Talent Management Analysis of Indonesian Civil Advocates

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Abstract –
Studies of talent management are very rarely found until now. It will be very attractive if a comprehensive study is conducted to explore the talent management. In this study, 5 conceptual models will be developed and tested with the aim to find a full model (hybrid model) of talent management. The objectives of the research are: (1) to develop a Full Model (Hybrid Model) of Talent Management based on 5 proposed conceptual models are Soft Skill Model, Hard Skill Model, Competency Model, Performance Model, and Success Model. And (2) to predict the relationships between variables in the 5 conceptual models proposed and 1 full model (hybrid model) developed.This research was conducted in the context of Indonesian Civil Advocates. The sample was taken of 100 advocates selected purposively in 5 big cities are Medan, Yogyakarta, Jakarta, Makassar, and Banjarmasin. A quantitative approach using the survey method was conducted to test models and hypotheses developed. Data Analysis was used Partial Least Square (PLS) to accommodate Variance-Based Structural Equational Modelling (VB-SEM). The findings are as follows. Soft Skills has no influence on Talent Management. Hard Skills has a positive influence on Talent Management. Competency has a positive influence on Talent Management. Performance has a positive influence on Talent Management. Success has a positive influence on Talent Management.This study would help in achieving effective talent management in the context of Indonesian civil advocates. The result of this study would contribute to the Strategic Human Resource Management (SHRM) body of knowledge. The results obtained from this study would provide information to Indonesian civil advocates that are essential for the practice of Indonesian civil advocates to assist them in their careers.

Keywords– Talent Management, Advocacy Organizations, Partial Least-squares, Human Resources, Quantitative Approach

1. Introduction

Talent Management (TM)todays becoming one important aspect by considering activities and processes as key element for competitive advantage in sustainable development on organization. According to Liu et al., (2021) was defined talent management is activities and processes that systematically aims to identify and develop potential talent with high performance on the roles also has strong commitment to ensure their continuity for sustainable development on organization. Lopes et al., (2015)conducted research on the development of talent management of Advocates. The research is through the concept of talent management to identify the most talented Advocates so they will offer added value to clients and businesses (Stumpf, 2007). The objective evaluation is needed to maintain talent management so that Advocates can be identified in detail about their relative talents. This information is important for management decisions as well as for individuals as feedback in improving their abilities (Lewis dan Heckman, 2006; Dries dan Pepermans, 2008; Collings dan Mellahi, 2009).

Menkel (2012) stated that many complaints about the quality of the advocates and are less likely to develop skills well in firm practices. Dong (2016) says that currently in developed countries advocates play an important role not

only in the provision of legal services but also in a wider management of social affairs so that advocates must play an important role in the settlement of disputes when handling cases. Ray Wall (2016) states that it is different because each advocate has different legal training and mind-set to effectively handle cases.

Ali Imron (2016) stated that there are four pillars of law enforcement, namely Judges, Prosecutors, Police and Advocates. In this case, the four pillars, can be emulated but cannot solve corruption cases. Furthermore, in judicial sessions law enforcement must be carried out carefully, appropriately, and fairly. Often encountered, the difference between justice and court. The judiciary shows the adjudicate process, while the court is one of the institutions or places to adjudicate. In this case there are differences in the judiciary and the court. Other institutions involved in the trial process are the Police, Prosecutors' Office, and Advocates.

Studies of advocate's talent management are very rarely found until now, especially related to the relationship of variables and accompanying indicators. Identifying advocate talents management, is necessary to explore on dependent variables related such as soft skills, hard skills, competency, performance, and success from the advocate's side. Therefore, it will be very attractive if a comprehensive study is conducted to explore the talent management on civil advocates in Indonesia.

This research focuses on talent management of Indonesian Civil Advocates. Thus, the research questions are as follows. (1) How to develop a comprehensive full model of Talent Management in the context of Indonesian Civil Advocates? (2) How to predict the relationships between variable of talent management model in the context of Indonesian Civil Advocates?

2. Literature Review

2.1   Indonesian Civil Advocates

Legal institutions or law enforcement agencies are officers who carry out law enforcement. Traditionally, in Indonesia legal institutions that enforce law are the Police, Prosecutors' Office, Judiciary and Advocates (HikmahantoJuwana, 2006). In carrying out their profession, an Advocate is bound and must submit to their respective professional ethics (code of ethics). Professional ethics (code of ethics) can be said

as a guideline in carrying out the profession and generally contains obligations, rights, and prohibitions that must be obeyed (Sunarjo, 2013).

