



International Journal of Economic Research

ISSN : 0972-9380

available at <http://www.serialsjournal.com>

© Serials Publications Pvt. Ltd.

Volume 14 • Number 13 • 2017

Analysis of Advocates Organizational Commitment and Advocates Work Motivation to Advocates Performance and its Impact on Performance Advocates Office

Sugeng Prayetno¹ and Hapzi Ali²

¹ Institute of Economic Science (STIE) DWIPA WACANA, Jakarta Indonesia

² Postgraduate of Universitas Mercu Buana (UMB), Jakarta Indonesia

Abstract: Organizational advocate and motivation of advocate work on advocate performance and performance of advocate office either partially or simultaneously. The population of this research is Law Firm that exist in all *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. That obtained the number of units observed are as follows: $2 \times 123 = 246$ units. Method of quantitative analysis using path analysis (path analysis), followed by analysis of determination (R Square), partial hypothesis testing (t test) and simultaneous (test F) with alpha 5 percent (0.05). Before further analyzed first, the requirements analysis test is done. Analytical tool using SPSS version 23.0 for windows. The results showed that organizational commitment advocate and work motivation advocate partial and simultaneous positive and significant impact on the performance of lawyers, as well as organizational commitment advocate, work motivation advocates, and the performance of advocates partial and simultaneous positive and significant impact on the performance of law firm Law Firm on *Jabodetabek*.

Keyword: Commitment Organizational Advocates, Advocates Work Motivation, Performance and Performance Advocates Advocate Office.

1. INTRODUCTION

In the practice of law in Indonesia the role of an Advocate in performing his duties always use or given a particular term. Advocates who use the predicate of a Legal Consultant are those who work or work outside the court who act to give advice and legal opinion to an action / legal action that will be and has been done client, for example in the process Alternative Dispute Resolution (ADR) called non litigator known as counsellor at law in the United States or a solicitor in the United Kingdom (Pandu, Y, 1999).

In its main task the Advocate Office is a specialist functional service, which has its own skills and knowledge. The Advocate Law has given professional authority to Advocates in providing services to the public in accordance with their scholarship. Professional authority is a tool or legal basis for action, while the delegation of authority is the key to the dynamics of one's organization to act and govern others (Hasibuan, 2004).

The service process of an advocate to his client directly is a service product that can be seen, heard, perceived and observed by clients or consumers. The product of the Advocate's Office is not the end of the service, but the product begins to be felt since the client arrives until the service is finished in the sense that the client's problems are answered. Because the service process performed by an Advocate is a service product itself, an Advocate must have the right attitude and behavior. This situation makes the position of Advocate has a big role in its function to provide services to clients. Because clients come to the Advocate Office basically want to be served by the Advocate itself in accordance with the legal problems faced or experienced. The trusting atmosphere is an atmosphere that is needed in building a relationship between the client and an advocate, because it can give birth to a cooperative attitude.

The current phenomenon shows that the condition of Advocates Office in Indonesia has not fully implemented GCG (Good Corporate Governance) principles. It is seen that no longer run a good value system is not in accordance with the principles of management such as transparency, fairness, accountability, responsibility, ethics.

Looking at the above phenomenon, there needs to be a reformation on organizational and behavioral arrangements in facing internal and external challenges in the world of service to public needs and improving its image. Facing such changes need to reposition human resources to increase competitive advantage (Setiawan, I.R, 2002).

One of the key aspects of management work related to human resources is the aspect relating to performance and the management department that manages this is better known as performance management. Performance is an achievement of work, the spirit of work where in it including some value of success for both organizations and individuals.

Theoretically there are many factors related to performance. These factors may be sourced from individual factors as well as from organizational environmental factors (Mangkunegara, 2014). Environmental factors ie factors related to the organization, such as work environment, job characteristics, and so forth. While the factors derived from the employee itself that is associated with the character, behavior and personal qualifications of employees.

According to Yeo and Neal (2004) in Suwardi and Utomo (2011) states that factors derived from within the employee are more dominant factors in influencing performance. One factor that comes from within a person is related to the attitude of a person in dealing with his work is among the factors that play an important role for the performance of organizational commitment and work motivation.

Commitment is basically very important in an organization. Because commitment is a person's or group's attachment to the organization and works selflessly to achieve common goals (Kurniasari, L, 2004). Many scholars argue that the limitations of organizational commitment are the magnitude of a person's identification of an organization and its involvement.

While motivation is a factor that encourages a person to perform a certain activity, therefore motivation is often interpreted also as a driver of one's behavior (Sutrisno, 2009). Motivation is an encouragement from within an employee to achieve a goal. An employee will do a good job if there is a push from within himself.

Robbins (2009) states that motivation is assumed to determine performance through the tendency of an individual's business allocation to carry out a job. Asyenda, Y (2013) revealed that work motivation will also be able to influence and improve performance. This means that having a high work motivation will be able to provide maximum results. Strong motivation will encourage employees to always try to finish every job well so it will affect the good performance of these employees.

