

The Role Of Peradi Utama In Enhancing Advocate Quality Through Competence Development In Indonesia

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Abstract

This study aims to analyze the role of the PERADI Utama Advocates Organization in improving the quality of advocates through human resource development in Indonesia. The study is motivated by the increasing demand for advocate professionalism amid the rapid development of law and technology, requiring advocate organizations not only to perform administrative functions but also to play an active role in developing the competence of their members. This research employed a qualitative approach using a case study method. Data were collected through in-depth interviews with 15 informants consisting of members of the Central Executive Board, instructors of the Special Advocate Professional Education Program (*Pendidikan Khusus Profesi Advokat/PKPA*), and practicing advocates, supported by participatory observation and document analysis. Data were analyzed using Braun and Clarke's thematic analysis, while data validity was ensured through triangulation and member checking. The findings reveal that PERADI Utama performs four strategic roles: as a *gatekeeper* through PKPA and the Advocate Professional Examination (UPA), as a *learning center* through continuing legal education, as a *standard setter* through competency standards, and as a *guardian of ethics* through its Honorary Council. The study also identifies supporting factors, including organizational leadership, management commitment, digital technology utilization, and institutional collaboration, as well as inhibiting factors such as limited funding, unequal access to professional education, and varying levels of member participation. To address these challenges, the organization has implemented strategies including digital learning, continuing professional education, expanded institutional collaboration, and strengthened program evaluation. This study concludes that advocate organizations play a significant role as learning institutions in fostering advocate competence, professionalism, and integrity on a sustainable basis.

Keywords: Advocate Organization; Human Resource Development; Advocate Professionalism; Continuing Legal Education; PERADI Utama.

Introduction

As a state based on the rule of law, Indonesia places the law as the fundamental basis for the conduct of national and state life. The principle of the rule of law necessitates a judicial system capable of guaranteeing justice, legal certainty, and the protection of public rights. Within this law enforcement system, several key elements play a role in the judicial process, including judges, prosecutors, the police, and advocates-professionals who provide legal services to the public (Oksidelfa Yanto, Pustaka Reka Cipta, 2020).

Advocates play a strategic role in the judicial system by providing legal assistance, counsel, and representation for their clients' interests, both inside and outside the courtroom. Their presence is a crucial element in upholding the principle of equality before the law—the concept that every individual holds an equal status under the law. Through the services of advocates, the public gains access to justice and adequate legal protection when navigating various legal issues (Sasra et al., *Media Hukum Indonesia*, 2026, pp. 345–351).

The role of advocates in Indonesia is governed by Law Number 18 of 2003 concerning Advocates, which affirms that the legal profession is free, independent, and responsible in providing legal services to the public. Furthermore, the law stipulates that an individual intending to practice as an advocate must meet specific requirements: obtaining a higher education degree in law, completing the Special Education for the Advocate Profession (PKPA), passing the Advocate Profession Examination (UPA), undergoing a continuous internship of at least two years, and being appointed and sworn in as an advocate (Law Number 18 of 2003 concerning Advocates).

Alongside societal evolution, globalization, and digital transformation, the complexity of legal issues has increasingly grown. This situation demands that advocates possess not only a theoretical understanding of the law but also analytical capabilities, practical skills, professional integrity, and the ability to adapt to developments across various legal fields. Consequently, the quality of human resources is a decisive factor in an advocate's professionalism when providing legal services to the public (Sainul et al., 2026, pp. 123–136). Although the process of qualifying as an advocate is structured around formal education, professional training, and internships, a gap remains in practice between academic competence and the demands of actual legal practice. University-level legal education generally places greater emphasis on theoretical aspects; consequently, many advocates at the start of their professional careers still require further learning regarding case handling, the drafting of legal documents, the provision of legal opinions, and the dynamics of dispute resolution. This situation demonstrates the need for the continuous development of advocate competencies.

In this context, advocate organizations play a crucial role in the guidance, supervision, and professional development of advocates. These organizations do not merely perform administrative functions regarding the appointment of advocates; they are also responsible for conducting various educational programs, training sessions, seminars, and legal webinars to enhance the quality of advocates as human resources (Law Number 18 of 2003 concerning Advocates).