PERADI is one of advocate organization that have management strategies to achieve success and competitive advantage. The development of human resources can be carried out in all sectors such as in the legal institution sector with the aim of having workers who apply the law so that the rules are made is fair. The law office is one that applies human resource development so that it can get a talented Advocate who can provide added value to clients and to build organizational uniqueness (Buckingham & Vosburgh, 2001).

Objective evaluation is needed to maintain talent management so that the talents of each Advocate can be identified and can know in detail the information about the relative talents of each Advocate. This information is important for management decisions as well as for individuals as feedback in improving their abilities (Lewis and Heckman, 2006; Dries and Pepermans, 2008; Collings and Mellahi, 2009). At the law office, the term of talent is equivalent to the term of high-performance people who are recognized that having the potential to become partners in the future (Brittain, 2005).

Advocate's job is as a legal advisor, the main thing to do is find answers or interpretations of the law, then talk to clients and offer a choice of what the client needs (Dinovitzer, 2014). Searching for information that needed in handling client problems is also one of the important things that Advocates must pay attention to. So that it can set and achieve goals in providing services to clients. (Adewale et al., 2017).

Advocate skills include hard skills related to legal knowledge, analysis, and legal solutions. Soft skills such as client and businesses related skills such as communication, client relations, project management, and business development and advanced leadership skills related to advocate management at the law office (Stumpf, 2007). Advocates' skills will affect job satisfaction and career success (Hennekam, 2016). Talent management is needed in the law office aims to choose high-performance Advocates for career advancement. Advocate is part of law enforcement systems that obligated to provide legal assistances for society that need ones (Raharjo, et al, 2014).

2.2 Talent Management

Human resources are considered as important strategically for company to achieve its competitive superiority (Latukha et al., 2018). Therefore, law firm must have strategic management to accomplish its superiority in competitive atmosphere. One way to achieve it by implementing Human Resource Management (HRM). HRM is a system that contains practices in human resources management (Slocum et al., 2014).

Khoreva et al. (2017) stated that practices or process related to HRM, among others, is talent management. The policy in HRM has long-term objectives, since talent management is considered as key element for sustain organization, in which human resource planning is integrated with business development (Guerci&Solari, 2012).

Talent Management makes it possible to objectively evaluate and identify overall talent on an advocate (Lopes et al., 2015).Objectivity in evaluation is important to support management decisions and provide feedback to advocate. Therefore, the advocate could compare his talent as well as able to manage his career. Talent management is important to identify the most talented advocate and to ensure the career escalation that gives additional value to clients and business (Stumpf, 2007). In law firms, the term of talent is recognized as high performance, as the person with that acknowledgement is potential to be offered with future partnership (Brittain, 2005; Lewis & Heckman, 2006).

The development talent management program, law firm and decision makers on law firm management will start to think about potential skills that should be retained (Polden, 2012). This should be conducted to identify skill behaviour designated to achieve success, where in its implementation considers the skill of the most talented advocate, company's culture, strategic objectives, and benchmarking with other firms. The success of every company relies on the ability of human resources, which presumes as the component that its quality will affect the result of company's achievement (Cimatti, 2015). Human resources should have skills that divided into 2, which are soft skill and hard skill (Seetha, 2014).

The development of human potential, through formal and informal education is a necessity. In the research of Hidayati et al. (2015) it was appointed not only formal education, but informal education should also be involved in soft skill development. This informal learning is acquired by a person in his family and neighbourhood. The point is it could be learnt from someone's daily life (Lazar & Lazar 2012).

2.3 Soft Skills and Talent Management

Soft Skills is a personal competence such as social aptitudes, communication capability, friendliness, and ability of working in team. Soft Skills are strategic to be successful in personal and professional life then are essential for a candidate when he tries to obtain any kind of job (Cimatti, 2016). Soft skills are not only the technical expertise and knowledge needed for a job. Soft skills are interpersonal qualities, also known as people skills, and personal attributes that one possesses (Robles, 2012).

The competency research related to management, essential competencies include skills that can be classified as soft skills (Weber, Crawford, & Dennison, 2012). Professionals are a vital resource to the firms and the industry at large. Employees' skills, knowledge and competence contribute in great measure to organization's business performance (Oladokun&Gbadegesin, 2017). The highest contribution of our environment was in the effectiveness of the teamwork and the overall development process of the project (Chassidim, Almog, & Mark, 2018).

