

Factors influencing job satisfaction and performance of the lawyers in Vietnam

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CHRONICLE

ABSTRACT

Article history:

Received: October 16, 2019

Received in revised format:

January 30 2020

Accepted: February 10, 2020

Available online:

February 10, 2020

Keywords:

Job satisfaction

Job Cohesion

Job Performance

Lawyers

Vietnam

The objective of this paper is to assess the factors affecting job satisfaction of lawyers in Vietnam. The study also assesses the effect of job satisfaction on job engagement and the effectiveness of lawyers in Vietnam. Finally, the research examines the intermediary role of Job Cohesion and examines the role of Age's regulatory role in the relationship between Payment, Promotion and Job satisfaction. The results of data analysis using SPSS and Smart PLS software on 863 lawyers show that of the two factors affecting Job satisfaction were not statistically significant; Job Cohesion only had an additional intermediary role, not a full intermediary role on the relationship between Job satisfaction and Job Performance. Finally, Age had a statistically significant regulatory role on the relationship between Payment, Promotion and Job satisfaction. Finally, the author proposes guidelines that help improve the efficiency and job satisfaction of lawyers in Vietnam.

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1. Introduction

Today the retention of good employees with the organization is becoming increasingly important. The stability of human resources will help organizations save costs (training, recruiting) and reduce potential business errors, build trust and shape the culture and reputation for them. Studies also show that employee satisfaction has a positive effect on performance (Saari & Judge, 2004) or organizational loyalty (Saari & Judge, 2004). Therefore, the evaluation of factors affecting the job satisfaction of employees is essential for businesses to adjust their personnel policies appropriately. In the trend of globalization and international economic integration, any country must “equip” itself with a complete justice system in addition to political stability and strong economic power. It is an indispensable for the development of the country. Immersed in that flow, Vietnam has also constantly improved itself in terms of law in general and law on lawyers, practicing law in particular in order to create an important legal basis for development and enhancement and the efficiency of the lawyers' team, so that the country has a team of talented and ethical lawyers. Lawyer is a person who is knowledgeable about law and has experience in law activities, he/she is the person who helps citizens legally in the most effective way when there are cases involved law, especially cases in court. The practice shows that the participation of lawyers in legal proceedings not only better guarantees the right of defense of defendants, defendants and other involved parties, but also helps the procedure-conducting agencies to detect and correct shortcomings, clarifying objective truths, judging the right people, the right crimes, the law, and protecting the socialist legislation. Through advocacy and litigation activities in court, lawyers have contributed to reducing unjust and wrongful cases, and the position of lawyers in society has also been increasingly enhanced. According to the statistics of <http://lsvn.vn/> (2019), in the US, about 200 people have one lawyer (1/200), Japan: 400/1, Singapore: 1,000 / 1; Thailand: 1,526 / 1, Vietnam 16,500 / 1. Thus, it can be seen that in Vietnam there is a shortage of lawyers compared to other countries in the region and the world. In Vietnam, the stereotypes and misperceptions about the legal profession are not limited to opinion. It is also manifested by many attitudes and inappropriate actions between investigating and adjudicating officials and lawyers in resolving cases. Some people believe that the practice of a lawyer is a way for deer to run, ban suspects, defendants to deal with

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and make it difficult for investigations and adjudication. Someone advised the litigants not to ask a lawyer for extra money. Lawyers are only people involved in the proceedings. The procedure-conducting person has the right to make a decision or a judgment. The current procedural law has expanded the right of lawyers to conduct legal proceedings.

But the phenomenon of lawyers causing difficulties in contacting with defendants still occurs. The handling of the phenomena intentionally hindering practicing lawyers has been discussed but still has not had the expected changes. In communication, many people choose to live a closed lifestyle because they think “giving birth to life”. Most people come to a lawyer only when they are in trouble with the law. Sociological investigations show that the number of people who believe in attorneys' results to protect justice for clients is quite low. Once committed to the profession, not every lawyer can pursue a career for life. Some people who have just started the job less than 5 years have had to quit their job because they could not stand the pressure of work. There are lawyers who say, their minds are always stressed because of the various details of life. They are forced to sit for hours in the office to dig, search, elaborately explore every corner of the law, bylaws, international law, laws, customs, practices, etc. to create a legal basis and solid arguments for his justification arguments. The pressure of work leaves them with no time to travel, to relax, to take care of family life, even in the case of a broken marriage. According to a survey by the American Bar Association (ABA), just over 50% of lawyers are satisfied with the profession. Among lawyers with 6 to 9 years of experience, only 4 out of 10 lawyers say they are satisfied with their career; For lawyers practicing 10 years or more, this rate is 6/10 <http://lsvn.vn/> (2019). These figures show that lawyers are only satisfied with their jobs when they are old. Therefore, professional training, helping to solve problems in practice and in life has become an important task of the Bar Association at all levels. In the association of lawyers at all levels, there is a department to closely monitor the situation, conditions of practice of lawyers to provide timely assistance to the problem lawyers.

