

Talent Management Implementation Study at The Supreme Court of The Republic of Indonesia in The Era of Digital Transformation

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Abstract. Digital transformation necessitates reform in talent management within the public sector, including the Supreme Court of the Republic of Indonesia/ Mahkamah Agung (MA RI). Although various digital systems have been implemented, their effectiveness has not been optimal due to a gap between policy design and implementation. This research aims to analyze the implementation of talent management in MA RI in the era of digital transformation. Using a qualitative approach and descriptive design, data were obtained through interviews, participatory observations, and documentation studies. The study's results indicate that uneven communication, human resource readiness that needs improvement, and limited digital system integration are the primary obstacles. The executive disposition that still relies on structural authority and complex bureaucratic structures also slows down the decision-making and coordination process between units. This study concludes that the success of digital talent management requires synergy between continuous training, strengthening technology infrastructure, and simplifying organizational structures. The limitation of this research lies in the scope of the institution which only includes the Supreme Court of the Republic of Indonesia, so the generalization of the results is limited. Further research is suggested to explore the long-term influence of digitalization of talent management on employee performance and institutional effectiveness, as well as how adaptation of bureaucratic structures can strengthen digital transformation in the public sector.

Keywords: Digital Transformation; Mahkamah Agung; Talent management; Supreme Court

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INTRODUCTION

Talent management in the public sector has been explored in Southeast Asia, particularly in the context of the colonial, postcolonial, and modern periods, showing how talent schemes have evolved over time in response to globalisation and digitalization (Liu & Yu, 2021). The policies used to tackle talent management in public sector institutions differ among BRICS countries, with modest results achieved in Brazil, China, and Russia (Suk Kim & Kotchegura, 2017). Talent management schemes in Thailand, Malaysia, and Singapore have comparable names but also exhibit many differences, such as varying definitions of talent and differences in incentive systems and performance appraisal (Poochaoren & Lee, 2013).

A Talent Management model for the public sector, consisting of Talent Management Mindset and Talent Management Strategy, has been proposed based on a survey of 357 employees at 32 governmental organizations (Burbach & Royle, 2010). The study of talent management in

multinational corporations highlights the utility and limitations of human resource information systems in managing talent globally (Mahfoozi et al., 2018).

The Supreme Court of the Republic of Indonesia (MA RI) is the main pillar in the national judicial system that plays a strategic role in upholding justice, maintaining the rule of law, and ensuring legal certainty. In order to strengthen this role, the Supreme Court has formulated the Judicial Reform Blueprint 2010–2035. One of the key areas of renewal is human resource (HR) management. This update aims to realize a judicial apparatus that is professional, with integrity, and adaptive to the challenges of the times, including in the era of digital transformation that demands effective and efficient institutional governance (Amarini et al., 2023; Mahkamah Agung RI, 2010).

The digital transformation era represents a profound shift in how societies and organizations operate, driven by the pervasive integration of digital technologies into various facets of life. This transformation necessitates a re-evaluation of traditional practices, including talent management, to align with the demands of a rapidly evolving landscape (Wahdaniah et al., 2023). The Indonesian government is actively pursuing strategies to accelerate digital transformation, including regulatory alignment, human resource development, and private sector partnerships to cultivate digital skills (Kurniawan & Mumpuni Arti, 2020). Digital transformation is deemed essential for Indonesia's future, accelerating government programs and policies for effectiveness and efficiency (Asdi Sudrajat, 2021). Talent management, encompassing the attraction, development, and retention of skilled employees, plays a pivotal role in ensuring that organizations possess the necessary capabilities to thrive in this new environment. Specifically, the Supreme Court of the Republic of Indonesia, as the highest judicial body, must adapt its talent management strategies to effectively navigate the challenges and opportunities presented by digital transformation. The application of information technology can be an effort to realize efficiency and effectiveness in the justice system as well as to encourage the development of management and administration towards a modern judiciary (Gracia et al., 2021). The need for digital literacy in the public sector is evident, but Indonesian civil servants currently fall short of the required standards, highlighting an urgent need for skill development (Pratama et al., 2024).