Based on the observation and tracking of the advocate's office, the phenomena related to organizational commitment, work motivation and performance are: 1) Commitment, work motivation and advocate performance are still low and still far from expected; 2) Client-oriented service is still low. This is indicated by the number of complaints or complaints from clients over the dissatisfaction of legal services provided; 3) Working procedures not yet based on professional quality standards, indicated by the number of jobs not completed in time and still using pragmatic means; 4) The low level of employee commitment to the organization shown by the high turnover rate; And 5) The realization of vision and mission of advocate offices both micro and macro.

The above phenomenon provides an illustration that the conditions of the Advocates Office performance are still low. To be able to provide a solution for the improvement of Advocate Office performance required a scientific assessment that can be accounted for and can provide a solution for improving organizational performance by increasing the factors that affect the performance of the organization appropriately as well.

This research focuses on efforts to fill gaps in explaining the factors that determine organizational commitment, work motivation and advocate performance as well as its impact on the performance variables of Advocates Office.

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

- 1) Analyze the influence of organizational commitment to advocate performance partially.
- 2) Analyzing the effect of motivation of advocate work on parenting performance partially
- 3) Analyze the influence of organizational commitment advocate and motivation of advocate work on the performance of advocate simultaneously.
- 4) Analyzing the influence of organizational commitment advocates to the performance of parliamentary office partially.
- 5) Analyzing the influence of work motivation advocate on the performance of parliamentary office partially.
- 6) Analyzing the influence of advocate performance on parliamentary office performance partially.
- 7) Analyze the influence of organizational commitment advocate, motivation of advocate work, and performance of advocate on performance of advocate office simultaneously.

2. LITERATURE REVIEW

Organizational Commitment of Advocates

Commitment comes from the word “*committere*” which means combining, uniting, believing and doing (Snyder *et al*, 1994). That in the word commitment reflected the meaning of willingness and acceptance. An individual is willing to work hard for an object, or achieve certain goals and values, or wants to be a member in a system, so that the meaning of this commitment is reflected in the element of loyalty and a strong dedication to something.

Anderson (1995) defines commitment as trust in a person formed and underlying a working relationship within the organization. While Avkiran (1999) explains that commitment as a dynamic concept and a prerequisite for the formation of the credibility of an organization without which an organization will lose its reputation. Commitment is therefore often identified with a pledge or commitment to a particular action.

Not much different, Steers (1996) suggests that commitment is a person’s psychological attachment to his organization, including deep involvement in his work, loyalty and trust to the values within the organization.

Organizational commitment of an advocate can be seen from three dimensions, namely:

- 1) Affective commitment, describes the emotional love that an advocate feels towards the organization. Pride is part of the organization, happy to choose its organization as a place of work and concern for the fate of the organization.
- 2) Normative commitment, describes the sense of obligation an advocate must live with an organization. Accepting organizational goals and values as well as all tasks assigned by the organization. Prioritize the interests of the organization and adjust attitudes and behaviors with organizational strategy.
- 3) A commitment to sustainability (continuance), in which an advocate acknowledges that they have an accumulative investment that will be lost if they leave the organization. Consider the benefits gained if working for long periods of time and take into account the loss of opportunity if leaving the workplace.

Motivation of Advocate’s Work

Motivation is a basic impulse that drives a person to behave, to do something that suits his inner drive. Motivation can also be interpreted as a process to try to influence the person or persons he or she has in order to perform the desired job, in accordance with a specified predetermined objective. That the motivation of the advocate work is nothing but a process undertaken to mobilize an advocate so that their behavior can be directed towards concrete efforts to achieve the established goals.

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. 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.\

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 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 word's 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 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; 2) Quantity; 3) Time lines; 4) Cost effectiveness; 5) Need for Supervision; And 6) Interpersonal impact.

Performance of Advocate Office

According to Gibson, Ivancevich & Donnelly. (1997), organizational performance is a series of management activities that provide an overview of the extent to which the results have been achieved in carrying out its duties and responsibilities in the form of public accountability both in the form of successes or deficiencies that occur. Performance is an achievement of work, the spirit of work where in it including some value of success for both organizations and individuals. Assessment of work performance is an advocate performance appraisal process that then becomes a group performance and leads to an assessment of the organization's performance or performance of the advocate's office as a whole.

Organizational performance appraisal results are an important part of strategic management planning. Without having a clear reference, direction and purpose, of course advocate office can't perform performance measurement. The performance of the advocate office is a record of outcomes resulting from the function of a job or a particular activity over a period of time and is accounted for in the form of public accountability in the form of both successes and deficiencies.

The success of an organization to improve the quality of its performance is strongly influenced by the quality factor of human resources. The quality control of human resources can be implemented and institutionalized it is necessary to review the function of Human Resource Management (MSDM). The practice of MSDM does not stand alone or apart from the process of improving the quality of an organization's services. Several factors affecting the performance of advocate offices can be identified as follows: 1) Satisfaction of Advocate Work; 2) Productivity; 3) Relationship; 4) Reliable; and 5) Prediction; And 6) Representative.

