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Research Article

ADVOCATES PERFORMANCE ANALYSIS: ADVOCATES COMPETENCY PREDICTOR IN MEDIATION BY ADVOCATES WORK MOTIVATION

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ABSTRACT

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Key Words:

Advocate Competence, Advocate Working Motivation, and Advocate Performance.

This study aims to analyze the influence of advocate's competence on the performance of advocates either directly or indirectly through motivation of advocate work. Quantitative research method, unit of analysis of this research is law firm that exist in all area Jabodetabek. While the sample is based on the number of units observed that is as many as 246 units. This research uses path analysis technique (path analysis). SPSS 23.00 analysis tool. The results of this study indicate that the competence of advocates can directly affect the performance of advocates and can also have an indirect effect of the competence of advocates to the motivation of advocate work (as intervening variable) and then to the performance of advocates. The better the competencies possessed by advocates, it will be able to increase the motivation of advocate work and impact on the performance of better advocates.

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INTRODUCTION

Human resources are a very important factor in a good organization in large and small scale. In large-scale organizations, human resources are seen as a crucial element in the business development process, the role of human resources becomes increasingly important (Tadjudin in Triyanto, A and Sudarwati 2014). The development of the business world will be realized if supported by qualified human resources.

Implementation of strategy within a company always change in line with development and change of industrial environment that exist. The change forces the company to continue to adjust to developments in the surrounding environment. Strategies are created to win the competition by offering a clear concept of the product as well as the distinctive advantages that it contains.

The Advocate Office is a specialist functional service, which has its own skills and knowledge. In its main task the Advocate Office is a specialist functional service, which has its own skills and knowledge. In stereo type, Advocates office is a service place that essentially relies on the services of an Advocate. Since the Advocate determines legal services, Advocates is actually responsible for the quality of legal services and is also the determinant of technical policy. On the one hand an advocate wants the whole rules of the game to be determined on the basis of his or her competence to be obeyed by every client or party concerned.

Competence is related to the ability of the individual therefore the effectiveness of management in an organization will succeed if able to recognize the individual differences that exist in it. Competence can be defined as an ability to perform tasks in accordance with science and skills as well as technology and experience related to the field of duty.

The importance of an advocate's competence is to know the critical causal thinking, to understand the principles of good measurement, to ensure causal relationships and to communicate them (Dessler, 2003). Competence is the basic characteristic of a person that enables them to perform superior performance in their work. Competence is a fundamental characteristic of each individual associated with the criteria referenced to superior or effective performance in a job or situation (Suswardi, E., Hasbullah, R., and Albatross, E, 2012). Competence is the type of skill, knowledge, and ability required to accomplish a job effectively (Simamora, 2004). The competence factor of advocate covering Cognitive, Achievement & Action, Helping & Human Service, Impact & Influence, Managerial, and Personal Effectiveness will have an impact on advocate performance as the realization of its achievement.

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The higher the suitability of one's competence in the field of duty will be the higher level of advocate performance. While the work motivation that affects the appearance of a person as a positive attitude will have an impact on the performance of advocates in the field of duty. Furthermore it can be stated that the more advocates have competency suitability, the higher the level of advocate performance.

Research purposes

Based on the background and problems, the objectives of this research are:

- 1. Analyzing the influence of advocate's competence on partial motivation of advocate work.
- 2. Analyzing the influence of advocate's competence on the performance of parole advocate.
- 3. Analyzing the influence of motivation of advocate work on the performance of parole advocate.
- 4. Analyzing the influence of advocate competence and motivation of advocate work on the performance of advocate simultaneously.
- 5. Analyzing the influence of advocate's competence through motivation of advocate work on advocate performance at Jabodetabek Regional Law Firm.

LITERATURE REVIEW

Advocate Competencies

Competence is a characteristic of a person associated with the best performance in a particular job. This characteristic consists of five things, including motives, innate traits, self-concept, knowledge, and expertise (Spencer & Spencer, 1999). Websterís Ninth New Colegiate Dictionary in (Lastanti, 2007) defines competence as the skill of an expert. Where the expert is defined as someone who has a certain skill level or high knowledge in a particular subject derived from training and experience.

According to (Byars and Rue in Hutapea and Thoha 2008) competence is defined as a trait or characteristic required by a holder of office in order to perform a position well, or it can also mean characteristics / characteristics of a person who is easily dilhat including knowledge, expertise, and behaviors that make it possible to perform.

