitment and training.³² Strengthening collaboration between universities, judicial training institutions, and government agencies can help bridge the gap in legal education. Additionally, integrating digital solutions into HR management, as seen in successful public sector reforms, could enhance efficiency and transparency. Without strategic investments in legal education, institutional coordination, and technological integration, Indonesia's legal system will continue to struggle with inefficiencies, ultimately impacting the delivery of justice.

Strategies for Enhancing Human Resource Capacity for an Effective Justice System

An effective justice system is essential for ensuring the rule of law, upholding human rights, and fostering socio-economic development.³³ In Indonesia, challenges such as corruption, case backlogs, and inconsistencies in legal interpretations highlight the need for strengthening human resource capacity within the judiciary, prosecution, and law enforcement sectors. Recruitment and training are

³² Holtzappel, Coen JG, and Martin Ramstedt, eds. *Decentralization and regional autonomy in Indonesia: implementation and challenges*. Institute of Southeast Asian Studies, 2009. See also Yahya, Azhari, Sabri Abd Majid, and Moh Din. "Career Development of Civil Servants in the Autonomy Era in Indonesia." *International Conference on Law, Governance and Islamic Society (ICOLGIS 2019)*. Atlantis Press, 2020; Turner, Mark, Amir Imbaruddin, and Wahyu Sutiyono. "Human resource management: the forgotten dimension of decentralisation in Indonesia." *Bulletin of Indonesian Economic Studies* 45, no. 2 (2009): 231-249.

³³ Sukardi, Sukardi, and Hadi Rahmat Purnama. "Restorative Justice Principles in Law Enforcement and Democracy in Indonesia." *Journal of Indonesian Legal Studies* 7, no. 1 (2022): 155-190; Rojak, Jeje Abdul. "Public Ethics and HR Governance in Public Administration." *Bulletin of Science, Technology and Society* 3, no. 3 (2024): 7-13.

crucial in ensuring a competent and ethical legal workforce.³⁴ Current challenges in Indonesia include political interference in judicial appointments, lack of transparency in selection processes, and inadequate professional development programs. Establishing an independent judicial commission to oversee recruitment and promotion based on qualifications, experience, and ethical standing is necessary. Standardized entrance examinations and rigorous vetting processes can ensure that only highly qualified candidates are appointed. Strengthening oversight bodies, such as the Judicial Commission (*Komisi Yudisial*), is crucial in ensuring accountability and addressing misconduct while implementing stricter penalties for unethical behavior such as conflicts of interest and case manipulation.³⁵

Additionally, mandatory continuing legal education (CLE) programs should be developed to update legal professionals on evolving laws, international legal standards, and ethical considerations, incentivizing participation through career advancement opportunities and accreditation requirements.³⁶

Legal education plays a foundational role in shaping competent legal professionals. However, Indonesia's legal education system faces challenges such as outdated curricula, lack of practical training, and insufficient emphasis on international legal standards.³⁷ Reforming curricula to integrate experiential learning components, such as moot courts, clinical legal education, and internships with courts and law

³⁴ Sari, Bianca Kartika, and Rahayu Subekti. "The Future of Meritocratic Oversight of the State Civil Apparatus in Indonesia." *International Conference on Cultural Policy and Sustainable Development (ICPSD 2024)*. Atlantis Press, 2024; Putra, Panca Sarjana, et al. "Judicial Transformation: Integration of AI Judges in Innovating Indonesia's Criminal Justice System." *Kosmik Hukum* 23, no. 3 (2023): 233-247.

³⁵ See Butt, Simon. *Corruption and law in Indonesia*. (London: Routledge, 2017); Wahyuningsih, Sri Endah, and Agus Sunaryo. "The role of prosecutor office in the eradication of corruption criminal acts in Indonesia." *Jurnal Pembaharuan Hukum* 4, no. 2 (2017): 244-254.

³⁶ Katz, June S., and Ronald S. Katz. "Teaching methodology and Indonesian legal education." *Journal of Legal Education* 27, no. 2 (1975): 219-234.