Based on the theoretical and practical basis, the article conducts research on factors affecting job satisfaction, thereby leading to the connection between lawyers and the performance of lawyers in Vietnam. The layout of the article in addition to the introduction includes: Overview of research, theoretical basis, research methods, research results and conclusions.

2. Literature review

2.1. Lawyer and the legal profession in Vietnam

After the ordinance on lawyers and especially the Law on Lawyers 2012 was enacted, the team of lawyers has developed in both quantity and quality. The development and change of the lawyers' team is in part due to the new provisions of the Law on Lawyers regarding criteria such as the standards of lawyers, conditions for practicing law, the process of becoming lawyers, regulations. about being an apprentice and joining the Bar Association.

For example, about standards and conditions for practicing law:

- Criteria of lawyers according to the provisions of Vietnamese law: According to the Law on Lawyers, Vietnamese citizens who are loyal to the Fatherland, abide by the Constitution and laws, have good moral qualities, have a university degree in law, have been trained in law practice, have passed the time of practicing law practice and physically fit to practice law may become a lawyer.
- Conditions for practicing law in accordance with Vietnamese law

Inheriting the provisions of the 2006 Ordinance on Lawyers, the Law on Lawyers stipulates that people who want to practice law practice must have a practicing certificate of law and join a Bar Association. This provision is aimed at ensuring the professionalism of the lawyer's profession, preventing the situation where people who do not meet the criteria and conditions still provide legal services like lawyers, contributing to protecting the interests of individuals and groups. organization and society, strengthening management of the law practice. This condition is also prescribed by the law on law practice of many countries in the world.

However, practicing law in Vietnam still has many limitations as follows:

Firstly, the quality of the contingent of lawyers remains limited. Nearly half of the current lawyers have not been properly trained in practicing skills. The effectiveness of lawyers' participation in legal proceedings still does not meet the requirements for litigation at the trial in the spirit of judicial reform. The lawyers still lack experience in collecting documents, objects and details related to the process of defense, debate, making requests and recommendations at the trial. Some lawyers also have improper professional attitudes in dealing with the procedure-conducting agencies, the procedure conductors and their fellow lawyers, affecting the reputation of the lawyers' team.

Secondly, in terms of the level of specialization in practice, the majority of lawyers in our country practice in all areas participating in the proceedings, legal advice, non-procedural representation and other legal services. Although the number of lawyers in Vietnam has increased significantly in recent years, it has not yet formed a team of lawyers specializing in various fields. Lawyers mainly practice in civil and criminal fields. In other legal fields such as administration, labor, economics, etc. the rate of cases where lawyers are involved is relatively low.

2.2. Job Satisfaction

Job satisfaction is a concept with no consensus among different researchers. Spector (1997) argues that job satisfaction is simply job interest and job aspects and sees job satisfaction as a behavioral variable. Job satisfaction is also referred to as being satisfied with specific aspects or overall job satisfaction. Others argue that job satisfaction is attributed to individual worker factors or organizational influences on job perceptions (Luddy, 2005). Some researchers think that job satisfaction is the way workers feel about their job (Riketta, 2008) or the feeling of an individual about their job. According to Schultz (1982), job satisfaction is basically the psychological decision of people about their jobs. Siegal and Lance (1987) suggest that job satisfaction is an emotional expression that determines how much people like their work. Karatepe and Kilic (2007) and Phan Thanh Hai (2017) said that job satisfaction or dissatisfaction at work is defined as a person's positive or negative attitude about assessing their work, not have intention or intention to leave the organization and introduce good / not good organization to the outside.

2.3. Cohesion at work

A simple and quite comprehensive way of associating employees is the dedication and dedication of an individual's work to his or her job. It can be seen that an employee dedicated to work will always feel excited, joyful, that's when they feel really comfortable both in emotion, physical and cognitive at work. In addition, the engagement of employees with the organization in the work of each individual will have different levels such as: some people actively engage and some people do not want to engage. This is just a simple way to "earn a living" without any cohesion. In general, a strong business will need the unequal cohesion from the employees. Employees are the "elements" that make up the big block of success in the business, closely linked will make the business stand out. On the contrary, no cohesion makes the company distracted by negative thoughts. Employee engagement is not only an employee-to-work attachment but also a close, sociable relationship between employees in the business and colleagues, and their workplace. A cohesive working environment, connecting employees will be an invisible "catalyst" that makes them more enthusiastic in their work than ever before. When a business has created a working environment that engages employees with the organization in a positive way among employees, it is a way to help employees work harder to complete assigned tasks. best.