An advocate's competence is defined as individual expertise to demonstrate the knowledge and expertise in producing a product or service in accordance with the required standards, in a particular context, as well as the ability to transfer that knowledge and capability to new and different contexts. With an easier understanding, the competence of advocates is the knowledge, skills and attitudes required to perform advocacy work in accordance with the established standards.

According Hutapea and Thoha (2008) competence is divided into two types, namely technical competence and non technical competence. Where technical competence is a basic competency that includes broad skills about production and corporate technology that support the organization to adapt quickly to the opportunities that arise. While non-technical competence refers to the ability to control themselves and spur themselves in work. Non-technical competencies include individual characteristics such as motivation, behavior and personality. This competency does not involve many employees related to programs or related to technical issues.

Job-related competencies are also called basic competencies because they refer to outside-looking competencies, such as knowledge and expertise possessed by an advocate, which includes among others: 1) Cognitive; 2) Achievement & Action; 3) Helping & Human Service; 4) Impact & Influence; and 5) Managerial; 6) Personal Effectiveness.

Motivation of Advocate's Work

Motivation is the impulse that exists in man that causes him to do something (Wursanto, 2007). In human life always held a variety of activities. One of these activities is manifested in movements called work. According to (As'ad, 2009) work means to carry out a task that ends with the fruits of work that can be enjoyed by the human being concerned.

(Terry, George R. & Leslie W.Rue, 2010) argue that the motivation of work makes one complete the work with passion, because the person wants to do it. (Wibowo, 2013) says work motivation is a boost to a series of human behavior processes on goal achievement. (Robbins, 2010) argues that motivation is defined as the willingness to expend high levels of effort for organizational goals, conditioned by the ability of the effort to meet individual needs. If a person is motivated, then someone will try his best and besides it must be considered also the quality and effort it and the intensity.

One of the known theories of motivation is Maslow's motivational theory. This motivational theory is called "A theory of human motivation". This theory follows the plural theory, ie a person behaves / works, because of the urge to meet various needs. Maslow argues that one's desirable needs are tiered, meaning that when the first requirement has been met, the second-level need will be the main one. Furthermore, if the second level needs have been met, then the third level needs and so on until the level of the fifth requirement (Suwatno and Priansa, 2011).

According to (Herzberg, 1996) work motivation can be divided into two dimensions, namely intrinsic motivation and extrinsic motivation. Where intrinsic factors relate to 1) responsibility; 2) achievement oriented; 3) self-development; 4) Independence. While extrinsic factors are related to 1) expectations; 2) awards; 3) promotion; and 4) salary or honorarium.

Advocate Performance

Performance is something that is important for an organization, especially the performance of advocates who can bring the advocate's office on the achievement of the expected goals. Good or bad performance advocates can affect the good performance bad advocate office.

Performance comes from the word performance, which is often also interpreted as work performance, achievement of work or work. Job performance is the work achieved by a person using limited resources to achieve predetermined results. In other words performance is a work achieved by a person in carrying out the tasks assigned to him based on his skills, experience and sincerity and time. Performance is an achievement of work that can be achieved by a person or group of people within an organization, in accordance with the authority and responsibility of each in the framework of efforts to achieve organizational goals.

In performing its function, performance can not stand alone but relate to its supporting factors. According (Mangkunegara, 2014) as for the factors that affect the achievement of performance in the organization consist of two, namely individual factors and environmental factors organization. Psychologically, normal individuals are individuals who have high integrity between psychic (spiritual) and physical functions. Given the high integrity of psychic and physical function, the individual has a good self-concentration. This good concentration is the main capital of human individual to be able to manage and utilize his potential optimally in carrying out activities or daily work activities in achieving organizational goals.

While the environmental factors of the organization is very supportive for individuals in achieving work performance. Organizational environmental factors in question include clear job description, effective communication work patterns, harmonious working relationships, respectful and dynamic work climate, career opportunities and work facilities are relatively adequate. Even if the environmental factors of the organization are less supportive, then for individuals who have a level of intelligence of the mind adequate with good emotional level, in fact he still can excel in work. It is for the individual, the organization's environment can be changed and can even be created by himself and is a motivator, a challenge for him in achieving in the organization.

