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Design Development of The Yogyakarta Law Firm Competitive Improvement

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Abstract

In the recent period, the Advocate profession has received very sharp attention from the public, especially those who have experienced cases in court. Often there are cases of an advocate making a mistake in providing legal assistance. This results in a negative assessment from the public. The negative assessment of the public towards advocates will have an impact on the image of the legal institution (law firm) that houses them. Currently, many complain that advocates lack sufficient competence in carrying out their duties. Based on these problems, a question arises how to improve the competence of an advocate. So this study aims to design the concept of a model for improving the competence of advocates along with the variables and indicators that follow. The method used in data collection is a survey method by distributing questionnaires to 101 advocates in various law offices in Yogyakarta. The data obtained were analyzed using Structural Equation Modeling (SEM) through the AMOS 24 application program. The results showed that there was an influence between knowledge and competency (H1), there was an influence between skill and competency (H2), there was an influence between attitude and competency (H3) and there is an influence between motivation and competency (H4). Thus, based on the results of the AMOS analysis, the concept of an advocate competency improvement model was obtained.

Keywords: *Advocate, Legal Institution, Competence, Conceptual Model, Structural Equation Modeling (SEM)*

INTRODUCTION

The implementation of law in Indonesia in this decade is in a state of decline. This is due to the absence of synergistic performance accompanied by honesty between law enforcers. Ali Imron (2016) stated that there are four pillars of law enforcement, namely Judges, Prosecutors, Police and Advocates who do not carry out legal empowerment properly. There is often a difference between the judiciary and the court. The judiciary refers to the process of adjudicating, while the court is one of the institutions or places to adjudicate. Thus, this research will focus on the role of advocates in the process of adjudicating a case in court.

An advocate is someone who has the profession of providing legal services, both inside and outside the court who fulfills the requirements based on Article 1 paragraph 1 and 2 of Law No.18 of 2003. Advocates carry out their duties, namely providing legal services in the form of legal consultation, legal assistance, exercising power of attorney. , represent, assist, defend, and take legal action for the benefit of clients. Therefore, the existence of an advocate becomes very important to be considered and studied in depth. An advocate must uphold the image of his honorable profession (officium nobile). Thus, an advocate is not just for earning a living, but also must fight for the values of truth and justice (Lubis, 2014). So that in carrying out their duties, an advocate must be based on a professional code of ethics, namely ethical guidelines or signs that regulate rights, duties, and obligations, as well as their prohibitions.

However, in the recent period, the Advocate profession has received very sharp attention from the public, especially those who have experienced cases in court. Advocates are also related to advocate institutions (law firms). Often there are cases of an advocate making a mistake in providing legal assistance. This is because there are often mistakes in providing legal assistance by an advocate associated with tariffs, the smoothness of a case, and so on.

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Based on the problems regarding Advocates, currently there have been many complaints that Advocates lack sufficient competence in carrying out their duties. What is meant by competence is the quality related to knowledge, skills, attitudes and motivation. The reason is due to lack of training and practice, especially those carried out by law firms (Menkel-Meadow, 2012). In addition, the increase in the number of Advocates is followed by a large number of applicants becoming Advocates, including police, prosecutors, and judges who have retired interested in becoming Advocates. In the end, they set aside professional ethics. Thus a question arises how to increase competence, awareness of professional ethics, and limit not everyone may become an advocate. Thus, problems will arise on how to conceptualize the model to improve the competence of an advocate. What variables will have an influence on competence. Besides that, what indicators support the competence variables.

Based on the literature review that has been done, the focus on research on the competence of an advocate has never been done. So that this research has a novelty or state of the art that contributes to the repertoire of science.