One of the advocate organizations performing this function is Peradi Utama. The organization conducts various competency development programs, including the Special Advocate Professional Education (PKPA), national seminars, training sessions, and legal webinars addressing contemporary legal issues. These programs are intended to enhance advocates' competencies, thereby enabling them to provide professional legal services to the public. However, the effectiveness of the human resource development programs implemented by advocate organizations still requires further in-depth academic study.

A review of prior research indicates that studies on advocate organizations generally focus on institutional aspects, professional training, or continuing education in a fragmented manner. Research specifically analyzing the role of advocate organizations in enhancing advocate quality through a human resource development approach remains relatively limited. Therefore, this study offers a novel contribution by analyzing the role of the advocate organization *Peradi Utama* in improving advocate quality through human resource development, including the supporting factors, inhibiting factors, and strategies implemented by the organization to enhance advocate competence.

Methods

This study employs a qualitative approach using a case study method to conduct an in-depth analysis of the role of the Peradi Utama advocate organization in enhancing the quality of advocates through human resource development. A qualitative approach was selected because it enables a comprehensive understanding of the phenomenon under study, based on the experiences, perspectives, and interactions of the informants.

The study was conducted within the Peradi Utama advocate organization, involving 15 informants comprising Central Executive Board (DPP) members, instructors for the Special Advocate Professional Education (PKPA) program, and member advocates from Jakarta, Bandung, and Surabaya. Informants were selected using purposive sampling, based on the criterion that they possessed relevant experience, knowledge, and direct involvement in the human resource development programs organized by the organization.

Data collection was conducted through in-depth interviews, participant observation, and document analysis. Interviews were used to gather information regarding the implementation of human resource development programs, supporting and inhibiting factors, and organizational strategies for enhancing advocate competence. Observations were carried out during the implementation of PKPA activities, seminars, and legal webinars, while

document analysis focused on various organizational documents related to human resource development programs.

Data analysis was conducted using Thematic Analysis based on the Braun and Clarke model, involving the stages of data reduction, coding, theme identification, interpretation, and conclusion drawing. To ensure data validity, the study employed source triangulation, method triangulation, and member checking with informants, thereby ensuring the research findings possessed an adequate level of credibility.

Literature Review

The Advocate Profession and Professionalism

A profession is an occupation that requires specialized expertise acquired through education, training, and adequate experience. A job can be classified as a profession if it entails competency standards, a code of ethics, and social responsibility in the execution of its duties. Thus, a profession is understood not merely as a means of earning an income, but also as a form of service to society performed based on specific competencies (Sutrisno, 2019; Hasibuan, 2020).

Within the legal profession, advocates play a vital role in the law enforcement system by providing legal services to the public, both in and out of court. The status of the advocate as a free, independent, and responsible profession is affirmed in Law Number 18 of 2003 concerning Advocates. Consequently, advocates are required to possess professional competence, integrity, and moral responsibility in the practice of their profession (Law Number 18 of 2003 concerning Advocates; Suharso, 2021).

Professionalism refers to an individual's attitude and conduct in carrying out their profession competently and responsibly, in accordance with professional standards and codes of ethics. It is measured not only by technical proficiency but also by integrity, accountability, adherence to ethical codes, and a commitment to continuously enhancing competence through ongoing education and training (Sinambela, 2020; Rahardjo, 2018; Siregar, 2022).

Based on research by Sutrisno (2019), indicators of professionalism include competence, integrity, responsibility, adherence to the professional code of ethics, and a commitment to continuous competence development. These five indicators serve as the basis for assessing the quality of advocates in providing legal services to the public (Sutrisno, 2019).

Continuing Legal Education for Advocates

Continuing education is a continuous learning process aimed at enhancing professional knowledge, skills, and competencies. For the legal profession, continuing education is

essential; the dynamic nature of legal developments requires advocates to constantly update their knowledge and practical capabilities (Meisarah et al., 2026).

Continuing education can be implemented through various activities, such as seminars, training sessions, workshops, scholarly discussions, and legal webinars. These programs aim not only to enhance understanding of legal developments but also to strengthen advocates' ability to apply the law in practice. Advocate organizations play a crucial role in organizing these competency development programs (Gintings et al., 2020; Rizkia et al., 2023). This study utilizes the concepts of professionalism and continuing education as a framework to analyze how the advocate organization Peradi Utama carries out its human resource development function through various education and training programs designed to improve the quality of advocates in Indonesia.