Meanwhile, according to (Sedarmayanti, 2008) performance is to fulfill or fulfill the obligation of a votive, the result of the workers, organizational process, proven concretely, refine the responsibility, can be measured, comparable with the specified standard.

In essence, the performance of an advocate is the level or degree of completion of a task resulting from the work performed by an advocate by comparing the objectives to be achieved with the tangible results achieved after the work has been completed. This understanding shows that the performance of an advocate can reflect the success of the organization.

There are 5 indicators that can be used as a measure to assess the performance of an advocate, namely: 1) Quality (Quality); 2) Quantity; 3) Time lines; 4) Cost effectiveness; 5) Need for Supervision (Need for Supervision); And 6) Interpersonal impact.

Conceptual Framework

Competence is related to the ability of the individual therefore the effectiveness of management in an organization will succeed if able to recognize the individual differences that exist in it. Competence can be defined as an ability to perform tasks in accordance with science and skills as well as technology and experience related to the field of duty. Competence is a characteristic of a person associated with the best performance in a particular job. The importance of an advocate's competence is to know the critical causal thinking, to understand the principles of good measurement, to ensure causal relationships and to communicate them (Dessler, 2003). Several previous studies have shown that the higher competence of a person in the field of work will increase performance, such as research conducted by Aima, (Havidz and Ali, Hapzi, *et al.*, 2017) where the results of his research show if the competence has the influence positive and significant to performance. In addition, Linawati and Suhaji(2012), and Suswardi, E., Hasbullah, R., and Albatross, E. (2012) also show similar results that competence significantly affects performance can be predicted with competence. Then (Hutapea & Thoha, 2008) also argued that competence is the capacity that exists in a person who can make the person is able to meet what is required by the work in an organization so that the organization is able to achieve the expected work.

Besides affecting the performance, competence can also increase work motivation. It was found by (Lesser *et al* in Pramono, 2007) which suggests a close relationship between competence and motivation of a person with high competence will tend to have high motivation in doing the job. In addition, several studies that have been conducted also show similar results with research conducted by Rinawati, SI and Ingsih, K (2013) and Pramono, R (2007), where the results showed that competence has a positive and significant influence on work motivation . This means that the higher the compatibility of one's competence in the field of duty will be the higher level of employee motivation in performing their duties.

Based on the problem formulation and literature review described in the previous chapter, the conceptual framework of the study refers to relevant relevant theories and research. As a comprehensive overview of the interrelationships between variables used in the research model, the following is presented in the conceptual framework of the study. Where the framework of the study can be described in (figure 1) as follows:

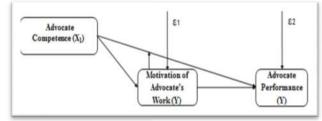


Fig 1 Conceptual Framework

Research Hypothesis

Pursuant to research purpose hence this research hypothesis is:

- 1. The competence of advocates has an effect on motivation of advocate work.
- 2. The competence of advocates influences the performance of advocates.
- 3. Motivation of advocate work has an effect on to advocate performance.
- 4. The competence of advocates and the competence of advocates simultaneously affect the performance of advocates.
- 5. Advocate competence through motivation of advocate work have an effect on to advocate performance at Jabodetabek Regional Law Firm.

METHODS

The unit of analysis of this research is the Law Firm that exists throughout Jabodetabek area. While the sample is 25 percent of the existing Law Firm, then obtained 123 Law Firms. In general, there are 2 divisions of Legal Firm namely division of litigation and non litigation division. Thus obtained the number of units observed are as follows: $2 \times 123 = 246$ units.

The research approach used in this research is quantitative approach by using (Path Analysis). This analysis is an option in order to study the dependence of a number of variables within the model. This analysis is a good method to explain if there is a large set of data to analyze and look for causal relationships. Path analysis is one of the analytical tools developed by (Dillon and Goldstein in Ali, Hapzi, and Limakrisna, N, 2013). Wright developed a method for knowing the direct and indirect effects of a variable, in which there are exogenous variables and endogenous variables.

After analyzed then continued with the test of determination analysis (R Square), partial hypothesis testing (t test) 5 percent error tolerance, and testing the hypothesis of mediation with Sobel test. But beforehand done the test instrument research (questionnaire) and test normality.