LITERATURE REVIEW

Lopes et al (2015) conducted research on the talent management approach in law firms which stated that currently law firms depend on knowledge and talent of an advocate to increase success. Therefore, to achieve this success, an approach is needed, namely talent management. Talent management is very important to be applied in identifying the most talented advocates so that they can offer added value to clients and businesses (Stumpf, 2007). Talent management needs to be evaluated objectively by identifying each talent possessed by each Advocate. Buckingham & Vosburgh (2001) revealed that talent management can be used to strengthen human capital as a key asset in a sustainable business. Human capital in question includes cognitive abilities and skills, legal education, experience, reputation, and client relations. In law firms, the term talent is equivalent to a high-performing person in an organization who is recognized as having the potential to become a partner in the future (Silzer & Church, 2009). The application of talent management in law firms prioritizes advocates who have high performance for the organization for career advancement.

With the talent management implemented in the organization, it will increase the competence of the workforce needed to be able to compete in the business world. Competence shows the capacity of the workforce to be more effective and has the potential to compete with other workers in achieving organizational competitive advantage (Collings & Mellahi, 2009). The skills possessed by the workforce are used as an assessment to improve performance standards by integrating them into the competency framework so that they can become a reference for talent management (Mottershead, 2010). Competence describes the behavior expected of advocates, which are used in the recruitment process, assessment, career advancement, compensation and development goals (Manch, 2013). Talent management in organizations, especially law firms can be done through competency measurement (Polden, 2012). In measuring competence in law firms, it is done by identifying specifically the behavior or activities carried out to show the nature of the performance of an advocate. This nature is related to the management of files or documents in resolving cases and documents related to clients. Through a competency approach, law firms have superior and consistent methods in making progress and decisions that reflect the values of each organization and provide clear information to Advocates so that they can carry out their duties effectively for Advocate career development.

The purpose and use of the competency approach is to identify leadership, characteristics, actions and behaviors that are important for understanding organizational behavior and work (Ellen Goldman, 2016). Prahalad & Hamel (1990) explained that the core competencies of the organization can generate competitive advantage for the organization. The competency model can be used as a tool for organizational change (Vakola et al., 2007) and as a communication tool to translate vision into behavior that is applied to the workforce (Sanchez & Levine, 2009). Currently, competency models are widely used as the basis for systems for recruitment, selection, performance appraisal, development and identifying potential workforce (Stone et al., 2013).

Manopo (2011) states that many organizations find the key to achieving the highest level of competition against other organizations is the ability to maximize the benefits of the organization. This can be realized through the

ability of human resources in the organization who can utilize and show good performance in doing their jobs. Therefore, organizations need to use competency models to assist organizations in identifying the skills, knowledge, and personal characteristics needed to achieve the best performance in their work. The conceptual research model is shown in the following figure.

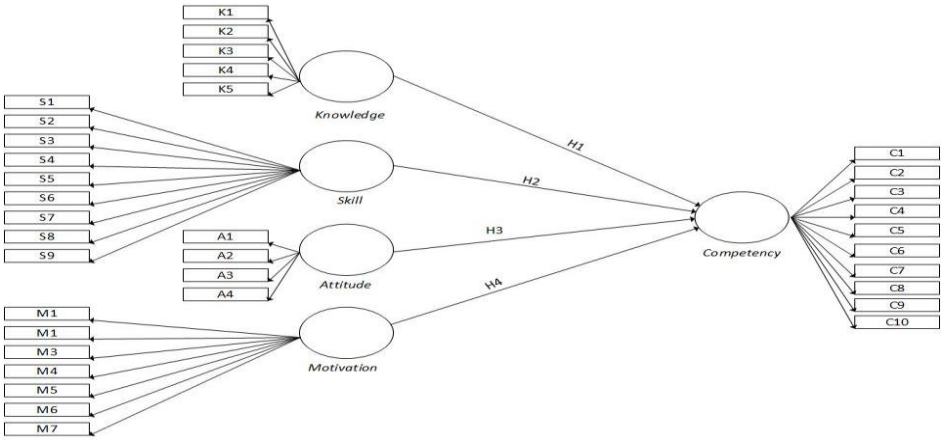

Figure 1 Conceptual Research Model

The conceptual model is built through variables and indicators obtained through the study of articles and books that can support the research conducted. Conceptual models are made to make it easier to conduct research, as well as to find out what will be researched. The conceptual model that will be made is about increasing the competence of advocates as shown in Figure 1. The study model in this study is to examine the improvement of the competence of advocates in law firms. This study proposes a conceptual model that needs to be tested and analyzed. The description of the model as follows:

a) The knowledge possessed by a workforce can produce competencies that build their careers at work. Therefore, the workforce will quickly embrace various knowledge about organizational insights and ideas in carrying out their activities that can support career success. Thus, workforce competence tends to develop when acquiring knowledge from others, or by sharing this knowledge with others (Mohammad Faraz Naim, 2017). Based on this explanation, the hypothesis is obtained that there is a relationship between knowledge and competency (H1).