2.4. Theories

Other studies on job satisfaction or job satisfaction are based on motivational theories such as Maslow (1943), two-factor theory Herzberg (1959), justice theory Adam (1963), expectation theory of Vroom (1964), job characteristic theory of Hackman & Oldham (1974), achievement theory of McClelland (1988). Needs Tower is one of the most famous theories on motivation and is widely applied in all fields from business to marketing, human resources or in the life of every person. In this theory, Maslow arranges human needs in a hierarchical order in the form of pyramids, basic needs at the base and higher level needs to appear. The demand at that fundamental level must be satisfied first. The process of forming and developing the Bridge Tower can be divided into two main phases. In the beginning, Maslow arranged human needs in five levels. Then, around 1970-1990, the hierarchy of the Bridge Tower was further adjusted into 7 steps and finally 8 steps. Equity Theory is a theory of employee mobilization that was introduced by John Stacey Adams, a behavioral and management psychologist, in 1963. Like many other famous motivations. In the early 1940s, Abraham Maslow created the theory of needs. Identify basic human needs in the order of their importance: physiological needs, safety needs, social needs, self-esteem needs and self-affirmative needs. Later, David McClelland created the same theory in his own work in 1961. He identified three dynamics that he believed we all had: the need for achievement the need for connectivity and the need for power. Each person will have different characteristics depending on the needs from time to time. McClelland says that, regardless of gender, culture or age, we all have three motivations, and one of them will be the main driving force that governs us. This main motivation depends largely on culture and life experiences.

2.5. Factors affecting job satisfaction

Early job satisfaction research in the world began in the early 20th century with the Haproock study (1930 cited by Luddy, 2005). Models of job satisfaction assessment have also been developed by scholars quite early. One of the most famous models is the job descriptive index (JDI) developed by Smith et al. (1969) from Cornell University. The JDI model assesses job satisfaction of employees based on 05 research variables that are (1) The nature of work, (2) Training and advancement opportunities, (3) Leadership; (4) Colleagues and (5) Income. The JDI model is considered to have good content, solid and reliable concepts (Kerr, 1995 cited by Le et al., 2015). JDI is also considered as a tool of choice for assessing job satisfaction (Gurney, 1997). Although highly appreciated both in theory and practice, JDI also has its weaknesses. The first is the use of questionnaires with 72 items that were deemed too long to make it difficult to investigate. The second type of answer question in the original JDI model is the type of Yes - No answer that does not evaluate many different levels of satisfaction of employees. Thirdly, there is no question in JDI to assess workers' overall satisfaction (Spector, 1997). Researchers now use a modified JDI model with questionnaires designed in the form of a Likert scale that is useful for assessing more workers' perceptions and the number of questions also adjusted. less than the original JDI (Le et al., 2015). Within the scope of this study, factors affecting job satisfaction were also determined on the basis of JDI model indicators and adding new factors from new studies including:

- Nature of the work: Relates to the challenges of the job, relevance to personal ability and job comfort.
- Promotion: Relates to employee awareness of opportunities for training, self-development, and promotion opportunities in the organization
- Supervision: Relating to the relationship between superiors and subordinates such as the support of leadership, leadership style, management ability of leadership.
- Co-Worker: Relates to the behaviors, colleagues' relationships at work
- Payment: Related to the fairness in paying employees both inside and outside the business
- Communication: A communication activity, cohesion within the organizational unit
- Contingent Rewards: Rewarding the working spirit of employees in the organization
- Operating conditions: Employee working environment: Physical environment and human environment
- Fringe Benefits: Additional benefits that workers are entitled to.

3. Research method

3.1. Research sample

The study was conducted on 863 lawyers in Vietnam. The author sent a survey questionnaire to assess the factors affecting job satisfaction and work efficiency of lawyers in Vietnam from September 2019 to January 2020. Within 5 months of collecting data, the author sent more than 1,000 questionnaires sent directly to lawyers or emailed to lawyers in Vietnam. The author collected all 926 questionnaires. After sorting, cleaning and filtering the data, the remaining 863 valid questionnaires were used for data analysis.