A survey was conducted with 108 project management professionals in Partial least square (PLS) structural equation modelling was employed and results showed that soft skills of project managers significantly contributed to project success factors and hence the project success (Zuo, Zhao, Nguyen, Ma, & Gao, 2018). The relationships between employees' acquisition of soft skills, the training methodology adopted by the trainer, and work performance indicate that soft skill acquisition and training methodology significantly predict employee performance (Ibrahim, Boerhannoeddin, & Bakare, 2017).

This is especially true for the types of training that have been traditionally referred to as hard-skills (technical) and soft-skills (intrapersonal and interpersonal) training. The work on training transfer has almost been exclusively based upon soft-skills training. This focus on soft skills may be warranted by the specific difficulty in

transferring soft skills (intrapersonal and interpersonal) rather than hard skills (technical) (Laker & Powell, 2011). Soft skills could be developed through a holistic comprising family, self, industry, academia, and resources. Further research could be to delve into the cultural factors (Sethi, 2018). Skills set which is fundamental for the development of an innovative mindset of young people and consequently their personal development are understanding of the characteristics of leadership, creativity, self-efficacy, energy and risk-propensity (Chell&Athayde, 2011).

Based on the explanation of soft skills and the relationship with talent management can be develop hypothesis 1 is "Soft Skills has a positive influence towards Talent Management"

2.4 Hard Skills and Talent Management

Human Resource Management is a comprehensive and strategic approach in managing the human resource and culture in work environment (Okoye &Ezejiofor, 2013). This is the baseline of statement that the improvement of performance quality in law firms could be achieved by implementing Human Resource Management. Several cases indicate that an advocate is demanded for additional skills beside his legal skill. Hence, an advocate as an individual is considered important in a law firm (Stumpf, S. A, 2007). Therefore, it is necessary to maximize human resources' skill as the reflection of organizational success (Okoye, 2013).

Skill development could be added value for advocate in developing human resource, one of them building the relationship with clients (Buckingham & Vosburgh, 2001). The improvement of human resource has 4 models that covers career planning career development, organization expansion and work assessment management (Bangun, 2012).

The success and the superiority of an organization could be accomplished by developing advocate's hard skill in law firm, as one of the strategies. There are two factors that could influence hard skill, which are environment and physical ability (Woods et al., 2015). Challenging work environment and complex work environment provide certain impact on skill escalation. Skill escalation positively influence to work duration. Therefore, to create longer work time, skill

enhancement is required (Russo, 2017). The talent of an advocate could be identified by using skill approach. One of the skills that could be easily identified from an advocate is hard skill. Hard skill is defined as a skill that correlated with knowledge about law, analysis, and legal solution (Stumpf, 2007). Hard skill of an advocate could influence his activity towards client in legal service (Ewertsson, et al., 2015). Hard skill (technical skill) is required in one's career (Wesley, et al., 2017). Assessment on hard skill for its development is necessary to be performed, thus the development could be carried out because of evaluation and the requirement of advocate's hard skill (Deal et al., 2016). Hard skill development is important for innovation, social welfare and productivity based on the demand of digital era and work's automation (King et al., 2016). The development and hard skill design are influenced towards competitiveness of a company that in line with existing development (Goswami, 2018). Based on the explanation of hard skills and the relationship with talent management can be develop hypothesis 2 is "Hard Skills has a positive influence towards Talent Management".

2.5 Competency and Talent Management

Competency is the ability to do something work based on skills and knowledge and on support by the work attitude demanded by the job (Wibowo, 2007). The conceptual model of competency seeks relationships between variables followed by related indicators. The purpose of this model is to find advocate competency to support quality advocates.

In measuring competence at the law firms, it could be performed by identifying the behavior or the active of an advocate specifically that represents performance's characteristics of an advocate. The characteristics is highly related to document, referring to documents in accomplishing a case or documents that related to clients. The competence's measurement at the law firms is more important managing and developing education to advocates. Using the competence approach, law firms will have superior and consistent method in making improvement and decision that represent the value of an organization as well as providing clear information to advocates so they can run the task effectively for their career escalation.

Through the competency improvement, law firms or other service organization could start to think about skill and critical ability that have already (Polden, 2012).