b) Competence shows individual characteristics based on their ability to put their skills into practice in their work in the organization (McClelland, 1973). Skill is defined as an ability to do a physical or mental job (Winanti, 2011). Dale (2003) says that skills are aspects of behavior that can be learned through practice that are used to meet job demands. Based on this explanation, the hypothesis is obtained that there is a relationship between skill and competency (H2).

c) Competence is generally described as a measurable collection of knowledge, skills, and attitudes required to perform a task effectively (Boyatzis, 2008). Attitude refers to a mindset, personal perspective, or way of thinking that is influenced by values and is shown through behavior (Hoe, 2017). Based on this explanation, the hypothesis is obtained that there is a relationship between attitude and competency (H3).

d) Motivation is used to develop competence (Deci, 2000). Workforce competence is an interaction between motivation and ability, where competence is an important thing needed in order to support the achievement of organizational goals (Yunus, 2010). Based on this explanation, a hypothesis is obtained that there is a relationship between motivation and competency (H4).

METHODOLOGY/MATERIALS

Data collection was done by survey method through questionnaires. The questionnaires made were distributed to advocates in the Yogyakarta law office. The questionnaire was designed using a Likert scale (1-5). Furthermore, validity and reliability tests were carried out on the questions. Then after each question item on

the questionnaire is said to be valid and reliable, it can be done to collect real data on the respondents, namely advocates with a total sample of 101 advocates. Then the valid and reliable questionnaire data is then processed using the SEM (Structural Equation Modeling) method through the AMOS 24 application program. There are several stages in the testing carried out using AMOS, namely testing the quality of the data instrument, evaluating the structural model, testing the feasibility of the model, and testing the hypothesis. The data instrument quality test was conducted to assess whether the research instrument had met the criteria of validity and reliability. Validity measures the extent to which the indicator measure is able to reflect its theoretical latent construct. Construct validity provides confidence that the indicator size taken from the sample describes the real score in the population with a minimum value of validity for each indicator, which is 0.50 (Ghozali, 2017).

Model evaluation is carried out to determine the structural model of the data used. Model evaluation consists of data normality test and outlier test. Normality test is a statistical test used to determine whether the distribution of research data is normal or not from each variable. The normality test can be seen based on the critical ratio (CR) value of the multivariate, where the data can be said to be normally distributed if it is at a significance level of 0.01 if the critical ratio value of the multivariate, slope (skewness) or sharpness (kurtosois) is in the range of ± 2, 58 (Ghozali, 2017).

Outliers are observations from data that have unique characteristics that look very different from other observations and appear in the form of extreme values, both for a single variable or for combination variables (Hair et al., 1998). Detection of multivariate outliers is done by taking into account the value of the mahalonobis distance. The criteria used at the level of $p < 0.001$. The distance is evaluated using X2 at degrees of freedom equal to the number of measurable variables used in the study (Ghozali, 2017).