3.2. Research models

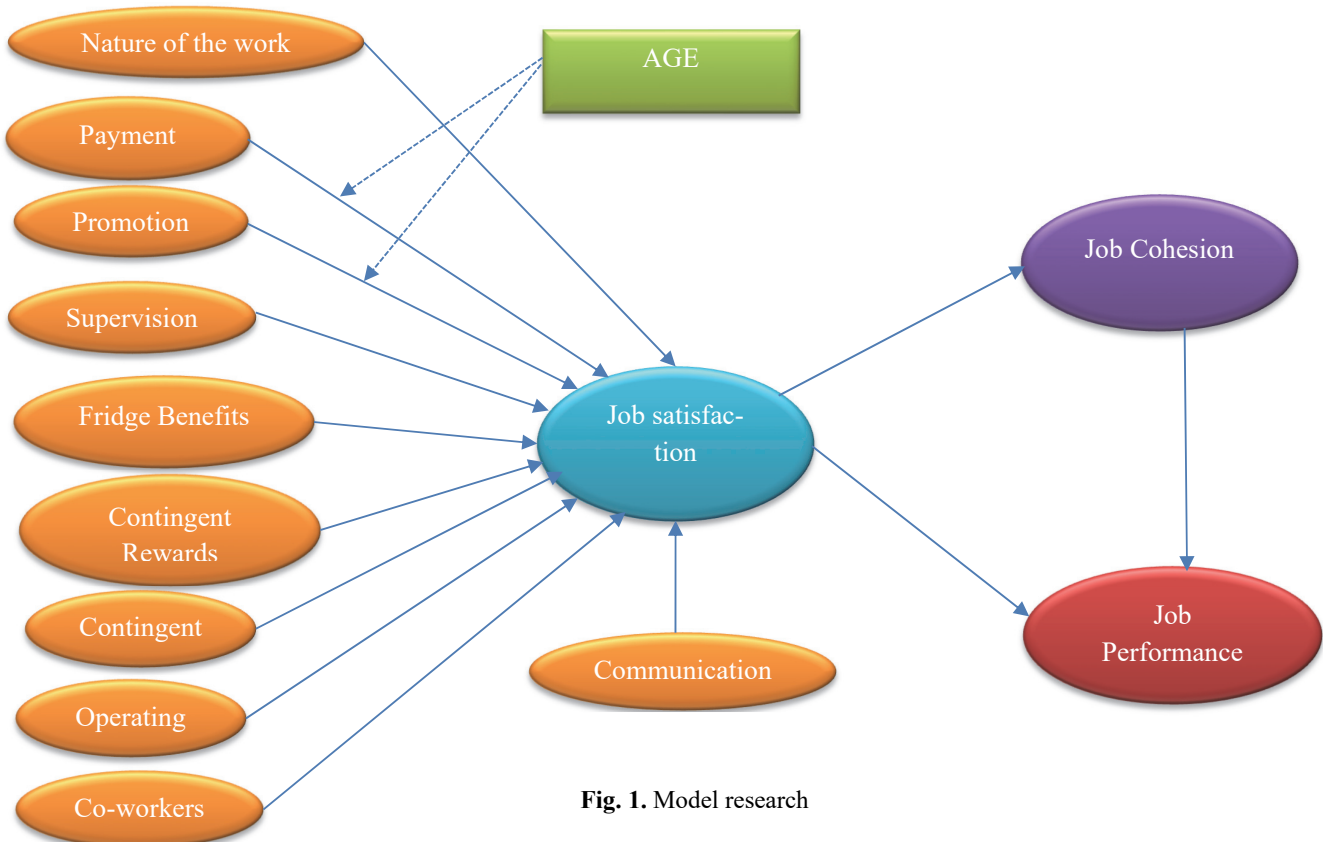


Fig. 1. Model research

Here:

Dependent variables are: Job Performance: Job performance is measured through 9 items developed from Folan and Browne (2005) and Sony and Mekoth (2016). The scales are measured through a 5-point Likert scale of 1 which is strongly disagree and 5 is strongly agree.

Job satisfaction: Job satisfaction is the job of lawyers in Vietnam. The Job satisfaction variable is measured through 9 different aspects that affect the job satisfaction of lawyers in Vietnam: Payment, Promotion, Supervision, Fringe Benefit, Contingent Rewards, Operating conditions, Co-workers, Nature of the work, Communication. These nine dimensions were measured from 36 items developed from research by Halkos and Bousinakis, (2010); Muse and Stamper, (2007); Pettijohn et al. (2008); Valaei and Jiroudi (2016) was later adapted to the Vietnamese context. The scales are measured by a 5-point Likert scale of 1 which is strongly disagree and 5 is strongly agree.

Job Cohesion: The engagement of lawyers is an intermediary variable in the relationship between job satisfaction and job performance. When lawyers are satisfied with their work, they will see the association with the organization and with their colleagues so that the work efficiency is higher because then they will devote their best and work efficiency is guaranteed. The Job Cohesion variable is measured from 6 items developed from Saks (2006). The scales are measured by a 5-point Likert scale of 1 which is strongly disagree and 5 is strongly agree.

The Age variable is considered to be a moderator variable in the research model. The Age variable regulates the relationship between Promotion and job satisfaction; and the relationship between Payment and job satisfaction.

Research hypotheses:

H₁: Job satisfaction of lawyers in Vietnam has a positive impact on Job Cohesion.

H₂: Job satisfaction of lawyers in Vietnam has a positive impact on Job Performance.

H₃: The Job Cohesion of lawyers in Vietnam has a positive impact on Job Performance.

H₄: Job Cohesion plays an intermediary role in the relationship between Job satisfaction and Job Performance.

H₅: Age has a regulatory role in the relationship between Payment and Job satisfaction.

H₆: Age has a regulatory role in the relationship between Promotion and Job satisfaction.