Advocate is a lawyer of law expert that has obligation as an advisor or case defender in the court of law. Terms of Advocate has been noted for hundreds of years and identically with advocate, attorney, rechtsanwalt, barrister, procureurs, advocaat, abogado amhothers in Europe that later was taken over by other countries that colonized by it. It was mentioned in constitution No. 18, year 2003, that advocate is a person that has practice to provide legal services, inside or outside the cour of law that fulfil the requirement set by existing constitutions, as am advocate, lawyer, legal advisor, or legal consultant. Service provided, among others are legal consultation, assisting, defending and running the attorney process on behalf of the client. In developed countries, recently the advocate plays important role besides the provider of legal services, in managing broader social matters. Hence advocate should run important role in accomplishing dispute in handling the case (Dong, 2016).

Due to higher demands on cases in line with quality development of advocate that according to Lopes et al., (2015) lead to many complaints due to untrained advocates in production management, project or commercial and tends not to develop his skill properly (Menkel-Meadow, 2012). Therefore, it is considered as important to conduct research regarding to that issue. Based on the explanation of competency and the relationship with talent management can be develop hypothesis 3 is "Competency has a positive influence towards Talent Management".

2.6 Performance and Talent Management

Performance is the achievement of employee duties and reflects how well employees meet the requirements of a job (Simamora, 2004). The conceptual model of performance seeks relationships between variables followed by related indicators. The purpose of this model is to find advocate performance to support quality advocates. Human resource management considered as a tool to gain beneficial competition, since this HRM practice is considered in line with organization's strategy to

obtain higher organizational performance. HRM is a human resource distribution pattern that is well-planned by organization and objected to achieve organization's goals (Zehir et al., 2016). The development of human resource could be employed on every sector, including law sector, with the purpose of having the individuals that could apply law for implementing righteous regulation. Law firms is one of the offices that apply the development of human resource, hence a talented advocate could be found to provide additional value to clients and to generate the uniqueness of an organization (Lopes et al., 2015). HRM practices aredesignated to enhance the employees with the knowledge, skills, ability, motivation, and opportunity to contribute on positive things (Jiang et al., 2012). Khoreva et al (2017) stated that the activities or processes that correlated with HRM, one among others, is talent management could be employed as the development of several potential talents that have high performance.

Recent reality tells the opposite, since many reports from clients are found regarding to the unsatisfaction towards advocate's performance. It is possible to happen due to the absence of training about quality management and commercial that leads to the lack of skill in solving the cases (Menkel-Meadow, 2012).

The activities that conducted by advocates not limited only to legal arguments inside the courts, but also cover professional tasks, such as proposing or receiving legal documents, gathering evidence, and proposing appeal on behalf of clients and other judicial activities (Wang et al., 2014). Advocate should dedicate himself to serve a client in anyway, unless if the efforts are against the law or restricted by the rules of advocate's ethical code. Good advocate is an advocate who professionally pursues the clients' benefits (Moorhead & Callaghan, 2016). In running the task, advocate acts as guided by advocate's ethics code appropriately and competently (Ries, 2018).Based on the explanation of competency and the relationship with talent management can be develop hypothesis 4 is "Performance has a positive influence towards Talent Management".

2.7   Success and Talent Management

The research on advocate about development of human resource stated that with higher demands

on cases settlement will lead to decreasing advocate's quality (Lopes et al., 2015). To overcome this, a consistent advocate is required to solve problems and handle a law case professionally by obeying the ethical code of advocate properly (LasdinWlas, 1989). In both internal and external environment, a thought about strategy should be considered optimally for accurate information that able to obtain proper success in resolving existing cases to be faced by an advocate (Shujahat, 2017).

Advocate's role in developed countries is very important in resolving dispute in a law case (Dong, 2016). Therefore, services such as legal services to broader social matters should be considered. To achieve impartial law process, advocate has right to represent clients during law process (Lubis, 2016). Every advocate has perspective, mindset, and various kinds of law training to be able to solve a law case effectively (Ray Wall et al., 2016).

One of the strategic managements is a human resource management (HRM), in which there are practices of Human Research Management (HRM) (Kangyin,2015). The focus of Human Resource Management is how an employee could adapt to environment change. At this point, an objective synchronization is required to be fitted with employee's necessities. Hence, an employee will be able to develop and describe the existing skills that he has (Akingbola, 2012). Success determination in performance management could be seen from organizations that success in implementing performance management (Thurbin, 1995).