Conceptual Framework

Based on the problem formulation and literature review described in the previous chapter, the conceptual framework of the study refers to 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:

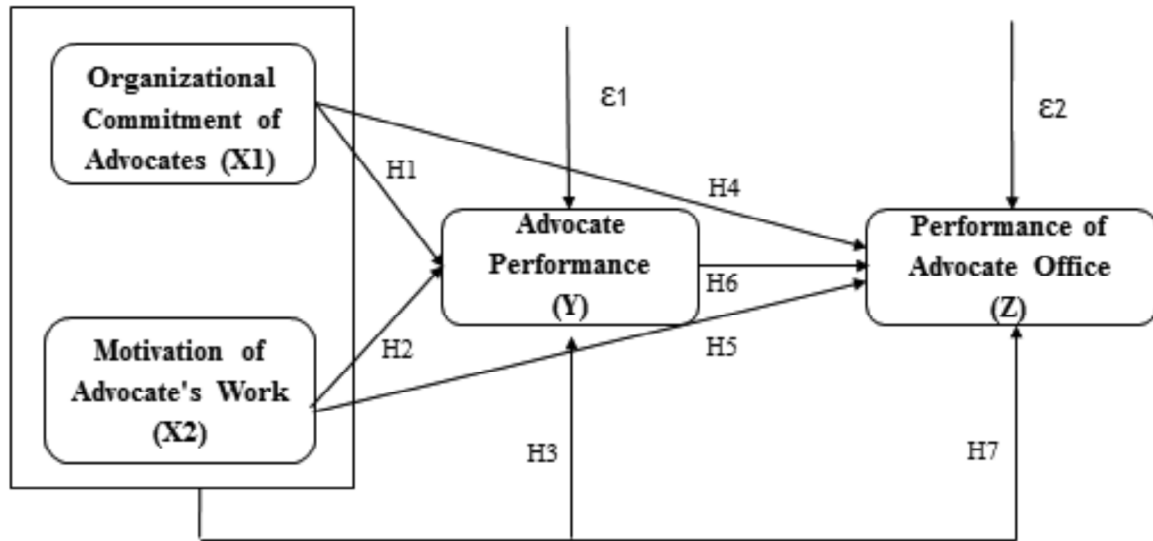


Figure 1: Conceptual Framework

Based on research objectives and theoretical reviews, the research hypothesis is:

- 1) The organizational commitment of advocates has an effect on the performance of advocates partially.
- 2) Motivation of advocate work affects partial performance of advocate.
- 3) Organizational commitment advocate and motivation of advocate work have an effect on to advocate performance simultaneously.
- 4) The organizational commitment of advocates has an effect on the performance of the parliamentary office partially.
- 5) Motivation of advocate work affects the performance of advocate office partially.
- 6) The performance of advocates has an effect on the performance of advocate office partially.
- 7) Organizational commitment of advocate, motivation of advocate work, and advocate performance have an effect on to performance of advocate office simultaneously.

3. RESEARCH METHODS

Approach in this research use quantitative approach with survey method and use path analysis technique. Path analysis is used to analyze the relationship patterns between variables with the aim to determine the direct or indirect effect of a set of independent variables (exogenous) to the dependent variable (endogenous).

The population of this research is Law Firm that exist in all *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 nonlitigation division. That obtained the number of units observed are as follows: $2 \times 123 = 246$ units.

Based on the purpose of research, the type of research used is explanatory research (explanatory research). Explanatory research is a research conducted to explain the causal relationship between research variables through hypothesis testing (Singarimbun and Effendi, 2012). The research approach used in this research is quantitative approach. The process of quantitative approach begins with the theory, which is derived into a research hypothesis by using deductive logic accompanied by measurement and operationalization of variables. Furthermore, generalization based on the results of statistical data so that it can be taken conclusion as research findings to answer the problems being faced.

Prior to the analysis, a questionnaire test was conducted with validity and reliability test, and normality test was conducted to test whether in the regression model, dependent and independent variable had normal distribution or not. Normality assumption is a very important requirement on significance test (significance) regression coefficient. A good regression model is a regression model that has a normal or near-normal distribution, so it is feasible to do statistical testing.

This research uses 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.

The path diagram consists of two substructures with two equations, where X1 and X2 are exogenous variables on variables with no explicit cause, this variable serves as the independent variable / cause of the next sequence variable Y and Z as the endogenous variable (endogenous).

4. RESULT AND DISCUSSION

Respondents answer

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 score and percentage of total contribution for Organizational Commitment variable can give an idea that Organizational Commitment score fall into very high category. Which explains that the respondent's assessment can be seen that the condition of Organizational Commitment 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.