3.3. Data analysis method

Quantitative research methods are used to test models and research hypotheses. The collected sample is first screened and removed for unsatisfactory data streams. Next, linear structure model is used to test the research hypothesis. Different from most previous studies using CB-SEM (e.g., AMOS), this study implements the least squares linear structure model (PLS-SEM) because this method is widely used. extensively in current studies (Hair et al., 2014; Henseler et al., 2009) as well as showing some advantages compared to CB-SEM (Hair et al., 2011). PLS-SEM is used to simultaneously estimate measurement and structural models of the proposed research model. There are two types of SEM: SEM based on covariance-based SEM (CB-SEM) covariance and SEM based on partial squares of Partial Least Squares SEM (PLS-SEM; also known as PLS path model). CB-SEM is primarily used to validate (or reject) hypotheses (that is, a set of system relationships between multiple variables). It does this by determining how well the proposed theoretical model can estimate the covariance matrix for a dataset. In contrast, PLS-SEM is primarily used to develop theories in exploratory research. It does this by focusing on explaining the variance in the dependent variables when examining the model Hair et al (2011); Hair et al (2013). Simultaneously, the measurement model and the structural model of the proposed research model. The tool used to perform the analysis is SPSS 22 software for descriptive statistics, and SmartPLS software 3.2. for both measurement model and linear structure equation.

4. Research results

The steps to verify the reliability and validity of the scale in this study follow the suggestion of Hair et al. (2016), including testing internal consistency, convergence and discriminant validity.

The results of the scale test show that the scales are intrinsic consistency (Cronbach's Alpha is greater than 0.7 and the overall reliability of the scales are greater than 0.7). At the same time, the multiplier load factors are greater than 0.7 (the square is greater than 0.5) and the extracted variance is greater than 0.5. Therefore, the proposed scales achieve convergence values Henseler et al. (2015). The values in Table 1 meet the analytical conditions. The data show that the scales ensure the reliability of the scale to continue the next analysis.

Table 1
Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Co-workers	0.872	0.872	0.872	0.695
Communication	0.932	0.933	0.932	0.776
Contingent Rewards	0.898	0.898	0.898	0.638
Fringe Benefits	0.911	0.911	0.911	0.672
Job Performance	0.949	0.952	0.948	0.650
Job satisfaction	0.973	0.982	0.976	0.568
Nature of the Work	0.923	0.929	0.924	0.803
Operating Conditions	0.872	0.872	0.872	0.694
Payment	0.871	0.874	0.871	0.575
Promotion	0.910	0.911	0.910	0.629
Supervision	0.928	0.928	0.928	0.682
job cohesion	0.920	0.920	0.920	0.697

Table 2
Discriminant Validity (Fornell-Larcker Criterion)

	Co-workers	Communication	Contingent Rewards	Fringe Benefits	Job Performance	Job satisfaction	Nature of the Work	Operating Conditions	Payment	Promotion	Supervision	job cohesion
Co-workers	0.833											
Communication	0.508	0.881										
Contingent Rewards	0.182	0.356	0.799									
Fringe Benefits	0.189	0.274	0.009	0.820								
Job Performance	0.363	0.321	0.432	0.394	0.806							
Job satisfaction	0.283	0.103	0.035	0.011	0.114	0.754						
Nature of the Work	0.154	0.199	0.331	0.482	0.357	0.101	0.896					
Operating Conditions	0.237	0.196	0.022	0.267	0.391	0.009	0.469	0.833				
Payment	0.391	0.349	0.264	0.125	0.077	0.444	0.383	0.414	0.758			
Promotion	0.193	0.200	0.049	0.020	0.395	0.038	0.466	0.037	0.223	0.793		
Supervision	0.232	0.301	0.026	0.288	0.398	0.015	0.116	0.294	0.424	0.030	0.826	
job cohesion	0.196	0.379	0.270	0.150	0.214	0.472	0.486	0.431	0.620	0.474	0.461	0.835

The analysis results show that the smallest square root value of AVE (0.775) is greater than the largest value of the correlation between conceptual pairs (0.62). Consequently, conceptual structures achieve discriminant validity (Table 2).

The criteria for evaluating the quality of PLS-SEM model as well as the hypothetical testing steps in this study are based on the evaluation suggestions of Hair et al. (2016, 2017). According to these authors, PLS-SEM does not have a suitable measure for the whole model, instead, the quality of the model is assessed through two values, R² and Q² (Stone-Geisser Indicator). R² and Q² refer to explanatory and predictive evaluations of endogenous structures. Results R² and Q² in Table 3 show that the structural model is of good quality. Variables in the model explain more than 45% of the variation in Job performance and explain over 33% of the variation in Job satisfaction. Q² Job performance = 0.08; Q² Job satisfaction = 0.13; Q² Job Cohesion = 0.17. effect size $q^2 = (Q^2_{included} - Q^2_{excluded}) / (1 - Q^2_{included})$. With Q²_{included} and Q²_{excluded} as the Q-squared value of the endogenous variable when the corresponding exogenous variable is included in the model or removed from the model. Values of q² corresponding to 0.02, 0.15, and 0.35 show that exogenous variables have small, medium and large predictive potential endogenous variables. Next, the VIF of the conceptual structures is all less than 3, showing that the collinearity phenomenon between the explanatory variables (independent) does not affect the test of the research hypothesis.

Table 3
R Square

	R Square	R Square Adjusted
Job Performance	0.402	0.498
Job satisfaction	0.333	0.334
job cohesion	0.223	0.221

$$f^2 = (R^2_{included} - R^2_{excluded}) / (1 - R^2_{included})$$

The values f^2 correspond to 0.02, 0.15, and 0.35, corresponding to the small, medium and large impact values (Cohen, 1988) of exogenous variables. If the effect size is <0.02 then it is considered as having no effect.