RESULT AND DISCUSSION

Based on the respondent's answer can be given picture or description related to the variable focus of discussion. Where the description can be described as follows.

- 1. Based on the score and percentage of total contribution for the variables Competence advocate can give an idea that the score of Advocate Competence entered in very high category. Which explains that from the respondent's assessment can be seen that the conditions or circumstances Advocate Competence is good.
- 2. Based on score and percentage of total contribution for motivation variable of Advocate Work can give description that motivation score of Advocate Work is in very high category. Which explains that the assessment of respondents to the conditions of Advocate Work Motivation is good.
- 3. Based on the score and percentage of total contribution for Advocate Performance variables can give an idea that the Advocate Performance score falls into very high category. Which explains that the respondent's assessment can be seen that the condition of Advocates Performance is at the criteria is good. This means that the performance of the above advocate can be said to be effectively seen from the performance criteria or the results of his work in carrying out the tasks carried in order to achieve the program goals of the organization where he worked.

Normality Test Results

Before stepping into hypothesis testing, first tested normality. The test is done by using SPSS 23.0 as a tool in this research, it is found that the data in this study is normally distributed, it is proved from the result of significance value (Asymp Sig. 2-tailed) greater than 0.05, that is (0.346> 0.05) so it can be concluded that the data in this study is normally distributed.

Path Analysis

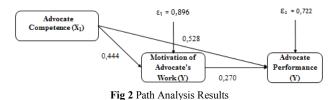
To answer the objectives in this study, the main structure in the research model was broken into two sub-structures. Where to answer goal 1 with the first sub-structure, and to answer objectives 2, 3 and 4 using the second sub-structure. While to answer the purpose of 5 values taken is the output value of the first and second substructure to see the direct and indirect effects. The following is the SPSS output of the two structures summarized in the following table.

Table 1	SPSS	Output Two	Sub	Structures
1 4010 1	0100	Output 1 no	Duo	Sugard

Model	Standardized Coefficients	t	Sig.	
	Beta	-	_	
X – Y	0.444	4.115	0.000	
X - Z	0.528	10.228	0.000	
Y – Z	0.270	5.226	0.000	

Source: Output SPSS under 23.00.

The above output results are inserted into the picture of structural equations as follows:



Results of Determination Analysis (R^2)

To see the total influence of competence advocate (X) and motivation of advocate work (Y) on advocate performance (Z) can be seen from coefficient of determination value R^2 as seen in Table 2 below:

 Table 2 Model Summary

Model Summary						
Model	R	R Square	Adjusted R	Std. Error of the		
	к		Square	Estimate		
1	.692ª	.479	.475	4.1376		
a. Pred	a. Predictors: (Constant), Y Motivation of Advocates Work,					
X_Advocate_Competence						
Source: Output SPSS under 23.00						

Source: Output SPSS under 23.00

R value of 0.692 shows a double correlation (advocate competence and motivation of advocate work) with advocate performance. Considering the variation of R Square value of 0.479 which shows the role or contribution of advocate competence and motivation of advocate work is able to explain advocate's performance of 47.9 percent and the rest 52.1 percent is influenced by other factors not revealed in this model. Where other factors can affect the performance of the organization can be a discipline of work and morale (Agussalim, Ali Hapzi, *et.al*, 2016).

Partial Effect Test Result (t test)

Hypothesis testing aims to explain the characteristics of certain relationships or differences between groups or the independence of two or more factors in a situation, (Ali, Hapzi., And Limakrisna, N., 2013). Partial influence test aims to test whether each independent variable significantly influence the variable tied partially with α = 0,05and also

acceptance or rejection of hypotheses. Partial test (t test) to answer the hypotheses of one, two and three of these studies.

The Influence of Advocate Competence on Working Motivation of Advocates

From Table 1 above, it can be concluded that the competence of advocate has a positive and significant influence on the motivation of advocate work of 7,735, with a significance value of 0.000, because the level of significance is more < 0.05 (0.000 < 0.05). against the motivation of advocate work at Jabodetabek Regional Law Firm. Thus the first hypothesis is proved and accepted.