- 4) Based on the score and percentage of total contribution for the variable Firm's Legal Performance can give an idea that the Firm's Legal Performance score fall into very high category. Which explains that from the assessment of respondents can be seen that the condition of the Firm's performance is good. This means that the above performance can be said to be effectively seen from the performance criteria or the results of its work in carrying out the tasks carried in order to achieve the program goals of the organization.

Normality Test Results

Before stepping into hypothesis testing, first tested normality. The test is done by using SPSS 21.0 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 (0.848 > 0.05) so it can be concluded that the data in this study is normally distributed.

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.

To answer the objectives in this study, the main structure in the research model was broken into two sub-structures. Where to answer objectives 1, 2 and 3 with the first sub-structure, and to answer objectives 4, 5, 6 and 7 using the second sub-structure.

The output of the first structural equation in this study using SPSS 21.0 software as follows.

Tabel 1
Coefficients regression
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.540	5.263		5.803	.000
	X1_Organizational_Commitment_of_Advocates	.473	.042	.586	11.135	.000
	X2_Motivation_of_Advocates_Work	.045	.019	.124	2.355	.019

a. Dependent Variable: Y_Advocate_Performance

Source: Output SPSS under 21.0 for windwos

Statistically the output of the above coefficients table obtained the following equation.

$$Y = P_{yx1}.X1 + P_{yx2}.X2 + e1$$

$$Y = 0.586.X1 + 0.124.X2 + e1$$

The result of the above equation is inserted into the picture of structural equation as below:

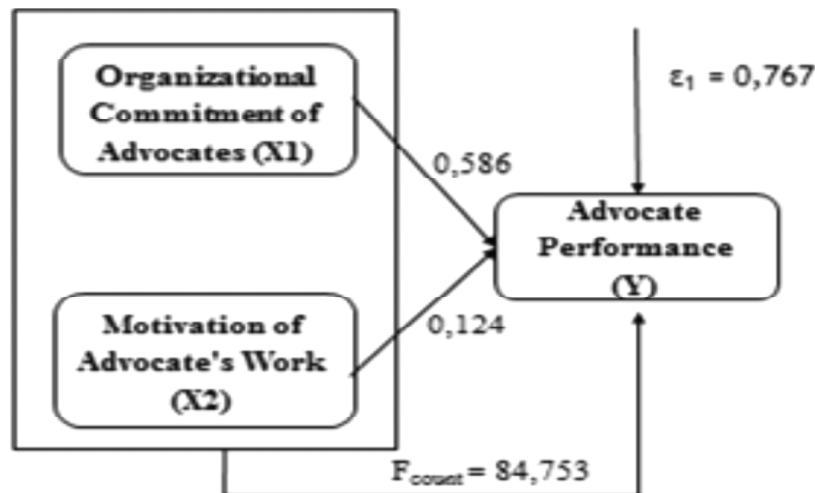


Figure 2: Results of Structural Sub Line Analysis I

To know the effect of organizational commitment of advocate and motivation of advocate work partially to advocate performance, then tested by t test (partial). The statistic t test basically shows how far the influence of an individual explanatory variable in explaining the dependent variation. This test is done by looking at the statistical value of t calculation results then compare it with the value of t table with the degree of confidence of 5%. The following will be described one by one test partially in this study.

1) Effect of Advocate Organizational Commitment on Advocate Performance: From the result of SPSS output as shown in Table 1, it is found that the value of t count variable X1 is 11,135, with significance level of 0.000, because the level of significance is more <0.05 (0.000 <0.05) it can be concluded that organizational commitment advocate influence on performance advocate. Based on the explanation H₀ is therefore rejected and H₁ accepted, it means organizational commitment advocate effect on advocate performance.

2) The Influence of Working Advocates Motivation on Advocate Performance: From result of output of SPSS as seen in Table 1 that got obtained value t count value of variable X2 equal to 2,355, with level of significance equal to 0,019, because level of significance level more <0.05 (0,019 <0,05) hence can be concluded that motivation of work Advocates influence to performance Advocate. Based on the explanation H₀ is therefore rejected and H₁ accepted, meaning that the motivation of advocate work has an effect on the performance of advocate.

3) The Influence of Organizational Commitment Advocate and Motivation of Advocate Work on Advocate Performance Simultaneously: 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 organizational commitment of advocate and motivation of advocate work together to advocate performance. The following is the output of SPSS 21.0 for the F (Simultaneous) test.

Table 2
F test results simultaneously
ANOVA^a

<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	3280.557	2	1640.279	84.753	.000 ^b
	Residual	4702.939	243	19.354		
	Total	7983.496	245			

a. Dependent Variable: Y_Advocate_Performance

b. Predictors: (Constant), X2_Motivation_of_Advocates_Work, X1_Organizational_Commitment_of_Advocates

With a p-value probability level of 0.000, since the significance level is much more <0.05 (0.000 <0.05) H0 is therefore rejected and H1 is accepted, so it can be concluded that the null hypothesis (H0) is rejected and the alternative hypothesis (H1) this proves organizational commitment variable and advocate work motivation together significantly influence to performance variable of advocate. Meanwhile, to measure how far the ability of the model in explaining the variation of dependent variables, can be seen from the coefficient of determination as follows.