Table 4
F Square

	Co-workers	Communication	Contingent Rewards	Fringe Benefits	Job Performance	Job satisfaction	Nature of the Work	Operating Conditions	Payment	Promotion	Supervision	job cohesion
Co-workers						0.189						
Communication						0.196						
Contingent Rewards						0.198						
Fringe Benefits						0.208						
Job Performance												
Job satisfaction					0.208							0.287
Nature of the Work						0.226						
Operating Conditions						0.238						
Payment						0.210						
Promotion						0.281						
Supervision						0.209						
job cohesion					0.187							

Table 5
Model fit

	Saturated Model	Estimated Model
SRMR	0.072	0.078
d_ ULS	0.210	0.218
d_ G1	0.468	0.498
d_ G2	0.472	0.479
Chi-Square	1,552.358	1,568.211
NFI	0.888	0.889

The data show that the research model is consistent with the research data and guaranteed for further analysis.

Hypothesis test results:

From the hypothesis test results in Fig. 2 shows that the job satisfaction of lawyers had a very strong positive impact on Job Cohesion at the impact level of 0.472 at the 1% significance level ($P_value = 0.000$). This means that lawyers in Vietnam who feel satisfied with their work will have a strong impact on the cohesion in their work. Attachment here is understood to be cohesion with colleagues and engagement with organizations that may be courts or lawyer's offices in Vietnam. Next, from the results in Fig. 2, Job satisfaction has a moderate impact on the performance of lawyers in Vietnam, with an average impact of 0.220 at the meaningful level 1. % ($P_value = 0.000$), which means that in the overall SEM structure model, if the lawyers in Vietnam are satisfied with the job, they still have a positive direct impact on their Job performance. At the same time, with lawyers in Vietnam, Job cohesion has a strong impact on Job Performance with a very strong impact factor of 0.410 at 1% significance level ($P_value = 0.000$).

With factors affecting Job Satisfaction, it shows that almost all 9 aspects affect Job satisfaction. Only two factors, Communication and Contingent Rewards, do not have a statistically significant relationship to Job satisfaction. Of the remaining 7 factors that have a statistically significant impact on Job satisfaction, among them, Supervision and Fringe Benefits factors have the strongest impacts on Job satisfaction with impact ratios of 0.236 and 0.312, respectively at 1% significance level ($P_value = 0.000$). Next is the Promotion factor with an average impact on Job satisfaction of 0.175 at the 1% significance level ($P_value = 0.000$). In the Vietnamese context, with a culture of importance of rights, the role of job promotion opportunities is an important factor affecting job satisfaction. The direct manager and the rewards are also the most important factor affecting job satisfaction. Because for lawyers, the characteristic of the job is that decisions are made, so the role of the direct manager is very important. In addition, the legal profession is a profession that must always cultivate knowledge, lawyers often have to undergo quality control exams like auditing. Therefore, certificates of merit are very important factors for a lawyer. Therefore, the new Fringe Benefits factor has a strong impact on such job satisfaction. In contrast, the Payment factor has very little impact on Job satisfaction with an impact coefficient of only 0.014 at the 1% significance level ($P_value = 0.000$). This result is very different from previous studies such as Valaei and Jiroudi's (2016). This may be because the sample is mainly lawyers with the age of over 40 years old and the work experience are over 10 years. Moreover, with the characteristics of Vietnamese culture, the lawyers will mostly work at an organization / agency to enroll, but in fact they will be much more active outside and the income from outside is their main income. Therefore, the Payment factor has a very weak impact on Job satisfaction. Similarly, the factors Nature of the work and Co-corker have a weak impact on job satisfaction.

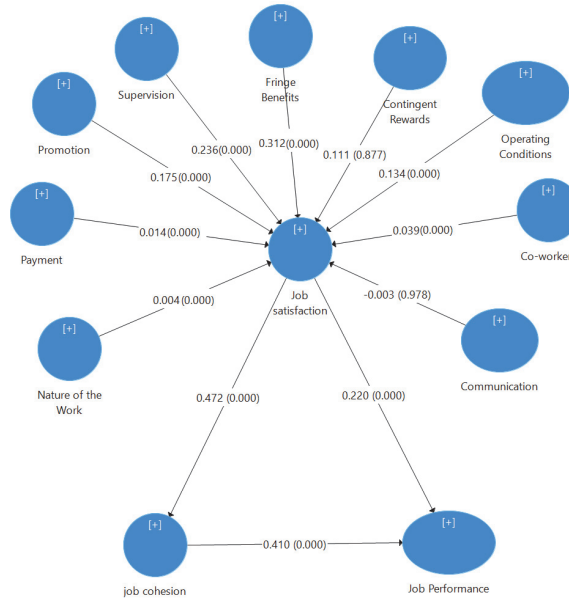


Fig. 2. Hypothesis test results (Boostrap out)

Next, the author examines the intermediary role of Job Cohesion in the relationship between Job satisfaction and Job Performance.