As a concrete form of efforts to reform human resource management, the Supreme Court has established a Competency Assessment Unit (UPK) or Assessment Center through the Decree of the Chief Justice of the Supreme Court Number 7/KMA/SK/I/2020. UPK-AC is tasked with conducting competency-based assessments of judicial apparatus in order to ensure objectivity in filling positions, rotations, mutations, and promotions. UPK-AC is expected to realize

meritocracy, professionalism, transparency and accountability, integrity and ethics, effectiveness and efficiency of human resources, as well as improve the performance of the Supreme Court to become a great, modern, reliable, and responsive judicial institution (Mahkamah Agung RI, 2024; Marzuki & Ali, 2024).

Human resources in the Supreme Court are the main support in realizing the vision and mission of the Judicial Reform Blueprint 2010-2035. The strategic role of human resources is not only limited to the technical aspects of the judiciary, but also includes strengthening institutional governance through a bureaucracy that is professional, accountable, and responsive to legal dynamics and community needs. This achievement is highly dependent on the competence, qualifications, and performance of state civil servants (ASN) which are managed systematically and sustainably (Amarini et al., 2023; Mahkamah Agung RI, 2024).

Human resource competency development is also part of the mandate of Permenpan 3 of 2020 concerning ASN Talent Management. Permenpan RB No. 3 of 2020 was issued as part of bureaucratic reform to create state civil servants (ASN) who are professional, have integrity, and are able to answer the challenges of changing times. This regulation is a framework for managing talent management-based human resources, which is a strategic approach that places civil servants in accordance with their potential and competence. According to Permenpan RB No. 3 of 2020, ASN talent management is a systematic process to manage the best talent of ASN through a series of activities to identify, develop, place, and retain individuals who have high competence and performance. The goal is to ensure the continuity of leadership and the availability of superior human resources at every level of the bureaucracy by developing ASN competencies (BKN, 2024; Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, 2020).

UPK AC (The Personnel Bureau and the Competency Assessment Unit) as a special unit in the Supreme Court is tasked with ensuring the competence of qualified human resources in fulfilling the vision, mission, and goals of the Supreme Court of the Republic of Indonesia. UPK AC has a big challenge considering the large number of talents managed. Based on data from the Supreme Court in 2023, the number of human resources within the Supreme Court and the judiciary under it reached 32,652 people spread throughout Indonesia with the following composition details. UPK AC under the Supreme Court Administrative Affairs Agency has developed several digital systems to support talent management as part of the implementation of bureaucratic reform and the realization of the supreme court. The Personnel Information System (SIKEP) is the backbone for recording employee data, including position history, competencies,

and training. In addition, the Talent Pool application is used to map employee potential and performance as the basis for merit-based promotion. The use of E-Learning and electronic-based evaluation systems also supports employee capacity building in a more structured and documented manner. This effort reflects the institutional commitment to adopt digital transformation in HR management.

The serious problems that the Supreme Court of the Republic of Indonesia is currently facing are not only related to technical issues of judicial administration, but also related to institutional integrity and compliance with the principles of constitutionalism. The Supreme Court of the Republic of Indonesia showed a number of forms of non-compliance with the Constitutional Court's decision, including by continuing the material test of the regulations that are in the process of being tested at the Constitutional Court, which should be suspended until a final decision.

Based on these incidents, the existing conditions still show behavior that is not in accordance with integrity, transparency, and accountability as the expected character of the Supreme Court of the Republic of Indonesia at the individual and collective levels. This condition reflects the failure of talent management in identifying, developing, and placing individuals in accordance with the basic values and objectives of the judicial institution, so that a work culture has not been formed that is able to bring the spirit mandated in the 2010-2035 Blueprint. This indicates that the system of continuous evaluation and performance-based coaching still has loopholes that reinforce a culture of impunity and weaken public trust in the highest judicial institution.