Table 3
Model summary
Model Summary

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.641 ^a	.411	.406	4.3993

a. Predictors: (Constant), X2_Motivation_of_Advocates_Work, X1_Organizational_Commitment_of_Advocates

R value of 0.641 shows a double correlation (organizational commitment and advocate work motivation) with advocate performance. Considering the variation of R Square Value of 0.411, it has significance of role or contribution of organizational commitment variable and advocate work motivation able to explain 41,1% advocate performance variable. While the rest of 58.9% influenced by other variables that are not included in this model.

The output of the second structure equation in this study by using SPSS 21.0 software as follows.

Statistically the output of the above coefficients table obtained the following equation.

$$Y = P_{zx1}. X1 + P_{zx2}. X2 + P_{zy}. Y + e2$$

$$Y = 0.350.X1 + 0.116.X2 + 0.402.Y + e2$$

The result of the above equation is inserted into the picture of structural equation as below:

Table 4
Coefficients regression
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	43.463	5.624		7.728	.000
	X1_Organizational_Commitment_of_Advocates	.317	.052	.350	6.069	.000
	X2_Motivation_of_Advocates_Work	.047	.019	.116	2.447	.015
	Y_Advocate_Performance	.452	.064	.402	7.029	.000

a. Dependent Variable: Z_Performance_of_Advocate_Office

Source: Output SPSS under 21.0 for windwos

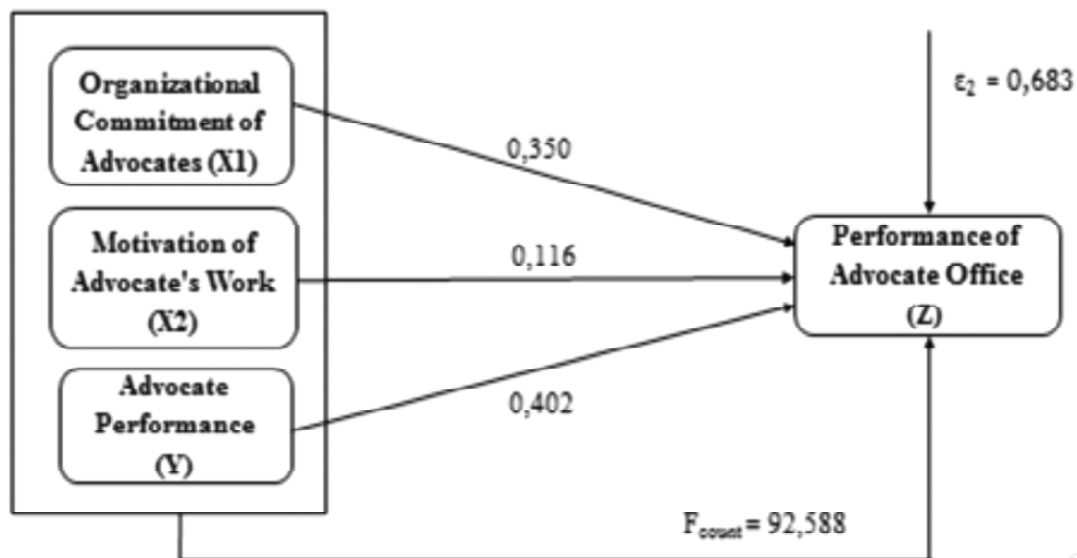


Figure 3: Results of Structural Sub Line Analysis II

To know the influence of organizational commitment of advocate, motivation of advocate work and performance of advocate partially to performance of advocate office, then tested by t test (partial). The following will be described one by one test partially in this study.

4) Effect of Advocate Organizational Commitment on Advocate Performance: From result of output of SPSS as seen in Table 4 that got obtained value t count value variable X1 equal to 6,069, with level of significance equal to 0.000, because level of significance level more <0.05 ($0.000 < 0.05$) hence can be concluded that organizational commitment advocate influence to performance Advocate office. Based on the explanation H_0 is therefore rejected and H_1 accepted, it means organizational commitment advocate affect the performance of advocate office.

5) The Influence of Working Advocates Motivation on the Performance of Advocates Office: From result of output of SPSS as seen in Table 4 that got obtained value t count value of variable X2 equal

to 2,447, with level of significance equal to 0,015, because level of significance level more <0.05 ($0.015 < 0.05$) hence can be concluded that motivation of advocate work influence to performance Advocate office. Based on the explanation H_0 is therefore rejected and H_1 accepted, meaning motivation of advocate work affect the performance of advocate office.

6) The Effect of Advocate Performance on the Performance of Advocates Office: From the result of SPSS output as shown in Table 4, it is found that the value of t count variable Y is 7.029, with significance level of 0.000, because the level of significance is more <0.05 ($0.000 < 0.05$) it can be concluded that advocate performance has an effect on office performance Advocate. Based on the explanation H_0 is therefore rejected and H_1 accepted, meaning the performance of advocates affect the performance of advocate office.