Step 1: The author tests the direct relationship between Job satisfaction and Job Performance

The following results:

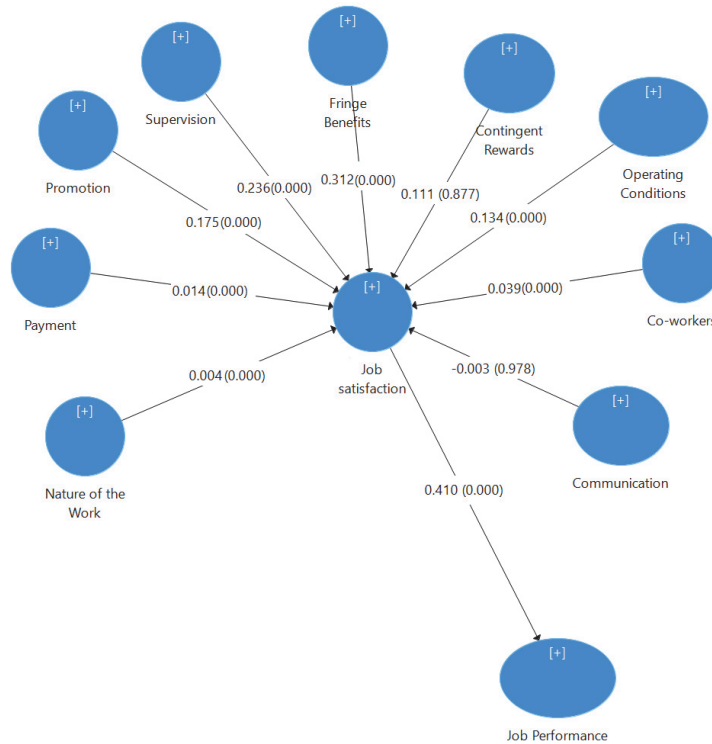


Fig. 3. The direct impact of Job satisfaction on Job Performance

From Fig. 3 shows, when considering the direct impact of Job satisfaction on Job Performance, Job satisfaction has a direct impact on Job Performance with a very strong impact level of 0.410 at the 1% significance level (P_value = 0.000). This means, eligible for the next check.

Next, the author examines the direct relationship of Job satisfaction with Job Cohesion and the direct relationship between Job Cohesion and Job Performance. The following results:



Fig. 4. Verifying direct relationship of mediate variable

From Fig. 4 we understand that when considering the direct relationship between Job satisfaction and Job Cohesion of lawyers in Vietnam, Job Satisfaction has a very strong direct impact on Job Cohesion with an impact level of 0.472 (P_value = 0.000). In addition, the Job Cohesion of lawyers also strongly impacted Job Performance directly with an impact level of 0.220 at 1% significance level (P_value = 0.000). Thus, all relationships are satisfied to test the intermediary role of Job Cohesion in the relationship between Job satisfaction and Job Performance.

From the results of the SEM model summarized in Fig. 2, Job satisfaction still has a direct impact on Job Performance with an average impact factor of 0.220. This means that Job Cohesion does not play a full intermediary role in the relationship between Job satisfaction and Job Performance of lawyers in Vietnam. Job Cohesion only has a role of Complementary mediation - an additional intermediary in the relationship between Job satisfaction and Job Performance because both direct and indirect effects are statistically and positively (Hair et al., 2011).

Finally, the author examined Age's regulatory role in the relationship between Payment and Job satisfaction and the relationship between Promotion and Job Satisfaction.

First, the author examines Age's regulatory role in the relationship between Payment and Job Satisfaction.

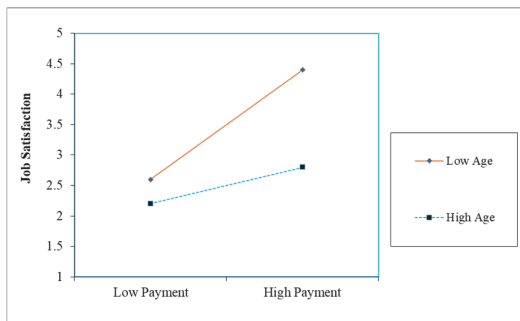


Fig. 5. Age's moderate role in the relationship between Payment and Job satisfaction

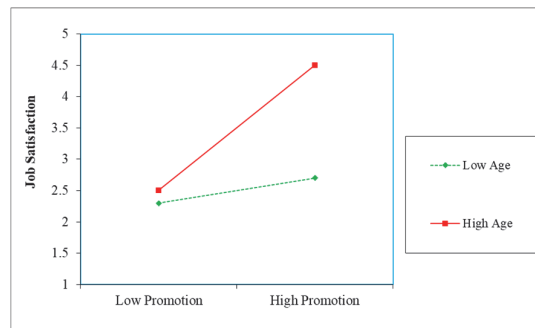


Fig. 6. Age's moderate role in the relationship between Promotion and Job satisfaction