Dian Triutami (2018) stated, there are influences from certain variables and indicators that have been analyzed in the success of an advocate. Buckingham, (2001) stated that the assessment towards clients and law firm's uniqueness are related to the knowledge and talent of an advocate. In this case, talent management paradigm is closely related to with human resource management (Davis, 2009). A talent from an advocate should be maintained by performing evaluation addressed to detail identification. According to Collins, (2001); Ready et al., (2010), the activity of identification, maintaining to more talented employee's development is the definition of talent management. Career enhancement and higher performance with certain benchmark to improve standard performance to be later integrated in the framework of competency (Mottershead, 2010).Based on the explanation

of competency and the relationship with talent management can be develop hypothesis 5 is "Success has a positive influence towards Talent Management".

3. Methodology

This research was conducted based on a quantitative approach use survey method. A survey as a means for gathering information about the characteristics, actions, or opinions of a large group of people. Surveys can also be used to assess needs, evaluate demand, and examine impact. Population advocates in Indonesia around 50.000 advocates. Samples 100 was taken purposively. This research was conducted in Indonesia at 5 Big Cities are Medan, Jakarta, Yogyakarta, Makassar, and Banjarmasin. The location was selected related with education and training for advocates in supporting their talent management.

The kind of data used in this research consisted of primary and secondary. Primary data is data obtained directly from the object of research. The primary data of this study were obtained from questionnaires filled out by respondents, including identity, and respondent's responses according to the results of filling out the questionnaire. Secondary data is data obtained indirectly or through other parties. Secondary data of this study were obtained from literature studies, journals, and textbook. The secondary data used to compile the information related to the topic that discussed in this study to completing the research.

Data collection was carried out using a survey method with questionnaire. Questionnaire is a collection of questions given to respondents. The questionnaire used has been tested with some questions or statements according to the number of indicators. The questionnaire consists of several answer choices in the form of a Likert scale. Likert scale is one method that can be used to measure a person's perceptions, opinions, and attitudes regarding social phenomena that occur. Likert scale is by giving a statement to the respondent and asked for an answer with a score of 1 to 5.

Data analyses use Partial Least Square (PLS) Variance-Based Structural Equation Modelling (VB-SEM). The data obtained were processed using smartPLS application. Validity refers to the extent to which the precision and accuracy of a measuring instrument can measure a construct.

Construct validity calculations are assessed by convergent validity and discriminant validity. Reliability calculations are assessed by Cronbach's Alpha and composite reliability. (Ringle, Wende, & Will, 2015).

SEM (Variance-Based Structural Equation Modelling) was performed by using smartPLS application. Path analysis that employs Partial Least Square (PLS) consists of 3 relationships. Outer-model that specifies the relationship between latent variable with its indicator (measurement model). Inner-model that specifies relationship between latent variable (structural model). And weight relation in assessing latent variables to be estimated (Ringle et al., 2015).

4. Result

4.1 Characteristic of Respondents

Based on data analysis, it is found that advocates are men (60%) and women (40%), age is ranged between 30-50 years (40%) and 50-70 years

(60%), educational background as Post Graduate Degree (60%) and Undergraduate Degree (40%), and length of work as less than 10 years (60%) and more than 10 years (40%).

Table 4.1 Characteristic of Respondents

Description	Percentage	Percentage
Managers	Men 60%	Women 40%
Age	Between 30-50 40%	Between 50-70 60%
Education	Post Graduate 60%	Undergraduate 40%
Work	Less 10 Years 60%	Above 10 Years 40%