Model feasibility test is a test carried out to indicate a comparison between the specified model through the covariance matrix with indicators or observation variables. This test is done by knowing the value of Goodness of Fit. If the resulting Goodness of Fit score is good, then the model can be accepted. As for the results of poor Goodness of Fit, the model must be modified or rejected

RESULTS AND FINDINGS

Data Instrument Quality Test

The results obtained from testing the quality of the instrument with validity and reliability tests with AMOS 24 can be seen in Table 1 below:

Table 1 Results of Data Instrument Quality Test

Variable	Item	*Factor Loading*	*Component Reliability*
Knowledge	K1	0,824	0,8744
	K2	0,762	
	K3	0,732	
	K4	0,711	
	K5	0,783	
Skill	S1	0,760	0,9208
	S2	0,809	
	S3	0,766	
	S4	0,780	
	S5	0,606	
	S6	0,695	
	S7	0,769	
	S8	0,705	
	S9	0,852	
Attitude	A1	0,763	0,8488
	A2	0,726	
	A3	0,746	
	A4	0,820	
Motivation	M1	0,850	0,9231
	M2	0,790	
	M3	0,824	
	M4	0,651	

Variable	Item	*Factor Loading*	*Component Reliability*
	M5	0,872	
	M6	0,811	
	M7	0,753	
Competency	C1	0,794	0,9510
	C2	0,861	
	C3	0,866	
	C4	0,892	
	C5	0,817	
	C6	0,852	
	C7	0,846	
	C8	0,798	
	C9	0,635	
	C10	0,744	

Based on Table 1, the results of the data instrument validity test show that all indicators representing 5 variables are declared valid with a factor loading value of > 0.50. Then the reliability test results show that the construct reliability value for each variable is said to be reliable, because the Component Reliability value is > 0.70.

Structural Model Evaluation

Structural model evaluation is carried out to assess whether the model used has met the standards used in the use of the AMOS application program. Evaluation of the structural model consists of tests for normality and outliers.

a. Data Normality

Table 2 Normality Test

Variable	min	max	skew	c.r.	kurtosis	c.r.	Variable	min	max	skew	c.r.	kurtosis	c.r.
C10	2	5	-0.384	-1.576	-0.746	-1.53	A3	2	5	-0.277	-1.135	-0.716	-1.469
C9	2	5	-0.324	-1.328	-0.565	-1.159	A2	2	5	-0.353	-1.448	-0.396	-0.812
C8	2	5	-0.277	-1.135	-0.461	-0.945	A1	2	5	-0.359	-1.471	-0.538	-1.103
C7	2	5	-0.328	-1.346	-0.659	-1.353	S9	2	5	0.421	1.725	-0.552	-1.133
C6	2	5	-0.406	-1.666	-0.867	-1.779	S8	2	5	-0.109	-0.449	-0.41	-0.841
C5	2	5	-0.435	-1.786	-0.535	-1.098	S7	2	5	0.044	0.179	-0.413	-0.848
C4	2	5	-0.216	-0.885	-0.974	-1.997	S6	2	5	0.436	1.788	-0.416	-0.854
C3	2	5	-0.608	-2.493	-0.454	-0.931	S5	2	5	0.279	1.146	-0.369	-0.757
C2	2	5	-0.281	-1.154	-0.738	-1.515	S4	2	5	0.044	0.179	-0.413	-0.848
C1	2	5	-0.276	-1.134	-0.554	-1.136	S3	2	5	-0.045	-0.187	-0.331	-0.678
M7	2	5	0.103	0.423	-0.641	-1.315	S2	2	5	0.085	0.347	-0.525	-1.078
M6	2	5	-0.131	-0.537	-0.528	-1.083	S1	2	5	0.053	0.217	-0.525	-1.077
M5	2	5	-0.233	-0.958	-0.601	-1.234	K5	2	5	-0.337	-1.382	-0.262	-0.537
M4	2	5	-0.05	-0.205	-0.783	-1.606	K4	2	5	-0.016	-0.065	-0.676	-1.387
M3	2	5	-0.046	-0.189	-0.806	-1.654	K3	2	5	-0.133	-0.546	-0.671	-1.376
M2	2	5	-0.213	-0.873	-0.632	-1.297	K2	2	5	-0.212	-0.87	-0.463	-0.95
M1	2	5	-0.18	-0.738	-0.936	-1.92	K1	2	5	0.239	0.98	-1.14	-2.338
A4	2	5	-0.27	-1.109	-0.679	-1.393	Multivariate					2.889	0.285

Based on Table 2, the results show that the majority of univariate normality tests are normally distributed because the critical ratio (c.r) values for kurtosis (curvature) and skewness (skew), are in the range of ± 2.58. Meanwhile, multivariately the data met the normal assumption because the value of 0.285 was in the range of ± 2.58.

b. Outliers

Evaluation of multivariate outliers in the program can be seen through the output of AMOS Mahalanobis Distance. The criteria used at the significance level of p < 0.001. Based on table 3, the Mahalanobis Distance limit value is 66,618. These results indicate that all data greater than 66,618 are multivariate outliers.

