

## Factors affecting motivation and performance of lawyers in Vietnam

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### ABSTRACT

The objective of this paper is to assess the factors affecting the lawyers' motivation in Vietnam through the Emotional Intelligence factor and the factors affecting Lawyer's performance. To accomplish this goal, we conducted a survey for half a year and analyzed data on 960 lawyers, then used SPSS 22 and Smart PLS 3.0 software to analyze the data. The results show that all six factors positively impact Emotional Intelligence. Emotional Intelligence both positively and positively impact Lawyer's Motivation and Lawyer's Performance. At the same time Lawyer's Motivation has a statistically significant positive impact on Lawyer's Performance. Finally, the results of multi-group testing between male and female lawyers are statistically different. From the research results, we propose a few solutions to improve motivation and work efficiency for lawyers in Vietnam.

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## 1. Introduction

Facing the volatility of the world economy, there is a rapid change in the structure and position of organizations on the market. Therefore, companies must adjust their organizational strategies and strengthen their internal capacities to overcome difficulties to achieve operational goals. As traditional competition tools become more and more outdated, organizations pay more attention to human resources and special types of resources and if they know how to exploit them, they will be able to better manage human resources, employees are motivated and have low rate of turnover intention (Farhaan, 2009). Therefore, how to motivate employees to work is a challenging question for human resource (HR) managers and business owners. Employees in organizations often do not guarantee the quality of work or maintain their work below potential. Employees are always working in a depressed mentality, not contributing and being creative and performance is not in accordance with their true competence. Managers often fail to provide the challenges and opportunities necessary to motivate and guide the most positive working behaviors for employees. A large survey investigates employee perceptions and management of work motivation. The results show that the biggest problem of management is the ability to accurately perceive the factors that motivate employees to work (Kovach, 1995). People also become the most important asset of a business, deciding the existence of that business. Since people are the most important factor for business success, the investment in human development for the economy in general and for each enterprise in particular is an urgent issue in all stages of economic development and in all stages of business development. With the increasingly strong development of the economy, there is a constant competition in all fields. Therefore, businesses can turn human resources into a strong advantage both in quantity and quality, becoming a strong weapon for the development of the business. To do so, leaders need to have policies to encourage human resources accordingly.

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Once job satisfaction is achieved, employees will be more motivated to work, which leads to higher performance and efficiency. The problem for businesses to achieve satisfying goals for employees is to learn and research the factors affecting the working motivation of employees in their enterprises. From that, we propose an appropriate research model. The study of the model of the factors affecting the working motivation of direct workers plays a very important role and will be practical in practice.

Lawyer practice in Vietnam is a very difficult profession in terms of professional standards and working environment, but the income level and factors to ensure the needs of lawyers are low. Therefore, lawyers in Vietnam have not fully promoted their roles as well as the position of Vietnamese lawyers' profession has not been properly appreciated. For sustainable economic development, the role of the judicial system is very important, the justice system ensures strict implementation of the law to ensure fairness for all people. Therefore, it is very important for lawyers to work hard to have high performance. In the world, there have been many studies on the topic of work motivation as well as the performance of employees of different fields while in the field of justice, lawyers' research is very rare. That is also the theoretical gap that the article will implement.

The structure of the paper in addition to the introduction includes: The research overview presents an overview of the previous studies on related issues, the theories used. Research Methods: Presenting research models, analytical methods and research samples; Research results and conclusions.

## 2. Literature review

### 2.1. Motivation

Currently there are many different definitions of work motivation:

According to Vroom (1964) motivation is a state formed when employees expect that they will receive the desired results and rewards if they try to do the job. According to Mitchell (1982) "Motivation is the degree to which an individual wants to reach and choose to engage in his or her behavior". According to Robbins (1993), motivation is the readiness to exert efforts to achieve the highest goals of the organization, provided that the organization must be able to meet a number of personal needs. According to Mullins (2007), motivation can be defined as an internal motivation that can stimulate individuals to achieve their goals to fulfill certain needs or expectations. The motivation for labor comes from the inner thoughts of employees. Labor motivation is expressed through the specific work that each worker is doing and in their attitude towards the organization. Each employee taking on a different job may have different motivations to work harder. The most common way to understand labor dynamics can be drawn: Labor motivation is the internal factor that stimulates people to actively work in conditions that allow for high productivity and efficiency. Manifestations of motivation are the willingness, effort and passion to work to achieve the goals of the organization as well as the employees themselves. The issue of creating labor motivation for manpower in general and for employees in the organization in particular has been interested in many scientists. It can be understood that creating labor motivation is the management's application of a system of policies and measures to manage employees' impacts in order to motivate employees to work, motivate them to be more satisfied with their work and wish to contribute to the organization or business.

### 2.2. Theories

There are many theories about labor dynamics, but the doctrines have a general conclusion that increasing employee motivation will lead to improved labor performance and greater organizational success. Basic doctrines on labor dynamics include:

#### 2.2.1. Demand doctrine of Abarham Maslow

Abraham (Harold) Maslow (1908 - 1970) is an American psychologist. He is world known for his famous Tower of Needs model. When studying labor dynamics, Maslow argued that people have many different needs that need to be satisfied. He divided the needs system into 5 different groups, in order from low to high order as follows:

According to Maslow: Satisfaction of the needs of individuals starts with the lowest need, the lower needs are satisfied, the needs appear. Managers who want to motivate their employees must first understand where the employee is in the need hierarchy, thereby orienting them to satisfying that need. Motivating policies achieve the highest results.