7) The Influence of Organizational Commitment Advocate, Advocate Motivation and Advocate Performance to Advocate Office Simultaneously: 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 organizational commitment advocate, motivation of advocate work and advocate performance together to performance of advocate office. The following is an output of SPSS 21.0 for the F (Simultaneous) test.

Table 5
F test results simultaneously
ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5391.418	3	1797.139	92.588	.000 ^b
	Residual	4697.248	242	19.410		
	Total	10088.667	245			

a. Dependent Variable: Z_Performance_of_Advocate_Office

b. Predictors: (Constant), Y_Advocate_Performance, X2_Motivation_of_Advocates_Work, X1_Organizational_Commitment_of_Advocates

From anova or F test using SPSS 21.0 obtained F count 92,588 with p-value probability value 0.000, because the level of significance level is much more <0.05 ($0.000 < 0.05$) Therefore H_0 is rejected and H_1 accepted, so it can be concluded that the hypothesis zero (H_0) is rejected and alternative hypothesis (H_1) is accepted. It means that the variable of organizational commitment of advocate, motivation of advocate work and advocate performance together significantly influence the performance of advocate office. Meanwhile, to measure how far the ability of the model in explaining the variation of dependent variables, can be seen from the coefficient of determination as follows.

R value of 0.731 shows a double correlation (organizational commitment of advocate, motivation of advocate work and advocate performance) with performance of advocate office. Considering the variation of R Square Value of 0,534, it has significance of role or contribution of organizational commitment variable, advocate work motivation and advocate performance able to explain the performance variable of advocate office 53,4%. While the rest of 46.6% influenced by other variables that are not included in this model.

Table 6
Model summary
Model Summary

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.731 ^a	.534	.529	4.4057
a. Predictors: (Constant), Y_Advocate_Performance, X2_Motivation_of_Advocates_Work, X1_Organizational_Commitment_of_Advocates				

Other variables that may affect performance based on the results of previous studies are as follows:

- 1) Motivation and Job Satisfaction have a positive and significant effect on teacher performance either partially or simultaneously or in this context bias also to employees performance in general in company and other organization. The higher the motivation and work satisfaction of employees will have a positive impact on performance (Riyanto, S; Adonia; & Ali, Hapzi: 2017);
- 2) Work Motivation and Job Satisfaction have positive and significant impact on Organizational Commitment and impact on Employee Performance / Employee, (Masydzulhak; Ali, Hapzi; & Leni: 2016); and
- 3) Work Discipline and Morale have a positive and significant impact on the Performance of Primary Tax Office employees of Padang Dua, either partially or simultaneously, (Agussalim; Ali, Hapzi; et.al: 2016)From result of hypothesis test above can interpretation as follows:

1) Advocate Organizational Commitment to Advocate Performance: From hypothesis testing conducted known organizational commitment advocate effect on advocate performance. The results of this study in accordance with some expert opinions say that there is a relationship between organizational commitment to performance, among others: Employee commitment is a form of attitude (Rivai, 2003: 247-248). While Robbins (2001: 68) interpreted the attitude as an evaluative statement (judgment) of the object, person or event. This attitude is broken down into three basic components: emotional, informational and behavioral (Luthans, 2002: 224); affection / emotion, cognition / knowledge and intention (Moorhead Griffin, 1999: 97); Cognitive, affective and behavioral (Robbins, 2001: 68). The emotional / affection component involves a person's feelings (positive, neutral or negative) toward an object (Robbins, 2001). An intention / behavioral component includes a person's tendention to behave in a certain way to an object.

2) Motivation of Advocates' Work on Advocate Performance: From hypothesis testing conducted known motivation of advocate work have an effect on to advocate performance. The results of this study are in line with the results of McClelland's research, Edward Murry, Miller and Gordon in Mangkunegara (2005: 104), concluded that there is a positive relationship between Work Motivation with achievement of performance / work 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: 104) concluded that there is a positive relationship between achievement motivation with 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.

3) Organizational Commitment Advocate and Advocate Working Motivation on Advocate Performance: Organizational commitment of advocate and motivation of advocate work together have an effect on to advocate performance. The findings provide an understanding that the performance of advocates can be supported through organizational commitment and advocate work motivation. This means that the better organizational commitment advocate and supported by high motivation advocate work, it will increasingly affect the performance of advocates.

4) The Advocate Organizational Commitment to the Performance of the Advocate Office: From the hypothesis testing conducted known organizational commitment advocate affect the performance of advocate office. The results of this study are in line with previous research conducted by Meyer and Allen (1991) in which the results of his research showed organizational commitment to performance has a positive effect. According to Wilberforce (2001: 21), employee commitment helps achieve (1). At the organizational level: high output, higher quality, customer loyalty, innovation, creativity and acceptance of change; and (2) at the employee level: self-efficiency, reduced satisfaction and stress. Most researchers agree that employee commitment attitudes are a better predictor of desired outcomes than job satisfaction (Mowday, Porter & Steers in Robbins, 2001: 69). In addition, studies have shown that organizational commitment with turnover behavior, employee performance, organizational citizenship, impression management, lateness and absenteeism Dessler in Wilberforce (2001: 18) who record employee commitment is vital for organizations to engage in global era and achieve its goals.