The theory of policy implementation proposed by Edwards III (1980) provides a framework to examine the process of implementing policy through four main variables: communication, resources, executive disposition, and bureaucratic structure. In practice, communication regarding the purpose and use of digital systems needs to be considered in the context of disseminating information to all judicial work units. Resources that include technological infrastructure and ASN competencies are also factors that affect the extent to which the system can be used according to its function. The disposition of the implementer, especially in terms of acceptance of the digital system and the internal drive to change, is also part of the dynamics of implementation. The complex and multi-layered bureaucratic structure affects the speed and flexibility in integrating the talent management system into the institution's work mechanism. These four variables can open up space to further examine how talent management policies in

the era of digital transformation are implemented within the framework of the Supreme Court's institutional reform to achieve human resource reform.

The urgency of research on talent management implementation in the Supreme Court of the Republic of Indonesia is driven by the need to support the ongoing digital transformation. Addressing competency gaps, improving infrastructure, and adopting effective talent management models are critical steps to ensure the success of digital initiatives in the judiciary. This research is essential to enhance the efficiency, transparency, and accountability of court services in the digital era (Amarini et al., 2023; Gaol, 2021; Saadatmand et al., 2022). Based on these several phenomena, this study aims to analyze the implementation of talent management in the Supreme Court of the Republic of Indonesia in the current digital era.

The novelty of this research lies in its focus which examines in depth the implementation of digital-based talent management in the context of judicial institutions, using the policy implementation theoretical framework from (Edwards III, 1980), which includes communication variables, resources, executive disposition and bureaucratic structure. This approach allows systematic exploration of contextual and sectoral implementation barriers. Thus, this research not only enriches the body of knowledge in the field of public administration, but also makes a practical contribution to strengthening the benefits system within judicial institutions. The uniqueness of this article lies in its strategic position which integrates public policy theory with the practice of institutional reform in the judicial environment, which has often been considered closed to digital innovation. This research offers a new perspective in seeing how the digitalization of talent management cannot be separated from reconstructing credibility structures, strengthening transformational leadership, and creating adaptive communication systems. In addition, the analytical focus on the internal dynamics of the Supreme Court provides added value because it highlights micro-organizational aspects that have rarely been revealed in talent management studies. Thus, it is hoped that this research can become a reference for policy makers in designing talent management models that are more adaptive to the demands of the digital era, as well as being relevant for application to other institutions that have similar characteristics.

METHODS

This study uses a qualitative approach with a descriptive design to examine the implementation of talent management in the Supreme Court of the Republic of Indonesia in the era of digital transformation. This design was chosen to explore in depth the phenomenon of implementing human resource management policies based on meritocracy and digitalization,

without intervening in the ongoing process (Creswell, 2018; Sugiyono, 2019). The location of the research was conducted at the Supreme Court of the Republic of Indonesia.

This study uses purposive sampling techniques to determine informants who are considered to have knowledge, experience, and direct involvement in the process of implementing talent management at the Supreme Court of the Republic of Indonesia (Chun Tie et al., 2019). The main informants come from two strategic units, namely the Personnel Bureau and the Competency Assessment Unit (UPK AC), which are the main implementers of talent management policies. In addition, this research also involves functional and structural officials who are users of the policy as well as parties directly affected by its implementation. This approach provides a comprehensive overview of various institutional perspectives regarding the readiness, obstacles, and dynamics of the implementation of a digital-based talent management system in the Supreme Court.

Data collection is carried out through in-depth interviews, participatory observations, and the study of internal institutional documents. The technique of determining informants using purposive sampling, namely by selecting individuals who are considered to have knowledge, experience, and direct involvement in the implementation of talent management policies. The main informants in this study consist of: Head of the Personnel Bureau; Head of the General Personnel Section (Head of UPK-AC), Head of the Employee Development Sub-Section (UPK-AC Executive Coordinator) and Other functional and structural officials, including Heads of Mutation Subsection, Head of Appointment Subsection, and technical staff involved in the use of digital systems such as SIKEP and Talent Pool.

The selection of the informant is based on the consideration that they are key actors in the planning, implementation, and evaluation process of digital-based talent management. They also represent strategic units that become the epicenter of decision-making, technical implementation, and direct policy users. By involving informants from various levels and functions, this research is expected to be able to capture various perspectives regarding the dynamics of policy implementation more comprehensively and deeply.