The results of this study showed similar results with research conducted by Rinawati, S.I and Ingsih, K (2013) and Pramono, R (2007), where the results showed that competence has a positive and significant effect on work motivation. This means that the higher the compatibility of one's competence in the field of duty will be the higher level of employee motivation in performing their duties. Lesser *et al* salon in Pramono (2007) suggests that a close relationship between competence and motivation of a person with high competence will tend to have a high motivation in doing the job.

Influence of Advocate Competence on Advocate Performance

From Table 1 above, it can be concluded that the competence of advocates has a positive and significant effect on advocate's performance at the level of significance of more than 0.05 (0.000 < 0.05). Jabodetabek Regional Law Firm. Thus the second hypothesis is proved and accepted.

The results of this study are in accordance with the results of previous research conducted by Aima, Havidz and Ali, Hapzi, et al., (2017) where the results of his research show if competence has a positive and significant impact on performance. In addition, Linawati and Suhaji(2012), Suswardi, E., Hasbullah, R., and Albatross, E. (2012) also show similar results that competence significantly affects performance. In addition Spencer & Spencer (1999), said that performance can be predicted with competence. Then Hutapea and Thoha(2008) also argued that competence is the capacity that exists in someone who can make the person is able to meet what is required by the work in an organization so that the organization is able to achieve the expected work. According to Mathis & Jackson (2001), competence is a basic characteristic that can be attributed to individual or team performance improvement. Grouping competencies consists of knowledge, skills and abilities. From the above it is clear that Competence affects the performance because of the fundamentals, because the activities of employees in their work where good work will show high performance.

The Influence of Advocates' Motivation on the Performance of Advocates

From Table 1 above, it can be concluded that the motivation of advocate work has positive and significant effect on the performance of motivation of advocate (Y) as much as 5,226, with a significance value of 0.000, because the significance level is more < 0.05 (0.000 < 0.05). advocate on Jabodetabek Regional Law Firm. Thus the third hypothesis is proved and accepted.

The results of this study are in line with the results of research McClelland, Edward Murry, Miller and Gordon in Mangkunegara (2005), concluded that there is a positive relationship between Work Motivation with achievement of performance / performance. This means that leaders / managers and employees have high Work Motivation will achieve high Performance, and vice versa those whose performance is low due to low Work Motivation. McClelland, Edward Murray, Miller and Gordon in Mangkunegara (2005) concluded that there is a positive relationship between achievement motivation and achievement of work performance or performance. Employees (advocates) can work professionally because in itself there is a high motivation, high motivated employees will usually carry out their duties energetically, because there are certain motives and goals that background action. Motives that as a driving force to him, so he willing and willing to work hard.

Simultaneous Effect Test Result (F Test)

In testing this hypothesis used Test F (simultaneous). F test is basically used to test the significant effect of some independent variables on dependent variable. In this case F test is used to test the significant influence of advocate competence and motivation of advocate work together to advocate performance. The following is an output of SPSS 23.0 for the F (Simultaneous) test.

Table 3 F test results simultaneously

	ANOVA ^a					
	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	3823.369	2	1911.685	111.665	.000 ^b
1	Residual	4160.127	243	17.120		
	Total	7983.496	245			
a. Dependent Variable: Z Advocate Performance						
b. Predictors: (Constant), Y_Motivation_of_Advocates_Work,						
X_Advocate_Competence						

Effect of Advocate Competence and Motivation of Advocate Work Simultaneously on Advocate Performance

From the test Anova or F test using SPSS 23.0 obtained F_{count} is 111.665 with a probability p-value of 0.000, because the level of significance is much more < 0.05 (0.000 < 0.05) Therefore H_0 is rejected and H_1 is accepted, so it can be concluded that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted it means that this proves the competence of advocate and motivation of advocate work together significantly influence to advocate performance.

The Influence of Advocate Competence through Motivation of Advocate Work on Advocate Performance

To find out whether the motivation variable of advocate work is able to mediate the competency of advocate to the performance of advocate as for the following steps.

Direct influence of advocate's competence on advocate performance.

$$=$$
 Pzx (p1) $=$ 0,528

Indirect influence of advocate's competence on advocate performance

= Pyx (p2) x Pzy (p3) = 0,444 x 0,270 = 0,11988

Total influence (advocate competence on advocate performance)

= p1 + (p2 x p3) = 0,528 + 0,11988 = 0,64788.