4.2 Outer Model Evaluation

Based on PLS Algorithm can be evaluate validity and reability. Based on Figure 1 can be evaluated convergent validity of outer loading for all indicators.
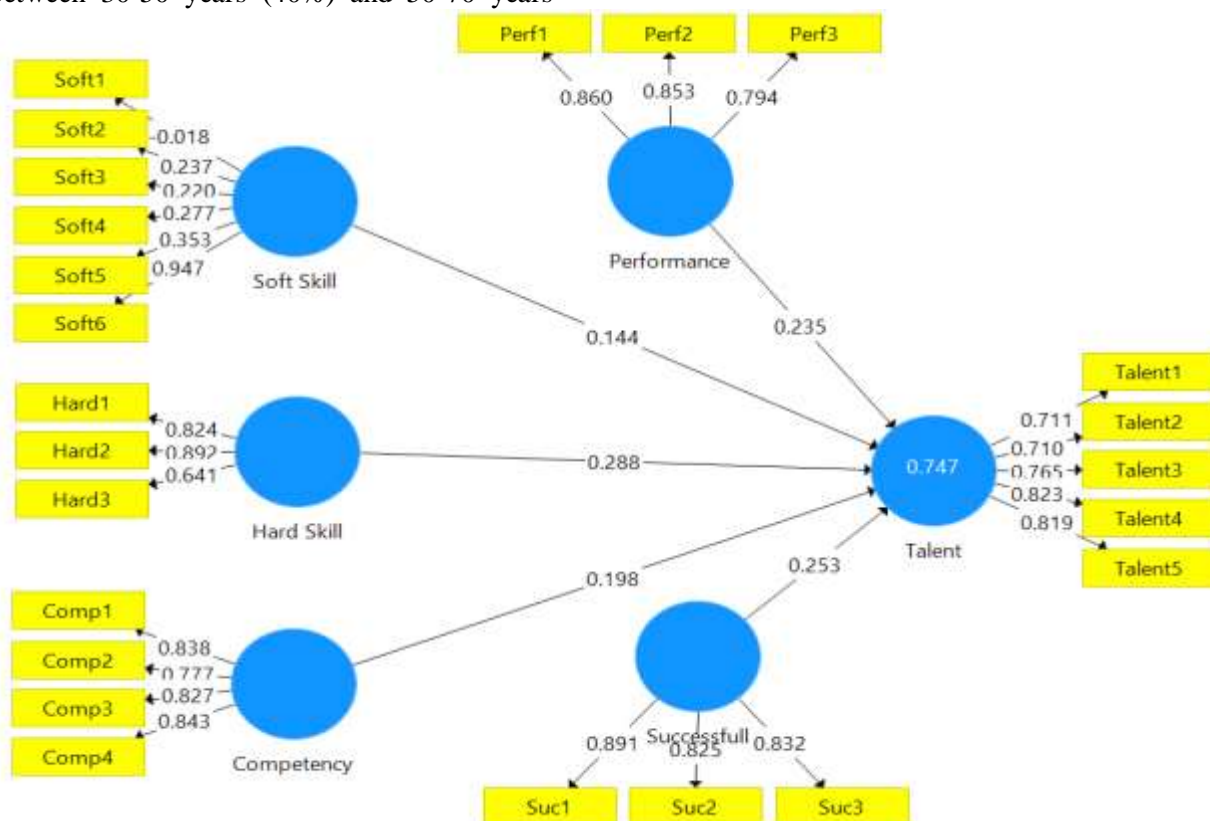

Figure 1. PLS Algorithm

Based on PLS Algorithm can be evaluate validity and reability. Based on Table 1 can be evaluated discriminant validity of variables.

Table 1 Discriminant validity

Variables	Competency	Hard Skill	Performance	Soft Skill	Successful	Talent
Competency	*0.822*					
Hard Skill	*0.565*	*0.793*				
Performance	*0.268*	*0.518*	*0.836*			
Soft Skill	*0.336*	*0.721*	*0.505*	*0.448*		
Successful	*0.250*	*0.387*	*0.791*	*0.466*	*0.850*	
Talent	*0.536*	*0.724*	*0.711*	*0.668*	*0.668*	*0.767*

Based on Table 2 can be evaluated the of Cronbach's Alpha and Composite Reliability

and Average Value Extracted (AVE) for all variables.

Table 2. Reliability of Variables

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Competency	0.841	0.892	0.675
Hard Skill	**0.696**	0.833	0.629
Performance	0.786	0.875	0.699
Soft Skill	**0.640**	**0.458**	**0.200**
Successful	0.807	0.886	0.722
Talent	0.824	0.877	0.589