The validity of the data is strengthened through triangulation techniques of sources and methods, as well as member-checking with key informants to ensure the suitability of the researcher's interpretation with the reality in the field (Fusch et al., 2018). This research aims to make an empirical contribution to the development of public sector human resource management, especially in the use of digital technology to strengthen the merit system in judicial

institutions. The findings are expected to be the basis for the formulation of policies that are more adaptive, accountable, and oriented towards improving organizational performance.

RESULTS AND DISCUSSION

Communication and Dissemination of Information

Effective communication between the Personnel Bureau and the Competency Assessment Unit (UPK-AC) at the Supreme Court has a crucial role in the smooth management of talent. These two units are in the same organizational structure, which allows for more efficient information flow and easier coordination. This leads to good communication, as expressed by SI as the Head of the Mutation II Administration Sub-Division of the Personnel Bureau emphasizing that "because the two are in one organization, communication between them runs quite smoothly". However, communication between units is going well in terms of structural coordination, there are deficiencies in the implementation of talent management policies in the Supreme Court. KM as the Head of the Employee Development Sub-Division highlighted that "the policies implemented are good, the implementation is still not optimal. This has an impact on the lack of comprehensive understanding from all relevant parties". In this context, clear and timely messaging is essential, but the gap between designed policies and their implementation is a challenge that must be addressed.

Obstacles in the delivery of information, such as ambiguity in directions or delays in information distribution, can hinder the successful implementation of digital systems. This is often due to a lack of effective communication channels, mismatches of messages to the needs of the recipient, or lack of adequate training for implementers. Therefore, it is important to ensure that the information conveyed is not only accurate but also appropriate in the right context and time so that the policies that have been designed can be implemented properly across the judicial work units. In overcoming these communication barriers, it is an important step to ensure alignment between policies and their implementation. "For example, if we request data but the data does not match, it means that something was missed at some point." (TR as Head of the IB Employee Mutation Subdivision).

Inaccuracies in the data received can lead to errors in decision-making, which ultimately negatively impacts the efficiency and effectiveness of talent management programs. Decisions based on inaccurate data can lead to strategies that are not in accordance with needs, as well as hindering the achievement of the goals that have been set. Therefore, it is important to ensure that the data used in talent management is accurate, timely, and relevant to the needs of each work unit. Improving the information flow system is the main key to overcoming the problem of

data inaccuracy. With a better communication and data distribution system, the information received by those in need can be more in line with their needs and not be distorted. This will accelerate a more informative and strategic decision-making process, and support the success of talent management programs in achieving organizational goals efficiently and effectively.