Results and Discussion

Analysis of the Role of the Peradi Utama Advocate Organization in Enhancing Advocate Quality Through Human Resource Development

Tabel 1. Summary of Research Findings Regarding the Role of the Advocate Organization Peradi Utama

Aspect	Research Findings	Impact on the Quality of Advocates
Gatekeeper	Organizing the Special Education for the Advocate Profession (PKPA) and the Advocate Profession Examination (UPA)	Ensuring the initial competency standards for advocates.
Learning Center	Seminars, webinars, Legal Forum, Learning Academy	Continuously enhancing competence
Standard Setter	Development of competency standards and evaluation	Upholding the quality of the legal profession
Guardian of Ethics	Guidance and supervision through the Honorary Council	Enhancing integrity and adherence to the code of ethics.

Analysis :

Research findings indicate that the Peradi Utama advocate organization performs four strategic roles in the development of advocate human resources: gatekeeper, learning center,

standard setter, and guardian of ethics. These four roles complement one another in building the competence, professionalism, and integrity of advocates.

As a gatekeeper, Peradi Utama ensures that aspiring advocates meet competency requirements by conducting the Special Advocate Professional Education (PKPA) and the Advocate Professional Examination (UPA). These stages serve as quality control mechanisms prior to an individual practicing as an advocate.

Furthermore, the organization serves as a learning center by hosting national seminars, legal webinars, legal forums, and various training sessions that enable advocates to engage in continuous learning. These findings demonstrate that the organization plays a role not only in the initial formation of the profession but also in enhancing competence throughout an advocate's career.

The subsequent role of standard-setter is realized through the formulation of competency standards and the evaluation of advocate quality, while the function of guardian of ethics is carried out through guidance and oversight by the Honorary Council to uphold the profession's integrity. These four functions demonstrate that the advocate organization has implemented comprehensive professional development and oversight.

Discussion

These findings reinforce the theory of Strategic Human Resource Development, which posits that organizations bear the responsibility of systematically building human resource competencies through education, training, evaluation, and continuous coaching. Furthermore, the learning center function identified in this study aligns with Peter M. Senge's concept of the "Learning Organization," which emphasizes the importance of fostering a culture of continuous learning. Thus, Peradi Utama goes beyond merely performing the administrative functions of a professional association; it is transforming into a learning organization that supports the enhancement of advocate quality.

Analysis of Supporting and Inhibiting Factors for the Peradi Utama Advocate Organization

Tabel 2. Summary of Supporting and Hindering Factors

Supporting Factors	Inhibiting Factors
Organizational leadership	Funding limitations
Commitment of the management/board	The vastness of Indonesia's territory

Utilization of digital technology	Equitable access to education
Collaboration with various institutions	The busy schedule of a lawyer
High member participation	Regulatory changes and uneven member participation

Analysis :

Research indicates that the success of human resource development is influenced by both internal and external organizational factors. Key supporting factors include organizational leadership oriented toward human resource development, the commitment of management, the utilization of digital technology, collaborative networks, and member participation. These factors serve as essential assets for the effective implementation of continuing education programs.

On the other hand, the organization continues to face obstacles such as limited funding, Indonesia's vast geography—which affects the equitable distribution of professional education access—advocates' busy schedules, rapidly changing regulations, and uneven levels of member participation. These obstacles could potentially undermine the effectiveness of program implementation if not addressed with appropriate strategies.

Discussion

Despite various obstacles, research findings indicate that supporting factors outweigh inhibiting factors. The utilization of digital technology has proven to be an effective strategy for expanding access to education and ensuring the continuity of the learning process. These findings support human resource management theory, which emphasizes that organizational success depends on the ability to optimize internal resources to address external challenges.

Analysis of the Efforts by the Advocate Organization Peradi Utama to Overcome Obstacles to Human Resource Development

Tabel 3. Organizational Strategy Summary

Obstacle	Organizational Strategy	Expected results
Disparities in access to education	Digitalization of learning	Equitable access to education
Low member participation	Continuing education and SKP policy	Increased participation
Funding limitations	Collaboration with universities and institutions	Efficiency of program implementation

Program evaluation is not yet optimal.	Strengthening the evaluation system	Increasing program effectiveness
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Analisis :

Research indicates that Peradi Utama has implemented various strategies to address obstacles in human resource development. These strategies include strengthening continuing education, optimizing digital technology, fostering partnerships with universities and other institutions, ensuring equitable access to education through scholarship programs and free PKPA (Advocate Profession Special Education) courses, and conducting periodic program evaluations. These strategies demonstrate the organization's commitment to sustaining the ongoing improvement of advocate quality.