³⁷ Juwana, Hikmahanto. "Legal education reform in Indonesia." *Asian Journal of Comparative Law* 1, no. 1 (2006). See also Heriyanto, Heri. "The Influence of Legal Education, Judicial Performance, Police Accountability, And Community Perceptions of Crime Prevention in Indonesia." *West Science Law and Human Rights* 1, no. 2 (2023): 42-49.

firms, can enhance practical skills. Aligning legal education curricula with international best practices and emphasizing comparative law studies can improve the overall quality of legal education. Capacity-building initiatives for judges, prosecutors, and law enforcement officers should focus on specialized training in human rights law, international humanitarian law, and economic crimes. Encouraging cross-sector collaboration through joint training sessions with law enforcement agencies, academia, and international legal organizations can enhance legal professionals' expertise. Strengthening partnerships between universities and judicial institutions to foster research on pressing legal issues and providing grants for legal scholars to conduct empirical studies that inform policy reforms are necessary steps for continuous improvement.³⁸

Technology plays a pivotal role in modernizing the justice system and enhancing the efficiency of legal professionals. Digital transformation can address issues such as slow case resolution, lack of access to legal resources, and procedural inefficiencies. Expanding the implementation of e-court systems to facilitate remote hearings, electronic filing, and digital evidence management is essential for increasing efficiency. Ensuring interoperability between different judicial and law enforcement databases can improve information-sharing and coordination. The use of artificial intelligence (AI) tools can assist judges and prosecutors in legal research, case prediction, and sentencing guidelines, while big data analytics can track trends in judicial decisions and identify inconsistencies that require policy interventions.³⁹ Providing specialized training on cybersecurity, data privacy, and ethical considerations in using technology within the legal system is crucial to maintaining integrity. Establishing legal frameworks

³⁸ Gustaf, Muhammad Akbar Maulana. "Legal Aid in Indonesia: Problems and Challenges." *The Indonesian Journal of International Clinical Legal Education* 3, no. 2 (2021): 163-172; Wardhani, Lita Tyesta Addy Listya, Muhammad Dzikirullah H. Noho, and Aga Natalis. "The adoption of various legal systems in Indonesia: an effort to initiate the prismatic Mixed Legal Systems." *Cogent Social Sciences* 8, no. 1 (2022): 2104710.

³⁹ Widjaja, Gunawan. "Understanding how digital tool innovate the development of law enforcement in Indonesia (an analysis study to international law and technology publication)." *International Journal of Social Sciences* 4, no. 2 (2021): 261-267.

for regulating AI and digital evidence ensures fairness and due process in judicial proceedings.

Recent cases, such as the Corruption Eradication Commission (KPK) investigations into judicial corruption and high-profile criminal cases, underscore the urgent need for human resource capacity development. The implementation of the e-court system by the Supreme Court of Indonesia (*Mahkamah Agung*) has shown promise in expediting case resolution and increasing transparency. However, challenges such as digital literacy gaps and resistance to technological change must be addressed. Enhancing human resource capacity in Indonesia's justice system requires a comprehensive approach encompassing policy reforms, legal education improvements, and technological advancements. By adopting merit-based recruitment, strengthening capacity-building programs, and leveraging digital transformation, Indonesia can create a more effective, transparent, and equitable justice system. Future efforts should focus on continuous evaluation and adaptation to emerging legal and technological developments to ensure sustainable progress in the legal sector.⁴⁰

Conclusion

Enhancing human resource capacity is a fundamental pillar in the success of Indonesian law reform to ensure effective justice delivery. This paper has highlighted the critical role of well-trained legal professionals, judiciary members, and law enforcement officers in implementing legal reforms that align with national and international legal standards. Strengthening human resource capacity requires a multidimensional approach, including continuous legal education, professional training, institutional collaboration, and the integration of modern technologies in legal practice.

⁴⁰ See also Butt, Simon, and Sofie Arjon Schütte. "Assessing judicial performance in Indonesia: the court for corruption crimes." *Crime, Law and Social Change* 62 (2014): 603-619; Lindsey, Tim, and Helen Pausacker. "Crime and punishment in Indonesia." *Crime and Punishment in Indonesia*. (London: Routledge, 2020), pp. 1-17; Missbach, Antje, and Melissa Crouch. "The criminalisation of people smuggling: the dynamics of judicial discretion in Indonesia." *Australian Journal of Asian Law* 14, no. 2 (2013): 1-19; Jones, Sidney. "The ongoing extremist threat in Indonesia." *Southeast Asian Affairs* 2011, no. 1 (2011): 91-104.