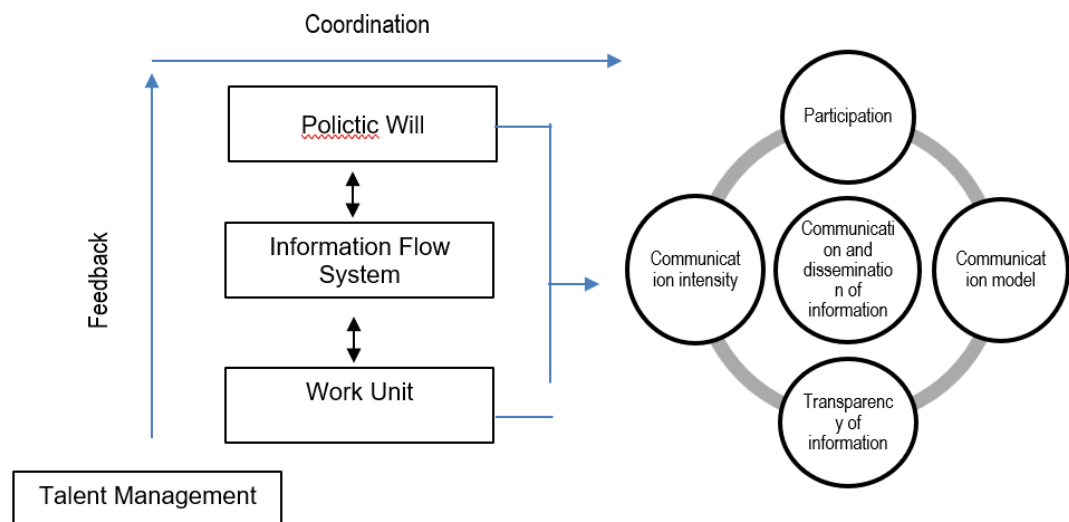


Figure 2. Organizational Communication Model
Source: Processed by Authors, 2025

Evaluation of misinformation is a crucial step in improving communication and policy implementation. In any decision-making process, reconfirmation of the data received is essential to ensure the accuracy and transparency of the information. While this process requires time and resources, it is essential for the information used for policy planning and execution to have accountable quality. The reconfirmation process becomes even more significant when it comes to talent management, where accurate and up-to-date data plays a major role in determining the success of the policies to be implemented. Failure to check and validate information can be fatal, leading to inappropriate decision-making and harming the organization. Therefore, accuracy in handling information is a key element in talent management to ensure that decisions taken are based on reliable data.

The ability to handle information accurately and thoroughly will affect the quality of decisions made in an organization. In the context of organizational policy, misinformation can lead to wrong conclusions and ineffective policy implementation. For this reason, data evaluation and verification must be carried out on an ongoing basis, with the aim of increasing transparency, improving communication, and ensuring that the policies taken are truly based on accurate and accountable information.

Table 1. Strategic Roles Key Components of Organizational Communication

No.	Component	Strategic Role
1.	Coordination in Organizational Communication	Politic Will Information Flow System Work Unit
2.	Political Will as a Driver of Communication Policy	Determining Strategic Direction Success Drivers Supporting Effectiveness
3.	The Role of Information Flow Systems in Improving Communication Efficiency	Efficient Information Channels Effective Coordination Right Decision Making
4.	Participation and Feedback as Key Components in Organizational Communication	Communication Feedback Continuous Evaluation Improve Collaboration Adaptive Repair
5.	Comication Intensity and Selection of the Right Media	

Source: Processed by Author, 2025

The table 1 illustrates the strategic role of key components in organizational communication, such as coordination, political will, information flow systems, participation, feedback, and communication intensity. Coordination plays an important role in ensuring that relevant information reaches the right parties, which supports data-driven decision-making. Meanwhile, political will is a driver in setting policies and allocating communication resources, ensuring communication that is in line with organizational goals. An efficient information flow system ensures smooth communication between units, while participation and feedback allow for continuous evaluation of communication practices.

However, these communication measures should not only be reactive, but also proactive. A more systematic and structured approach should be implemented by introducing systems and procedures that can avoid misinformation. One of the solutions is the preparation of clear and detailed standard operating procedures (SOPs), especially in terms of communication between units. A good SOP will ensure that every piece of information sent or received has been carefully verified and checked, thus minimizing misinformation. To improve communication and transparency between the Personnel Bureau and UPK-AC at the Supreme Court, there needs to be an emphasis on improving existing procedures. Clearer and more structured procedures will facilitate a fast and accurate flow of information. In addition, the use of advanced technology can facilitate more efficient delivery of information, ensuring that the required data can be obtained on time and with a high level of accuracy. This increased communication and transparency will

strengthen the implementation of talent management policies in the Supreme Court. With a more effective communication system, the quality of the workforce can be improved, which in turn will improve the overall performance of the organization. This success relies heavily on more structured communication procedures and the use of technology to support a better and faster flow of information.

Readiness of Resources and Technology

The challenge in terms of HR readiness is not only limited to technical skills but also to understanding talent management as a whole. SI explained the need for further training, saying, "It is necessary to conduct training related to talent management to human resources of the Personnel Bureau and UPK AC." This indicates that in addition to technical training on the use of digital tools and applications, training related to policies and changes is also very important to ensure employees can adapt to the changes that take place. Policy-focused training will strengthen employees' understanding of how the policy is implemented in a broader context, as well as how they can contribute optimally to the performance of their duties in the midst of the digital age.