The results of Fig. 5 shows the context of Vietnam. For the older lawyers, the salary from the main organization has a positive but not strong impact on Job Satisfaction. Because of the older and more experienced lawyers and lawyers, their income is more likely to come from outside contracts rather than from fixed income in the organization. The results of this study are different from those of other developed countries. Because the culture and institutions of developing countries, especially

Vietnam, are completely different from developed countries like the US and Europe. Next, the author examined Age's regulatory role in the relationship between Promotion and Job Satisfaction. Fig. 6 shows that the older the lawyer, the greater the opportunity for advancement in the job which also has a strong impact on Job satisfaction. Because with the older lawyers, they have extensive experience so according to Maslow's demand pyramid, they need to assert themselves now, so the need for promotion has a very strong impact on Job satisfaction. In contrast to the younger lawyers, especially the probationary lawyers, they have to accumulate experience, ensure family life so the motivation for promotion has less impact on Job satisfaction of Young lawyer.

5. Conclusion

The law profession in Vietnam has been achieving remarkable progress every day, the role of the law profession in society has been increasingly improved, the quality and reputation of lawyers has become bigger and bigger, operating activities. The lawyer's profession, the law-practicing organizations are developing in the direction of professionalization and looking for the future, we see that, in order to implement Resolution No. 49 / NQ-TW on the Strategy on Judicial Reform to the year 2020, the task of training and developing the lawyer team is enough in terms of quantity, having political and ethical qualities and professional qualifications. Since then, the author has proposed a number of solutions to improve the quality of lawyers in Vietnam. First, attention should be paid on raising the profound awareness of the social functions of lawyers and strongly promoting the renewal of lawyers' professional training process according to the appropriate process and scope, training and education, political, ethical and cultural profession for lawyers; building a core political nucleus in a law-practicing organization in order to help every lawyer be fully aware of social responsibilities, professional responsibilities and the sufficient political skills to properly apply in professional activities and building and improving personal reputation in particular and of the team of lawyers in general along with improving the professional quality, political spirit and professional ethics of lawyers. Secondly, it is necessary to improve the law on lawyers in consultancy, participation in legal proceedings and other legal services, etc. in order to cover the scope of professional activities in the legal service market at home and abroad, for those in rural, deep-lying, remote areas, ethnic minorities, border areas, islands, new industrial zones. It is necessary to develop long-term strategies for development and professional lawyers in Vietnam meet the requirements of international integration, enabling lawyers to participate more in the reconciliation and handling of disputes among the people and disputes. At the same time, it is encouraged to allow law-practicing organizations and individuals to set up branches in foreign countries to participate in competition in the international legal service market; strengthen oversight of activities of foreign lawyers' organizations practicing in Vietnam.

Thirdly, it is necessary to build a system of criteria and values of lawyers' professional culture, ensuring that law-practicing organizations and each lawyer operate effectively and in accordance with the social functions of law. In each law-practicing organization, it is necessary to set standards for the law-practicing organization to operate in a unified manner, spreading the spirit of the community that bears the responsibility in a deep belief in the ideals of the lawyer's profession with high confidence in dignity, professional ethics and a common standard of cultural conduct. In the operation regulations of each professional organization or cooperation contract between lawyers, it is necessary to include some additional contents specified in the Law on Lawyers, the Code of Ethics and some criteria of cultural conduct especially the binding on the responsibility to ensure professional reputation, the prohibitions and the liability for property to a law-practicing organization when a complaint is made by a client that the law-practicing organization has had to deal with customers (if any); Obligation to buy lawyer's professional liability insurance and pay social insurance premiums for members of law-practicing organizations. In order to maintain a consistent and smooth operation, creating a common ground of professional culture, the heads of law-practicing organizations must be exemplary in adhering to the standards set by themselves, creating an atmosphere of democratic activities but strictly in practicing discipline, minimize risks that may occur due to violations of law and professional ethics. Based on the division of responsibilities, good management of income and distribution, there should be a reasonable distribution policy as a positive lever. Each practicing organization needs to create levers to stimulate career passion, a sense of cultivation and training; while focusing on material rewards, and encouraging spiritual rewards through typical voting, participation in social activities, charity or election to elected organizations; application of scientific and technical advances in the organization of law practice organizations; building on-the-spot training programs, improving foreign language skills, sending lawyers to attend short-term and long-term training courses abroad.

On that basis, standards need to be set up to vote and organize the award when practicing, guiding the principles and contents of introductions, advertising on newspapers or business cards as a cultural communication tool; building a database of advisory and defense documents, protecting the legal rights of lawyers throughout the country; strengthen inspection, supervision, discipline and handling of violations of law from judicial administrative agencies and professional social organizations, law-practicing organizations about practice scope, perform the rights and obligations prescribed by law and the Code of Ethics. From the results of the research model, we understand that Promotion, Payment and Fringe Benefits had a strong impact on the Job Satisfaction of lawyers in Vietnam, so the law practice organizations in Vietnam are designed accordingly.

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