Furthermore, legal reform in Indonesia must prioritize competency-based recruitment, ethical integrity, and adaptive learning to address the evolving complexities of law and governance. The involvement of academia, civil society, and international institutions can further enhance knowledge transfer and capacity-building initiatives. By fostering a legal system that is not only efficient but also transparent and accountable, Indonesia can move towards a justice system that better serves its citizens and upholds the rule of law.

In conclusion, human resource development must be positioned at the core of law reform efforts. Without a competent and ethical legal workforce, legal reforms will remain ineffective in practice. Therefore, a sustained commitment from the government, legal institutions, and educational sectors is essential to ensuring that Indonesian law reform translates into meaningful and lasting improvements in justice delivery.

References

- Arfianto, Dwi Agus, and Irma Cahanintyas. "Harmonizing Prosecution Agencies in Indonesia: Implementing the Dominus Litis Principle Policy." *Pakistan Journal of Criminology* 16, no. 1 (2024).
- Arnold, Thurman W. "Law Enforcement. An Attempt at Social Dissection." *The Yale Law Journal* 42, no. 1 (1932): 1-24.
- Budiarta, I. Nyoman Putu. "The legal pluralism in law education in Indonesia." *Journal of Advanced Research in Law and Economics (JARLE)* 11, no. 49 (2020): 771-774.
- Butt, Simon, and Sofie Arjon Schütte. "Assessing judicial performance in Indonesia: the court for corruption crimes." *Crime, Law and Social Change* 62 (2014): 603-619.
- Butt, Simon. *Corruption and law in Indonesia*. (London: Routledge, 2017).
- Fauzi, Achmad. "Otonomi daerah dalam kerangka mewujudkan penyelenggaraan pemerintahan daerah yang baik." *Spektrum Hukum* 16, no. 1 (2019): 119-136.
- Gustaf, Muhammad Akbar Maulana. "Legal Aid in Indonesia: Problems and Challenges." *The Indonesian Journal of International Clinical Legal Education* 3, no. 2 (2021): 163-172.

- Harun, Harun, and Peter Robinson. "The adoption of accrual accounting in the Indonesian public sector." *Research in Accounting in Emerging Economies*. (Emerald Group Publishing Limited, 2010), pp. 233-250.
- Heriyanto, Heri. "The Influence of Legal Education, Judicial Performance, Police Accountability, And Community Perceptions of Crime Prevention in Indonesia." *West Science Law and Human Rights* 1, no. 2 (2023): 42-49.
- Hilal, Maulidi, Arif Purnomo, and Sandy Arief. "Transforming Human Resources: The Key to Revolutionizing Indonesian Legal Reform and Justice System Efficiency." *Journal of Law and Legal Reform* 5, no. 3 (2024): 1469-1504.
- Holtzappel, Coen JG, and Martin Ramstedt, eds. *Decentralization and regional autonomy in Indonesia: implementation and challenges*. Institute of Southeast Asian Studies, 2009.
- Insani, Istyadi. "Pengembangan Kapasitas Sumber Daya Manusia Pemerintah Daerah dalam Rangka Peningkatan Transparansi dan Akuntabilitas Pengelolaan Keuangan Daerah." *Jurnal Borneo Administrator* 5, no. 3 (2009): 1-19.
- Irianto, Sulistyowati. "Legal Education for The Future of Indonesia: A Critical Assessment." *The Indonesian Journal of Socio-Legal Studies* 1, no. 1 (2021): 1-36.
- Itasari, Endah Rantau, and Erwin Erwin. "Reformasi Hukum dalam Mewujudkan Keadilan Sosial: Tantangan dan Prospek Pengembangan Sistem Peradilan di Indonesia." *Jurnal Cahaya Mandalika* 3, no. 3 (2024): 1657-1664.
- Jones, Sidney. "The ongoing extremist threat in Indonesia." *Southeast Asian Affairs* 2011, no. 1 (2011): 91-104.
- Juwana, Hikmahanto. "Legal education reform in Indonesia." *Asian Journal of Comparative Law* 1, no. 1 (2006).
- Katz, June S., and Ronald S. Katz. "Teaching methodology and Indonesian legal education." *Journal of Legal Education* 27, no. 2 (1975): 219-234.
- Khotijah, Farah Diba, Anas Mawardi, and Inayatus Sholihah. "Training Profession for Law Career on Facing ASEAN Economic Community Era: Improving the Law Graduates through Development of Legal Education Method." *The Indonesian*