Discussion

Research findings indicate that the strategies implemented by Peradi Utama reflect the principles of Strategic Human Resource Development and the Learning Organization. The organization does not merely provide training but also establishes a continuous learning system through the use of technology, institutional collaboration, and program evaluation. This approach strengthens the professionalism of advocates while enhancing the organization's capacity to carry out its professional development functions. These findings expand the body of research on human resource development within advocate organizations by demonstrating that professional bodies can function as active learning institutions rather than acting solely as professional regulators.

Conclusion

The Role of the Peradi Utama Advocate Organization in Enhancing Advocate Quality Through Human Resource Development

Research findings indicate that the Peradi Utama advocate organization plays a strategic role in enhancing the quality of advocates through human resource development. This role is realized through four primary functions: acting as a **gatekeeper** by administering the Special Education for the Advocate Profession (PKPA) and the Advocate Profession Examination (UPA); serving as a **learning center** through seminars, webinars, legal forums, and continuing education; acting as a **standard setter** by formulating competency standards; and serving as a **guardian of ethics** through guidance and oversight provided by the Honorary Council. These four functions demonstrate that the advocate organization does not merely perform the administrative duties stipulated in Law Number 18 of 2003 concerning Advocates,

but also functions as a learning institution that actively and continuously builds the competence, professionalism, and integrity of advocates.

Supporting and Inhibiting Factors for the Peradi Utama Advocate Organization in Improving Advocate Quality

Research indicates that the implementation of human resource development programs is influenced by both supporting and inhibiting factors. Supporting factors include organizational leadership oriented toward human resource development, the commitment of administrators, the utilization of digital technology, collaboration with various institutions, and high levels of member participation in organizational activities. Conversely, inhibiting factors include funding limitations, the vastness of Indonesia's territory affecting equitable access to professional education, the busy schedules of advocates in their professional practice, dynamic regulatory changes, and varying levels of member participation. Despite these obstacles, the study found that supporting factors are more dominant, allowing human resource development programs to continue operating effectively.

Efforts by the Peradi Utama Advocate Organization to Overcome Obstacles to Human Resource Development

Research indicates that the Peradi Utama advocate organization has implemented various strategies to overcome obstacles in human resource development. These strategies include strengthening continuing education, optimizing the use of digital technology, fostering partnerships with universities and other institutions, ensuring equitable access to professional training through scholarship programs and free *PKPA* (Special Education for the Advocate Profession) courses in specific regions, and reinforcing program evaluation systems. These strategies reflect the application of Strategic Human Resource Development and Learning Organization principles, thereby supporting enhancements in the competence, professionalism, and quality of legal services provided by advocates to the public. The study further affirms that advocate organizations can function not only as professional regulators but also as learning institutions that play an active role in the continuous development of human resources.

SUGGESTION

For the Peradi Utama Advocate Organization

The Peradi Utama advocate organization is advised to continue strengthening its human resource development system by enhancing the quality of continuing education, formulating curricula that adapt to regulatory and technological advancements, optimizing the use of digital media, and developing more quantifiable evaluation systems to assess the effectiveness of each competency development program. Furthermore, the organization needs to expand

collaborations with universities, government agencies, and other professional organizations to bolster the quality of professional advocate education.

For Advocate Organizations, the Government, and Higher Education Institutions

Advocate organizations in Indonesia are expected to adopt human resource development practices oriented towards continuous learning, equitable access to professional education, and the utilization of digital technology. The government is expected to strengthen synergy with advocate organizations through policies that support the delivery of professional education and continuing education. Higher education institutions are also expected to expand collaboration with advocate organizations in conducting Advocate Profession Special Education (PKPA), seminars, research, and other academic activities, thereby fostering the integration of knowledge advancement and legal professional practice.

For Future Researchers

Future research should conduct a comparative study of various advocate organizations in Indonesia using quantitative or mixed-methods approaches. Furthermore, it is necessary to develop more comprehensive indicators to measure the effectiveness of human resource development programs, thereby establishing a model for advocate organization development that can be applied more broadly to enhance the quality of advocates in Indonesia.

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