4.3 Inner Model Evaluation

Based on Figure 1, R-square is valued as 0.744 on Talent Management means 74.4% Talent Management can be explained by independent variables under in this model while remaining 25.6% were explained by other variables outside model. Since the value of R square is positive

and > 0.36 it indicates that the observed value has been well reconstructed and model has a strong predictive relevance (Ringle et al., 2015). Later, it can be continued to test all hypotheses by performing PLS Bootstrapping from the SmartPLS as shown in Figure 2 below:
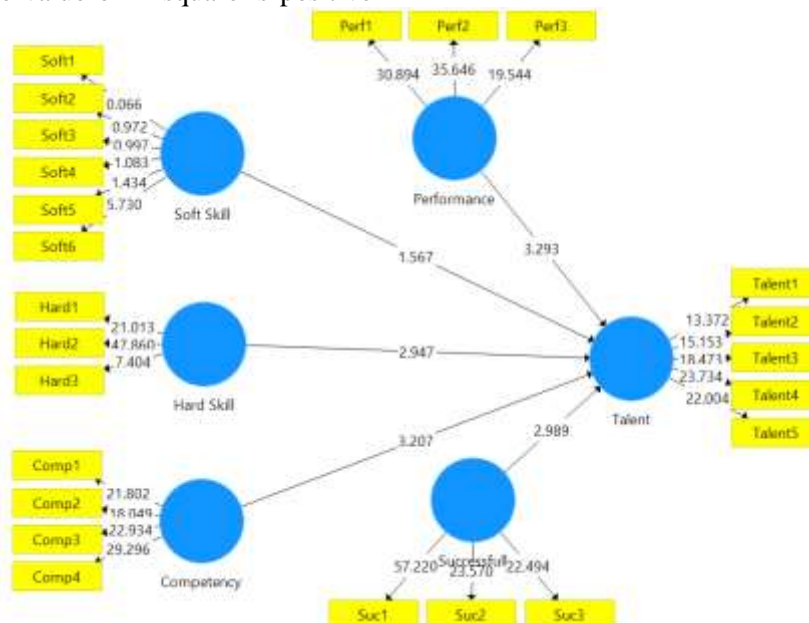

Figure 2. PLS Bootstrapping

By Using significance level 5%, the value of acceptance area Ho +/- 1.96. If value of T Statistics is greater than +/- 1.96 then Ho is rejected, or alternative hypothesis is accepted. Based on Table 3, it can be evaluated as follows: Soft Skills has no influence towards Talent Management. Hard Skills has a positive influence towards Talent Management. Competency has a positive influence towards Talent Management. Performance has a positive influence towards Talent Management. Success has a positive influence towards Talent Management.

Table 3.

Variables	Original	T Statistics	P Values
Competency-> Talent	0.198	3.207	0.001
Hard Skill->Talent	0.288	2.947	0.003
Performance->Talent	0.235	3.293	0.001
Soft Skill->Talent	0.144	1.567	**0.118**
Successful->Talent	0.253	2.989	0.003

5. Conclusion and Further Research

Soft Skills has no influence towards Talent Management. Hard Skills has a positive influence towards Talent Management. Competency has a positive influence towards Talent Management. Performance has a positive influence towards Talent Management. Success has a positive influence towards Talent Management.
Findings implied on theory of talent management. Khoreva et al. (2017) stated that practices or process related to HRM, among others, is talent management. The policy in HRM has long-term objectives, since talent management is considered as key element for sustain organization, in which human resource planning is integrated with business development (Guerci&Solari, 2012). The main idea is to link talent management with HRM practices for strategic recruitment, retention, development and training employees with high performance and potential (Nilsson &Ellstrom, 2012). Talent Management makes it possible to objectively evaluate and identify overall talent on an advocate (Lopes et al., 2015).
Findings also implied on practice of Indonesian Civil Advocates. Law firm must have strategic management to accomplish its superiority in competitive atmosphere. In law firm, human capital includes skill, law education, experiences, reputation and ability to engage with clients. Therefore, the advocate could compare his talent as well as able to manage his career. Talent management is important to identify the most talented advocate and to ensure the career escalation that gives additional value to clients and business. In law firms, the term of talent is recognized as high performance, as the person with that acknowledgement is potential to be offered with future partnership. In practice, it will provide valuable source of information on strengths and weaknesses for self-development. In talent management practices, identified advocate's skills are expected to be able to provide contribution to law firm performance. By the development of talent management program, law firm and decision makers on law firm management will start to think about potential skills that should be retained.
The limitation of this study is resumed that it was conducted with a small number of samples (100) only in 5 regions in Indonesia. This limitation is related with a covid pandemic happened in Indonesia. It was hard to make survey in many cities due to the pandemic session. The other limitation is hard to get respond from advocates due to many activities that they have to do in their office and the court. Future research can be conducted on a wider population and larger number of samples need to be carried out to obtain better results. Future research can also be carried out using a mixed method approach so that it can further improve research results for proper comparisons.

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