5) Motivation of Advocates' Work on the Performance of Advocates Office: From testing the hypothesis that is known motivation of advocate work have an effect on to performance of advocate office. Motivation is a condition that moves people toward the goal (Fillmore H. Stanford in Mangkunegara, 2005: 93). Ernest J. McCormick in Mangkunegara (2005: 94) suggests that the motivation of work as a condition whose influence generates, directs and maintains behavior related to the work environment. Nawawi (2006: 351) states motivation means a condition that encourages or causes a person to do activities that take place consciously. Schermerson in Siagian (2000: 34) says motivation is a term that describes the forces within a person that elaborate the level, direction, strength of the business that develops in the work. According to Rivai (2003: 457) mentions motivation is a set of attitudes and values that affect the individual to achieve specific in accordance with this goal individual.

6) Advocate Performance on the Performance of Advocates Office: From hypothesis testing performed known advocate performance have an effect on to performance of advocate office. The contribution of the advocate's performance is very useful for the planning of organizational policies, the organization's policies may involve individual aspects and organizational aspects, such as performance improvement. That is, that assessment is a systematic evaluation of the performance and potential that can be developed. Assessment is the process of appraising or determining the value of the performance of an advocate by the leader / manager systematically based on the work assigned to him. Performance appraisal is a means to improve employees who are not doing their jobs well within the organization. The assessment system of the manager is a set of attitudes about what is good and what is bad, what is desired and what is undesirable. A manager's assessment will affect perceptions of the advantages and disadvantages of strategic action and selection of goals. The performance appraisal information by the leadership can be used to

manage the performance of its employees, and reveal the weaknesses of employee performance so that it can determine the objectives and ranking of the target that must be improved. The availability of advocate performance information, greatly assist the leadership in taking steps to improve the employment programs that have been made, as well as the organization's programs as a whole.

7) Organizational Commitment Advocate, Advocate Working Motivation, and Advocate Performance on the Performance of Advocates Office: Organizational commitment of advocate, motivation of advocate work, and advocate performance together have an effect on to the performance of advocate office. The findings provide an understanding that the performance of advocate offices can be supported through organizational commitment, advocate work motivation, and advocate performance. This means that the better organizational commitment advocate, motivation of advocate work, and the performance of advocates, it will increasingly affect the performance of advocate office.

5. CONSLUSSION AND SUGESTION

Conclusion

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

- 1) Organizational commitment advocates have a positive and significant effect on the performance of advocates partially. Organizational commitment of advocates consisting of dimensions: affective commitment; normative commitment; And ongoing commitments. The better organizational commitment owned by advocates will be able to improve the performance of advocates in carrying out their work.
- 2) Motivation of advocate work has a positive and significant effect on the performance of advocate partially. 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.
- 3) Organizational commitment advocate and motivation of advocate work have a positive and significant impact on advocate performance. The better organizational commitment advocate and motivation of advocate work, it will increasingly affect the performance of advocates.
- 4) Organizational commitment of advocates has a positive and significant effect on the performance of advocates partially. Organizational commitment of advocates consisting of dimensions: affective commitment; Normative commitment; And ongoing commitments. The better organizational commitment possessed by an advocate will be able to improve the performance of the advocate's office.
- 5) Motivation of advocate work has a positive and significant effect on the performance of advocate partially. Motivation advocates consisting of dimensions: intrinsic and extrinsic motivation. The higher the motivation of work owned by advocates, the better the performance of the advocate office.
- 6) The performance of advocates has a positive and significant impact on the performance of parliamentary office partially. Performance advocates consisting of dimensions: quality, quantity,

deadline, Cost Effectiveness, Need for Supervision, and Interpersonal Impact. The better the performance of an advocate, the better the performance of the advocate's office.

- 7) Organizational commitment of advocate, motivation of advocate work and advocate performance have a positive and significant effect to the performance of advocate office. The better the organizational commitment of advocate, the motivation of advocate work and the performance of the advocate, the better the performance of the advocate's office.

Suggestion

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

Based on data analysis, statistical calculation process, empirical research model test and discussion of the results of the study 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 improved and the development of science will continue.