While HR training is a crucial aspect of digital transformation, the successful implementation of talent management is also highly dependent on the readiness of the technology infrastructure. KM acknowledged that there are applications that have been developed to support talent management, but he stressed, "There is already an application but it needs further development." This shows that despite efforts to develop infrastructure, the current technology is still not optimal. The application currently used still needs improvement in order to better support a meritocracy-based talent management system. One of the main challenges is ensuring that these applications can meet the needs of data processing quickly, efficiently, and without interruption, so that they can be used optimally by all units involved in talent management.

The big challenge in digitizing talent management lies in the fact that digital systems are not fully integrated in every process, both in terms of flow, implementation, and evaluation. Although the Supreme Court has begun the implementation of digital-based systems, there are still many processes that are carried out manually or half-heartedly, which reduces the effectiveness of digitalization itself. Therefore, further efforts are needed to ensure that every stage, from planning to evaluation, can be more thoroughly integrated so that existing digital systems can function optimally, deliver efficiencies, and increase benefits for overall talent management.

Table 2. HR Training Readiness in Digitalization of Talent Management

No	Training Readiness	Training Objectives	Goal	Description
1	Training on the Use of Digital Tools and Applications	Improve technical skills in the use of digital tools	Human Resources of the Personnel Bureau and UPK AC	Focus on using existing digital tools to support talent management efficiently.
2	Policy Training and Change in Talent Management	Understand policies and changes related to talent management	HR involved in HR management and related policies	Provide an understanding of the policies implemented in talent management and their impact on day-to-day tasks.
3	Meritocracy-Based Talent Management Training	Recognizing the importance of meritocracy in HR performance appraisal	Leaders and staff responsible for employee evaluation and development	Training to introduce and implement the concept of meritocracy in assessment and career development.
4	Technology Infrastructure Development Training	Increase understanding of the importance of technological infrastructure	Talent management app development and management team	Focus on improving the management and development capabilities of digital-based talent management applications.
5	Data Processing and Information Systems Training	Develop skills in data processing and system analysis	Data managers and decision-makers in talent management	Train HR in managing and analyzing data efficiently using existing applications.
6	Talent Management System Efficiency Improvement Training	Optimize existing applications and systems to support talent management processes	Application manager and information systems manager	Improve the ability of existing applications to process data faster and more efficiently and minimize disruption.

Source: Data Analysis Results, 2025

These necessary changes in human resources and technological infrastructure should be seen as a continuous step that must be continued. SI added, "It is necessary to conduct training related to talent management to human resources of the Personnel Bureau and UPK AC," indicating that training is not a one-time thing, but must be carried out on an ongoing basis. Digital transformation requires not only changes in infrastructure, but also changes in the way the systems work, policies, and internal processes that support them. Without the readiness of qualified human resources and adequate technological infrastructure, digital-based talent management efforts risk failing to achieve their goals.

The Supreme Court has taken a good first step in the implementation of digital-based talent management, but major challenges remain, especially in terms of human resource readiness and the development of technology infrastructure. Human resource readiness in the face of technological change is highly dependent on relevant and continuous training. In addition, the development of a more solid technology infrastructure is needed to support meritocracy-based talent management. Awareness of the importance of digital transformation in the Supreme Court needs to be followed up with concrete steps that harmoniously integrate technology and human resources, in order to create an efficient, effective, and sustainable system in the long term.

Table 3. Management Talent Digitalization

No.	Resources	Internal	External	Output	Strategic
1	Human Resources (HR)	Human resource readiness for digital technologies (technical and policy training)	Advanced training to improve the digital competence of HR	More skilled human resources and ready for digital transformation	Provision of ongoing training that supports technology adaptation
2	Technology Infrastructure	Digital-based talent management applications that already exist, but need further development	Collaboration with vendors or technology providers to develop more efficient applications	A more efficient and effective talent management system in data processing	Development of a more integrated system to support meritocracy-based talent management
3	Operational and Implementation Processes	Manual processes that need to be fully digitized	Development of a digital-based system that integrates all workflows and work processes	Automated processes integrated with digital systems	Comprehensive digitalization from planning, implementation, to evaluation
4	Policies and Regulations	Talent management policy training for internal HR	Collaboration with external parties to update policies in line with digital developments	A better understanding of digital-based talent management policies	Policy adjustments that support changes in talent management in the digital age
5	Evaluation and Feedback	A system to evaluate the effectiveness of the use of a talent management system	Collection of external feedback to assess the success of the system implementation	Increased effectiveness and efficiency of digital-based talent management	Ongoing evaluation process to ensure fit with the organization's needs and goals