- Journal of International Clinical Legal Education* 1, no. 2 (2019): 161-182.
- Kurnia, Akhmad Syakir. *Public sector efficiency of decentralized local government in Indonesia: A political and institutional analysis*. Diss. Curtin University, 2012.
- Kurniati, A., et al. "Strengthening Indonesia's health workforce through partnerships." *Public Health* 129, no. 9 (2015): 1138-1149.
- Kurniawan, Iwan, et al. "Mainstreaming Law and Human Rights Education in Indonesia: How the National Training Institute Can Drive Legal and Policy Reform?." *Journal of Law and Legal Reform* 5, no. 3 (2024): 1505-1542.
- Lev, Daniel S. "Between state and society: professional lawyers and reform in Indonesia." *Legal Evolution and Political Authority in Indonesia*. (Leiden: Brill Nijhoff, 2000), pp. 305-320.
- Lev, Daniel S. "The state and law reform in Indonesia." *Law Reform in Developing and Transitional States*. (London: Routledge, 2006), pp. 236-267.
- Levin, Leslie C., and Lynn M. Mather. "Beyond the Guild: Lawyer Organizations and Law Making." *Washington University Global Studies Law Review* 18, no. 3 (2019): 589-663.
- Lindsey, Tim, and Helen Pausacker. "Crime and punishment in Indonesia." *Crime and Punishment in Indonesia*. (London: Routledge, 2020), pp. 1-17.
- Lindsey, Tim. "Legal infrastructure and governance reform in post-crisis Asia: the case of Indonesia." *Law Reform in Developing and Transitional States*. (London: Routledge, 2006), pp. 3-41.
- Marrismawati, Cyta Sucy, et al. "Reformasi Sistem Peradilan Pidana Indonesia: Tantangan dan Solusi Menuju Keadilan Efektif." *Jurnal Litigasi Amsir* 11, no. 4 (2024): 377-382.
- McIntyre, Jennie. "Public attitudes toward crime and law enforcement." *The Annals of the American Academy of Political and Social Science* 374, no. 1 (1967): 34-46.
- Missbach, Antje, and Melissa Crouch. "The criminalisation of people smuggling: the dynamics of judicial discretion in Indonesia." *Australian Journal of Asian Law* 14, no. 2 (2013): 1-19.

- Mukhtar, Mukhtar, and Tanto Lailam. "Accountability and Transparency of the Electronic Court and Litigation Systems in Indonesia." *Jurnal Hukum* 39, no. 2 (2023): 157-173.
- Muksin, Ahmad, Rani Istriani, and Selly Rismalasari. "Penyelenggaraan Urusan Wajib Daerah: Tinjauan Konseptual dan Implementasinya di Indonesia." *Yustisi* 11, no. 2 (2024): 485-492.
- Nurhaeni, Ismi Dwi Astuti. "Reformasi Kebijakan Sumber Daya Manusia Adil Gender Harapan Regulasi Affirmative Action." *Thesis*. (Surakarta: Universitas Sebelas Maret, 2012).
- Putra, Panca Sarjana, et al. "Judicial Transformation: Integration of AI Judges in Innovating Indonesia's Criminal Justice System." *Kosmik Hukum* 23, no. 3 (2023): 233-247.
- Riyanto, Yayan, Made Warka, and Hufron Hufron. "Malpractice Advocate Profession in Indonesia." *International Journal of Multicultural and Multireligious Understanding* 7, no. 8 (2020): 477-483.
- Rizkyta, Amelia Putri, and Mahmod Umar Dhani. "A Discourse of Professionalism of Advocates in Providing Legal Assistance in Indonesia." *The Indonesian Journal of International Clinical Legal Education* 5, no. 1 (2023): 121-142.
- Rojak, Jeje Abdul. "Public Ethics and HR Governance in Public Administration." *Bulletin of Science, Technology and Society* 3, no. 3 (2024): 7-13.
- Rosenbaum, Stephen A. "Beyond the fakultas' four walls: linking education, practice, and the legal profession." *Pacific Rim Law & Policy Journal* 23, no. 2 (2014): 395-422.
- Sahid, Abdul, et al. "Bureaucratic reform to the human resources: a case study on the one-stop integrated service." *The Journal of Social Sciences Research* 4, no. 1 (2019): 61-66.
- Sari, Bianca Kartika, and Rahayu Subekti. "The Future of Meritocratic Oversight of the State Civil Apparatus in Indonesia." *International Conference on Cultural Policy and Sustainable Development (ICPSD 2024)*. Atlantis Press, 2024.
- Schütte, Sofie Arjon. "Keeping the new broom clean: lessons in human resource management from the KPK." *Bijdragen tot de taal-, land- en volkenkunde/Journal of the Humanities and Social Sciences of Southeast Asia* 171, no. 4 (2015): 423-454.