Table 3 Outlier Test

Observation number	*Mahalanobis d-squared*	p1	p2	*Observation number*	*Mahalanobis d-squared*	p1	p2
8	50.597	0.043	0.988	12	34.09	0.512	0.594
11	49.288	0.055	0.978	22	33.901	0.521	0.589
91	48.292	0.067	0.968	28	33.786	0.527	0.555
59	46.951	0.085	0.977	25	33.644	0.534	0.532
54	46.925	0.086	0.941	92	33.626	0.534	0.459
33	46.809	0.088	0.886	23	33.546	0.538	0.412
9	45.682	0.107	0.924	4	33.382	0.546	0.397
83	45.348	0.113	0.896	49	33.081	0.561	0.435
7	44.833	0.123	0.889	21	33.005	0.565	0.386
24	44.632	0.128	0.844	98	32.995	0.565	0.315
89	44.416	0.132	0.796	97	32.836	0.573	0.3
48	43.454	0.155	0.873	84	32.765	0.576	0.256
46	43.111	0.163	0.859	82	32.724	0.578	0.206
68	43.051	0.165	0.797	71	32.438	0.592	0.23
60	42.702	0.174	0.786	42	32.307	0.599	0.208
94	42.342	0.184	0.781	6	32.112	0.608	0.205
96	42.281	0.185	0.709	76	31.845	0.621	0.222
26	42.251	0.186	0.623	20	31.594	0.633	0.234
80	42.003	0.193	0.593	58	31.594	0.633	0.175
65	41.691	0.203	0.585	41	31.575	0.634	0.13
43	41.409	0.211	0.571	99	31.562	0.635	0.092
10	40.895	0.227	0.629	63	31.243	0.65	0.11
57	40.741	0.232	0.584	78	30.924	0.665	0.131
85	40.164	0.252	0.667	2	30.912	0.666	0.092
73	39.979	0.259	0.637	62	30.821	0.67	0.072
93	39.84	0.263	0.592	3	30.6	0.68	0.072
1	39.77	0.266	0.526	70	30.549	0.683	0.051
5	39.432	0.278	0.547	37	30.423	0.689	0.041
87	39.294	0.283	0.505	55	30.263	0.696	0.035
16	39.116	0.29	0.477	81	30.077	0.705	0.032
15	39.027	0.294	0.42	88	29.602	0.726	0.051
14	38.897	0.299	0.38	36	29.582	0.727	0.032
18	38.844	0.301	0.317	61	29.036	0.751	0.059
19	38.839	0.301	0.247	40	28.998	0.752	0.038
44	38.718	0.305	0.214	32	28.989	0.753	0.022
75	38.302	0.322	0.261	34	27.749	0.803	0.136
86	37.978	0.335	0.286	29	27.53	0.812	0.123
53	36.807	0.385	0.61	13	27.481	0.814	0.082
51	36.71	0.39	0.565	101	27.454	0.815	0.05
95	36.647	0.392	0.507	72	25.699	0.874	0.373
77	36.374	0.405	0.526	17	25.619	0.877	0.287
79	36.313	0.407	0.468	90	25.254	0.887	0.287
66	36.264	0.41	0.407	31	25.103	0.892	0.222
67	36.004	0.421	0.423	30	23.95	0.921	0.448
69	35.966	0.423	0.359	47	23.844	0.923	0.335
35	35.337	0.452	0.513	52	23.608	0.928	0.262
38	35.156	0.461	0.502	50	23.359	0.934	0.191
100	34.998	0.468	0.483	45	23.033	0.94	0.137
74	34.659	0.484	0.534	56	22.966	0.941	0.059
64	34.359	0.499	0.57	27	22.285	0.953	0.046