Source: Processed by Author, 2025

In facing this digitalization challenge, the Supreme Court must strengthen the capacity of human resources and technological infrastructure at the same time. With the right approach to training, app development, and more digital process integration, the Supreme Court can accelerate the achievement of a more professional, accurate, and meritocracy-based talent management system. These strategic steps will ensure that the Supreme Court can carry out its duties more efficiently and adapt quickly to the changing times.

Disposition and Decision Making

The disposition and decision-making process related to talent management at the Supreme Court involves personnel development officials (PPK) and a talent management team consisting

of echelon I unit leaders. Proper mapping is the main basis in the process of employee promotion and mutation, which is crucial to ensure the success of competency-based talent management. Although there is a clear policy on this, its implementation is still partial and not fully integrated between units. This indicates that even if policies have been made, challenges in implementation remain, potentially hampering the effectiveness of decision-making.

One of the main challenges faced in decision-making related to talent management is the limited integration between the various digital systems used. Although the Supreme Court has started the implementation of a digital system to support the disposition process, the TR noted that the system is still spread across various units and has not been fully integrated. "Actually, in general it already exists but it is still spread in units and is still partial," said TR. This shows that although technology has been applied to improve process efficiency, the lack of integration between systems in different units results in ineffectiveness in data processing which can lead to suboptimal decisions. For this reason, a more integrated system is needed that can facilitate the disposition process more efficiently and transparently.

The decision-making process at the Supreme Court is still highly dependent on the authority of personnel supervisory officials (PPK), who play an important role in determining who will occupy certain positions after going through a long selection process. TR emphasized, "Decision-making is definitely still the Personnel Supervisory Officer," which shows that even though there is a supporting system, the final decision remains in the hands of high-ranking officials. This reliance on a single individual or unit can lead to a slow decision-making process, especially if there is no effective coordination between the parties involved. Therefore, a more efficient and inclusive mechanism is needed in decision-making to speed up the process without compromising the quality of decisions.

The Supreme Court has introduced various digital mechanisms to support dispositions, but the biggest challenge lies in system integration and coordination between units. While existing systems have contributed to the decision-making process, the lack of integration between these systems slows down the flow of information needed to make quick and informed decisions. This fragmented system demonstrates the urgent need for the development of a more integrated digital system across work units, enabling real-time access to data and improving the efficiency of data-driven decisions.

To increase transparency and efficiency in talent management, there needs to be efforts to strengthen coordination between units. Without solid coordination, the information needed for decision-making may be delayed or even lost, ultimately hindering the effectiveness of the

disposition process. In this context, technology integration becomes the main solution, where existing data can be easily accessed by all units involved. With a more integrated system, the Supreme Court can accelerate more accurate and transparent decision-making, which will support better talent management.

The main challenge still lies in system integration, coordination between units, and the involvement of more parties in the decision-making process. Further efforts are needed to overcome these limitations by introducing more integrated systems, strengthening coordination between units, and improving collaboration at every stage of decision-making. Thus, the Supreme Court can create a more efficient, transparent, and competency-based talent management system, which in turn will improve the performance and quality of services of this institution.

Bureaucratic Structure and Innovation Barriers

The bureaucratic structure in the Supreme Court provides a foundation for coordination between work units, but it also poses significant challenges in the smooth implementation of talent management. TR expressed the difficulties faced in collaborating between different bureaus, stating, "It is a bit difficult because we need to collaborate with other bureaus while different bureaus are a bit difficult to adjust their schedules or annual targets." This suggests that although organizational structures are in place and tasks between units are relatively clear, bureaucratic differences between existing units can create obstacles in aligning schedules and annual targets. This misalignment is an important obstacle in accelerating the implementation of talent management policies because each unit has different priorities and work rhythms. Therefore, more intense and organized collaboration between units is needed to facilitate the implementation of talent management policies.