- Schwartz, Klaas, et al. "Capacity Challenges in the Indonesian Water Resources Sector." *Capacity Development for Improved Water Management* (2009): 141-158.
- Setiadi, Wicipto. "Penegakan Hukum: Kontribusinya Bagi Pendidikan Hukum dalam Rangka Pengembangan Sumber Daya Manusia." *Majalah Hukum Nasional* 48, no. 2 (2018): 1-22.
- Sukardi, Sukardi, and Hadi Rahmat Purnama. "Restorative Justice Principles in Law Enforcement and Democracy in Indonesia." *Journal of Indonesian Legal Studies* 7, no. 1 (2022): 155-190.
- Tarigan, Ridwan Syaidi. *Reformasi Hukum Tata Negara: Menuju Keadilan dan Keseimbangan*. (Jakarta: Ruang Berkarya, 2024).
- Turner, Mark, Amir Imbaruddin, and Wahyu Sutiyono. "Human resource management: the forgotten dimension of decentralisation in Indonesia." *Bulletin of Indonesian Economic Studies* 45, no. 2 (2009): 231-249.
- Wahyuningsih, Sri Endah, and Agus Sunaryo. "The role of prosecutor office in the eradication of corruption criminal acts in Indonesia." *Jurnal Pembaharuan Hukum* 4, no. 2 (2017): 244-254.
- Wardhani, Lita Tyesta Addy Listya, Muhammad Dzikirullah H. Noho, and Aga Natalis. "The adoption of various legal systems in Indonesia: an effort to initiate the prismatic Mixed Legal Systems." *Cogent Social Sciences* 8, no. 1 (2022): 2104710.
- Wardhani, R., et al. "The role of good governance in public sector in increasing the government expenditure efficiency and performance of local government: the case of Indonesia." *International Journal of Public Sector Performance Management* 3, no. 1 (2017): 77-102.
- Widjaja, Gunawan. "Understanding how digital tool innovate the development of law enforcement in Indonesia (an analysis study to international law and technology publication)." *International Journal of Social Sciences* 4, no. 2 (2021): 261-267.
- Yahya, Azhari, Sabri Abd Majid, and Moh Din. "Career Development of Civil Servants in the Autonomy Era in Indonesia." *International Conference on Law, Governance and Islamic Society (ICOLGIS 2019)*. Atlantis Press, 2020.

Acknowledgment

None

Funding Information

None

Conflicting Interest Statement

There is no conflict of interest in the publication of this article.

Publishing Ethical and Originality Statement

All authors declared that this work is original and has never been published in any form and in any media, nor is it under consideration for publication in any journal, and all sources cited in this work refer to the basic standards of scientific citation.

Notification

Starting from the 2024 issue, our journal has transitioned to a new platform for an enhanced reading experience. All new articles and content will now be available on this updated site. However, we would like to assure you that archived issues from 2020 to 2023 are still accessible via the previous site. Please check the following link: <https://journal.unnes.ac.id/sju/jllr/issue/archive>.