Model Feasibility Test

The model feasibility test is used to test whether the structural model used in the study has good model criteria (Goodness of Fit). The results of testing the research model can be described as follows:

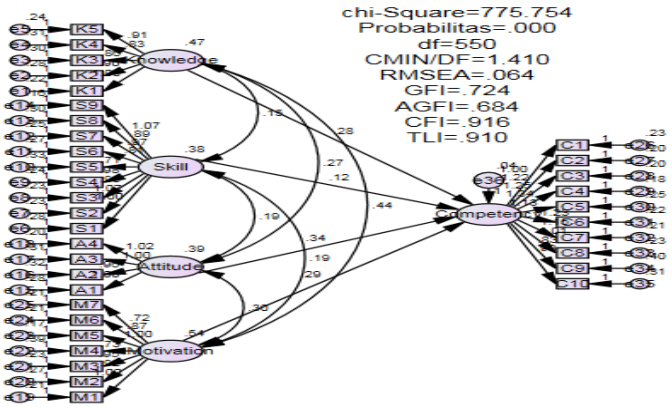

Figure 2 Output Model Research Results

The following are the results of the goodness of fit index test generated after the test:

Table 4. Goodness of Fit Test Results

Goodness of fit index	***Cut-off value***	**Model**	**Result**
Chi- Square		775,754	*Unfit*
Significant probability	*≥ 0.05*	*0,000*	*Less Fit*
CMIN/DF	≤ 2.0	1,410	*Good Fit*
RMSEA	≤ 0.08	0,064	*Good Fit*
GFI	≥ 0.90	0,724	*Marginal Fit*
AGFI	≥ 0.90	0,684	*Marginal Fit*
TLI	≥ 0.90	0,910	*Good Fit*
CFI	≥ 0.90	0,916	*Good Fit*

Based on the results of the goodness of fit testing, it can be concluded that the overall research model has met the goodness of fit assumption where 4 criteria have been at the limit of good fit. So it can be concluded that the model proposed in this study is acceptable.

Testing this hypothesis can be done by looking at the CR value and the p value. The hypothesis is said to have an effect when the resulting CR value is > 1.96. Then the p value is said to have an effect when the resulting p value is < 0.005 (Ghozali, 2017). The results of hypothesis testing can be seen in the table below:

Table 5. Hypothesis testing

No	**Hypothesis**	**Coeficient**	**C.R.**	**p**	**Result**
1	**Effect of Knowledge on Competency**	0.275	2.209	0,027	Proven
2	**Effect of Skill on Competency**	0.119	2.047	0,041	Proven
3	**Influence of Attitude on Competency**	0.343	3.955	0,000	Proven
4	**The Influence of Motivation on Competency**	0.285	2.393	0,017	Proven

The first step in conducting research is to test the questions by distributing questionnaires to 31 respondents to determine the validity of the questions to be distributed. Based on the results of the item test questions that were processed in validation with the SPSS (Statistical Package for the Social Science) application program, 35 questions were declared valid because the calculated R value > R table. The R table value for the number of data 35 is 0.3550. Furthermore, after all the questions are declared valid, it is possible to distribute real questionnaires to the respondents, namely as many as 101 advocates.

Furthermore, after the valid questionnaire data can be used as research data which is processed using the AMOS application program. Then the quality of the instrument data was tested. The quality test of the data instrument was carried out through validation and reliability tests. Determination of the validity of an indicator is measured by the value of the loading factor, which is > 0.50. Based on the results of data processing, all indicators that

support the 5 variables have a factor loading value above 0.50. So that the indicators are declared valid. Then the reliability test is used to find out how reliable or consistent the indicators of a variable are, with a minimum value of reliability of a variable that is 0.70. Based on the results of data processing, the reliability value of all variables making up the conceptual model has a value above 0.70. So that all research variables can be said to be reliable.