The result of path analysis shows that the competence of advocate can directly influence the performance of advocate and can also have an indirect effect that is from advocate competence to work motivation advocate (as intervening variable) then to advocate performance. To know the effect of mediation is indicated by the multiplication coefficient (p2 x p3) of 0.64788 significant or not, tested with Sobel test as follows:

Calculate the standard error of indirect effect coefficient (Sp2p3)

$$\begin{split} &Sp2p3 = \sqrt{p3^2 Sp2^2 + p2^2 Sp3^2 + Sp2^2 Sp3^2} \\ &Sp2p3 = \sqrt{(0,270)^2(0,086)^2 + (0,444)^2(0,021)^2 + (0,086)^2(0,021)^2} \\ &Sp2p3 = \sqrt{(0,0729.0,007396) + (0,197136.0,000441) + (0,007396.0,000441)} \\ &Sp2p3 = \sqrt{0,0005391684 + 0,000086936976 + 0,000003261636} \\ &Sp2p3 = \sqrt{0,000629367012} = 0,025 \end{split}$$

Based on the results of this Sp2p3 we can calculate the value of t statistical influence of mediation with the following formula:

$$t = \frac{p_2 p_3}{s p_2 p_3} = \frac{0.64788}{0.025} = 25,9152$$

Because the value of t arithmetic = 25.9152 is greater than the value of t table with a significant level of 0.05 is 1.650, it can be concluded that the coefficient of mediation 0.64788 significant meaning there is influence of mediation. This means that the motivation of the advocate work is able to mediate the advocate's competence to improve the performance of advocate at Jabodetabek Regional Law Firm.

Competence is an ability to perform or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job. Someone with high competence will tend to have high motivation also in carrying out work. In addition to having the competence of advocates will also be able to provide good results. Therefore advocates should be able to improve their competence in order to improve their motivation and performance.

CONSLUSSION AND SUGESTION

Conclussion

Based on the results and discussion then the conclusion of this research are:

- 1. The competence of advocates has a positive and significant effect on the motivation of parental advocate work. Competence advocates consisting of dimensions: Cognitive, Achievement & Action, Helping & Human Service, Impact & Influence, Managerial, and Personal Effectiveness. The better the competencies possessed by advocates, tend to have a high motivation in doing the job.
- The competence of advocates has a positive and significant effect on the performance of advocates partially. Competence advocates consisting of dimensions: Cognitive, Achievement & Action, Helping & Human Service, Impact & Influence, Managerial, and Personal Effectiveness. The better the competencies

possessed by the advocate will be the better the performance of advocates in carrying out their work.

- 3. Motivation of advocate work have a positive and significant effect on partial advocate performance. Motivation advocates consisting of dimensions: intrinsic and extrinsic motivation. The higher the motivation of work owned by advocates, it will be possible for advocates to improve their performance.
- 4. The competence of advocate and motivation of advocate work have positive and significant effect on the performance of advocate simultaneously at Legal Firm that exist throughout Jabodetabek area. The better the competencies possessed by advocates, and supported by the high motivation of advocate work, it will increasingly affect the performance of advocates.
- 5. The result of path analysis shows that the competence of advocate can directly influence the performance of advocate and can also have an indirect effect that is from competence of advocate to work motivation (as intervening variable) then to advocate performance. This shows if someone with a high competence will tend to have a high motivation in running the job. In addition to having the competence of advocates will also be able to provide good results. Therefore advocates should be able to improve their competence in order to improve their motivation and performance.

Suggestion

Based on data analysis, statistical calculation process, empirical research model test and discussion of study results conducted, submitted some suggestions as follows:

- 1. To comparing and reinforce the theory of influence among the variables studied, it is necessary to conduct research or review on other Law Firms outside Jabodetabek or other Law Firms that have characteristics of organizational behavior and culture that are different from the organization of the Law Firm that has been studied.
- 2. It should be studied more deeply other variables that can significantly influence the performance of advocates within the law firm environment. So that can be arranged another model in problem solving related to the increase of organizational commitment and improvement of advocate performance.
- 3. Further review is required by using or adding other indicators and may also use different concepts. The other factors that influence the performance of advocate office in addition to the variables raised in this study, among others, such as: competitive strategy, partnership strategy, source of excellence, learning organization, organization innovation, etc., because it is expected to examine these other factors, so that the performance of advocates can be further enhanced and the development of science will continue.

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