In addition to difficulties in understanding technology, a bureaucratic structure that is too complex with many levels in the organization is also an inhibiting factor. KM highlighted that although there are no obvious structural constraints, "because the structure level is too wide that it requires more intense coordination." Structures that involve multiple layers or hierarchies can hinder smooth communication and rapid decision-making. In the implementation of digital systems for talent management, effective coordination between various levels is very important for the system to function properly. Without good coordination between different units and levels, efforts to implement a more efficient digital system can be hampered, and the end result will not be optimal.

Leaders have a very significant role in driving change, especially digital-based change. TR explained that, "The leadership has a significant role, the political will will make how the policy will

run well and smoothly or even run in place." This highlights the importance of full support from leaders in the digital transformation process. Without a clear commitment and vision from the leadership, the policies that have been planned are likely not to run as expected. Therefore, leaders on the Supreme Court must show strong and consistent leadership in directing changes towards technology-based talent management.

Despite support from leadership, existing bureaucratic challenges, such as the complexity of organizational structures and layered processes, can hinder policy implementation. Therefore, to accelerate the implementation of digital-based talent management, the Supreme Court needs to simplify procedures that can accelerate decision-making and policy implementation. TR noted, "With organizational restructuring, it is necessary to accelerate the process of implementing talent management." This restructuring serves to remove existing bureaucratic barriers and accelerate the transformation process that occurs in the organization. Simplifying procedures will speed up decision-making, reduce unnecessary bureaucracy, and increase efficiency at every stage of policy implementation.

Simplification of procedures and organizational restructuring can also increase flexibility in coordination between units. This is especially important in digital-based talent management, where speed and efficiency in data processing are key. When each unit can move faster and be more in sync with the others, the process of placement and talent development can be done more effectively. In addition, organizational restructuring can clarify responsibilities between units, reduce overlap of tasks, and create clearer lines of communication between different units.

To address these coordination issues, the Supreme Court must strengthen collaboration between units by clarifying their respective responsibilities and creating more open lines of communication. In this way, each unit will have a better understanding of its role and contribution in the implementation of digital-based talent management policies. Broader and more structured collaboration will also ensure that decisions taken are more representative and include a wide range of perspectives relevant to the needs of the organization. The Supreme Court has initiated important steps in the implementation of digital-based talent management. However, to achieve optimal transformation goals, the Supreme Court needs to address existing bureaucratic challenges, improve coordination between units, and provide full support from the leadership to ensure that the changes made can run smoothly. Efforts to simplify procedures and restructure the organization will also be very helpful in accelerating the implementation of technology-based policies. With these measures, the Supreme Court will be able to accelerate the digital transformation process and manage talent more efficiently, effectively, and based on meritocracy.

CONCLUSION

This study aimed to analyze the implementation of digital-based talent management in the Supreme Court of the Republic of Indonesia using Edwards III's policy implementation model. The findings confirm that four main factors—communication, resources, implementor disposition, and bureaucratic structure—significantly influence the success of talent management policies in the digital era. The research revealed that communication between internal units was relatively effective structurally, but lacked comprehensive outreach and accuracy across all work units. Human resource readiness, particularly in digital literacy, remains limited, and digital applications, although available, are not fully integrated or optimized. Furthermore, decision-making is still highly centralized, and the complexity of the bureaucratic structure inhibits agile coordination. These results show that the success of digital transformation in talent management depends not only on technological tools, but also on institutional capacity, leadership commitment, and cross-unit collaboration. Therefore, building integrated systems, strengthening digital competence, and simplifying organizational structures are key steps toward realizing a merit-based, adaptive, and efficient talent management system in the judiciary. This study contributes empirically to the relatively underexplored domain of digital HR transformation in judicial institutions. Future research should examine the long-term impact of digital talent management on institutional performance and explore models for structural adaptation in similar public sector environments.

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