Evaluation of the structural model can be measured through normality test and outlier test. The normality test of the data was carried out using the criteria for the critical ratio skewness value, which was ± 2.58 at a significance level of 0.01. Based on the results of data processing, multivariate data meets the normal assumption because the value is 0.285 which is in the range of ± 2.58. So the data can be said to be normal. The outlier test can be done with the help of the Microsoft Excel application program using the Insert – Function – CHIINV menu. Based on the results of the outlier test using the Microsoft Excel application program, the results were 66,618. So that the data used in the study does not indicate any outliers. This is due to the absence of a value higher than the value of 66,618.

The feasibility test of the model was carried out by measuring the Goodness of Fit value using 8 parameters, namely Chi-Square, probability, CMIN/DF, RMSEA, GFI, AGFI, TLI, and CFI. Based on the results of AMOS processing, the Chi-Square value is 775,754, the CMIN/DF value is 1,410, the RMSEA value is 0.64, the GFI value is 0.724, the AGFI value is 0.684, the TLI is 0.910, and the CFI value is 0.916. So based on the explanation above, it can be concluded that the model used is feasible to use. So that it can be continued in testing the hypothesis. The analysis of hypothesis testing gives the following results:

1) Relationship between Knowledge and Competency

The estimated parameter value of the standardized regression weight coefficient is 0.275 and the C.R value is 2.209, this shows that the relationship between knowledge and competency is positive. This means that the better the knowledge, the higher the competency. Testing the relationship between the two variables shows a probability value of 0.027 ($p < 0.05$), so that (H1) is accepted.

2) Relationship between Skill and Competency

The estimated parameter value of the standardized regression weight coefficient is 0.119 and the C.R value is 2.047, this shows that the relationship between skill and competency is positive. This means that the better the skill, the higher the competency. Testing the relationship between the two variables shows a probability value of 0.041 ($p < 0.05$), so that (H2) is accepted.

3) Relationship of Attitude to Competency

The estimated parameter value of the standardized regression weight coefficient is 0.343 and the C.R value is 3.955, this shows that the relationship between attitude and competency is positive. This means that the better the attitude, the higher the competency. Testing the relationship between the two variables shows a probability value of 0.041 ($p < 0.05$), so that (H3) is accepted.

4) The Relationship between Motivation and Competency

The estimated parameter value of the standardized regression weight coefficient is 0.285 and the C.R value is 2.393, this shows that the relationship between motivation and competency is positive. This means that the better the motivation, the higher the competency. Testing the relationship between the two variables shows a probability value of 0.017 ($p < 0.05$), so that (H4) is accepted.

CONCLUSION

Based on the results of the study, it was concluded that the conceptual model related to increasing the competence of advocates in the Yogyakarta law office was said to be feasible to use. This is supported by the presence of variables that make up the conceptual model. These variables are Knowledge, Skill, Attitude, Motivation, and Competency. Each variable has indicators that support the research conducted. To prove that the variables and indicators are in accordance with the research model, testing is carried out using the AMOS application program through testing the quality of the data instrument (Validity and Reliability), Evaluation of

the structural model (data normality and outliers), model feasibility (Goodness of Fit) and hypotheses. The test results show that the variables and indicators in the conceptual model are feasible to use, because they have met the model's feasibility criteria.

The relationship between exogenous and endogenous variables in the conceptual model that is used as a hypothesis is known from the significance value of each hypothesis through the value of the p value. Based on the results of the hypothesis, it is shown that there are 4 accepted hypotheses. The hypothesis is that there is an influence between Knowledge and Competency (H1), there is an influence between Skill and Competency (H2), there is an influence between Attitude and Competency (H3), and there is an influence between Motivation and Competency (H4). Thus, it can be stated that the conceptual model of the Advocate's competence can be accepted and accounted for.

The advice given for further research related to the competence of advocates is to add other variables in building a competency model of an advocate, which is followed by indicators that support these variables. So that it will increase knowledge about the competence of Advocates in a law office. Then further research conducts study studies on other service and manufacturing industries such as hospitals, small and medium industries, or educational institutions with a larger number of subjects studied. So that it can be seen the difference between increasing competence in other industries.

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