REFERENCES

- Ali, Hapzi., dan Limakrisna, N. (2013), *Research Methodology*. Edisi 1, Cet. 1, Deepublish, Yogyakarta.
- Anderson, J.R. (1995), *Learning and memory: An Integrated Approach*. New York: John Wiley and Sons. Inc
- Asyenda, Y. (2013), Effect of Work Motivation and Work Discipline on the Performance of Civil Servants (Case Study BAPPEDA Malang).
- Avkiran, N.K. (1999), Quality Customer Service Demands Human Contact. *The International Journal of Bank Marketing*, Vol. 17 No. 2.
- Dessler, Garry, (2003), *Human Resources Management*, Eight Edition, Prentice Hall International, New Jersey.
- Gibson, Ivancevich & Donnelly. (1997), *Organization, Behavior, Structure - Process, Eighth Edition, Translations*. Jakarta: Binarupa Aksara.
- Hasibuan, M.S.P. (2004), *Human Resource Management, Revised Edition*. Jakarta: PT. Bumi Aksara.
- Herzberg, Fredrick. (1996), *One More Time: How do You Motivate Employees?*. Boston: Harvard Bussiness Press.

- Kurniasari, L. (2004), *The Influence of Organizational Commitment and Job in Employee Security to Turnover Intention*, Thesis Graduate Program. Bandung: Padjajaran University.
- Mangkunegara, A.P. (2005), *Human Resource Management Company*. Bandung: Remaja Rosdakarya.
- Mangkunegara, A.P. (2014), *Planning and Development of Human Resources*. Bandung: Refika Aditama.
- Maida, ML; Riyanto, S; & Ali, Hapzi, (2017), Effect of Job Satisfaction and Leadership Style towards Employee Productivity at PT. Asuransi Umum Bumiputera Muda 1967. *Saudi Journal of Business and Management Studies (SJBMS)*. www.scholarsmepub.com/sjbms, ISSN 2415-6563 (Print), ISSN 2415-6671. DDI:10.21276/sjbms. Volume 2, Issue-3A (March, 2017).
- Masydzulhak; Ali, Hapzi; & Leni, (2016), The Influence of Work Motivation and Job Satisfaction on Employee Performance and Organizational Commitment as an Satisfaction as an Intervening Variable, in PT. Asian Isuzu Casting Center. *Quest Journal of Research in Business and Management (QUEST-JBM)*.ISSN (Online): 2347-3002.www.questjournals.org. Vol. 4, Issue 10, 2016, page[01-10].
- Meyer, Jhon P, Allen, Natalie J. and Ian R. Gellatly. (1991), *Affective and Continuance Commitment to the Organization; Evaluation of Measures and Analysis of Concurrents and Time Lagged Relation*, *Jurnal of Applied Psychology*, Vol. 75 No. 6, 710:720.
- Nawawi, H., (2006), *Human Resource Management For Competitive Business*. Yogyakarta: Gadjah Mada.
- Pandu, Y. (1999), “*Alternative Dispute Resolution*”: Written Work to Dr. Gregory Tillet pada Summer Class, University of Western Sydney, Australia.
- Rivai, V. (2003), *Leadership and Organizational Behavior*. Jakarta: Raja Grafindo Persada.
- Robbins, Stephen P. (2001), *Organizational behavior*. Indonesia Edition. Jakarta: PT Indeks.
- Robbins, S. (2009), *Motivation and personality*. New York: Harper & Row.
- Robbins, Stephen P. (2010), *Organizational Behavior*, Tenth Edition. New Jersey: Prentice Hall.
- Riyanto, S; Adonia; & Ali, Hapzi, (2017), Effect of Motivation and Job Satisfaction on the Performance of Teachers in Mentari School Bintaro (MSB). *International Journal: Scholars Bulletin*, ISSN 2412-9771 (Print), ISSN 2412-897X (Online), <http://scholarsbulletin.com/>. Volume 3, Issue 3, March 2017.
- Setyawan, I.R. (2002), *Strategic Human Resource Management: Repositioning the Role of Plus Behavior of Competence and the Role of Strategic HR*. Yogyakarta: Amara Books.
- Siagian, Sondang P. (2000), *Human Resource Management*. Jakarta: Bumi Aksara.
- Singarimbun, M & Effendi, S. (2012), *Survey Research Methods*. Jakarta: LP3ES.
- Snyder, Neil H, James J Dowd Jr. (1994), *Vision Values and Courage, Leadership for Quality Management*. New York: The Free Press.
- Steers, R.M. (1996), *Motivation and Leadership at work*, Graw-Hill Book Companies, International Edition, USA.
- Sutrisno, E. (2009), *Human Resource Management*. Jakarta: Kencana Prenada Media Group.
- Suwardi dan Utomo, J. (2011), “The Influence of Work Motivation, Job Satisfaction and Organizational Commitment to Employee Performance (Study on Employees of Regional Secretariat of Pati Regency)”. *Jurnal Analisis Manajemen* 5, no. 1.
- Terry, George R. & Leslie W. Rue. (2010), *Prinsip of Manajement* diterjemahkan oleh G.A. Ticoalu. Jakarta: PT. Bumi Aksara.
- Wilberforce, Turyasingura. (2001), “*Gaining A Competitive Advantange Through Employee Empowerment: Challenges ang Strategies*”, Gadjah Mada International Jurnal of Business, vol. 2 No. 1.