#### 2.2.2. Herzberg's two-factor doctrine

This theory is divided into two groups of motivational factors:

- Group of motivating factors: factors within the work, creating satisfaction, including: personal accomplishments, status, recognition, job itself, responsibility and promotion. These are 5 basic needs of workers when participating in work. The characteristic of this group is that if not satisfied, it leads to dissatisfaction, if satisfied, it will have a motivating effect (Herzberg, 1965).

- Group of maintenance factors: are factors that belong to the working environment of employees, including salaries, management policies and regulations of enterprises, personal relationships with individuals and quality. amount of supervision, job stability, working conditions, work and life balance. These factors, when well organized, work to prevent dissatisfaction with the work of workers (Herzberg, 1959; Herzberg, 1965).

### 2.2.3. *The theory of justice by Stacy Adams*

Equity theory is a theory of employee motivation introduced by 1963 by John Stacy Adams, a behavioral and management psychologist. The theory of equity states that workers compare what they put in a job (input) with what they get from that job (output) and then compare the input-output ratio of others. If their rates are equal to those of others, it is assumed that a fair situation exists. If this rate is not equal, they believe that an injustice exists. However, the doctrine of justice has not clarified some issues yet. For example, how can employees choose who to compare? How can they combine and compare their own input and output with others' conclusions? On the other hand, fairness or injustice is only relative and depends on the awareness of the individual and the relationship of the individual with the group and the organization. Although there are unknown issues, the theory of equity is supported by many studies and suggests many important things in the field of labor motivation.

### 2.3. *Factors affecting employee motivation*

Through the basic theories of motivation, we can look at the elements of work motivation. These factors are the factors that affect the working motivation of workers. Applying the aforementioned theories, several studies have pointed out the factors affecting motivation and how to motivate it from different perspectives. Specifically, Boeve (2007) conducted a study on motivational factors of faculty assistants to train physician assistants at medical schools in the United States on the basis of using Herzberg's two-factor theory and descriptive index Smith's work (JDJ) (Smith, 2000). Accordingly, motivational factors are divided into two groups: internal factors including job nature, training and promotion opportunities, and external factors including salary, superior support and relationship. Contacts with colleagues. In the study of Teck-Hong and Waheed (2011), the authors proposed a model to study the factors affecting work motivation to conduct a survey with sales staff in Malaysia. The results of the analysis have proved that the most important motivation is working conditions, recognition. The evidence concludes that factors remain more effective than motivators in motivating salespeople. Kukanja and Planinc (2012) conducted research on factors affecting the motivation of employees working in the tourism service industry in the coastal region of Piran in Slovenia. Research conducted on 191 employees working in bars, restaurants and cafes and showed that wages were the most important factor, followed by social welfare and flexible working time. Training elements are rated least important. Barzoki et al. (2012) conducted an analysis of factors affecting employee motivation based on Herzberg's doctrine. According to research by Barzoki et al. (2012), there are 7 factors that influence employee motivation that the author proposes: occupational safety, company policy, relationship with colleagues, supervision and relationship with supervisor, working conditions, personal life, wages and bonuses. After studying many researches on employee motivation, it can be realized that Herzberg's two-factor theory and Maslow's demand theory are among the most commonly used. Research on factors affecting work motivation will provide information for managers to determine which factors have a strong impact on employee motivation, creating a premise to build incentive mechanisms. encourage employees to increase the efficiency of human resource management in the business. From the review of previous studies, we provide the following factors affecting the motivation and performance of lawyers:

#### *Feel a personal role at work*

A personal role at work is viewed as a situation in which an individual has a clear orientation of his or her role at work (Islam & Ismail, 2008). The unclear responsibilities and powers make individuals who do that job feel nervous and stressed, thereby reducing their motivation to work. According to Taylor (2008) the ambiguity of an individual's role in an organization is defined as the lack of accurate information about job responsibilities and expectations, which are necessary to show the role of an individual. full way.

#### *Balance life and work*

According to Clark (2003), the balance between life and work is about the interaction between work and other activities for the family and community, leisure activities and personal development. The separation of work and life weakens both the goals of work and the goals of individuals that reduce work motivation and adversely affect family life. Rearranging the way of working so that work-family harmony can bring positive results and win-win. A favorable work environment that focuses on the needs of each individual and delivers important results.

#### *Relationship with colleagues*

Research by Cedefop (2012) has demonstrated that working individually in an organization does not encourage individuals to improve their skills nor create learning motivation, thereby reducing work motivation. The more solidarity within a collective, the collective goal is easily achieved with the consensus of all members (Robbins & Judge, 2010). Barzoki et al. (2012) stated that a supportive working environment from colleagues is one of the factors affecting work motivation and job satisfaction of organizational members.

*Working conditions*

Working conditions are the status of the place where employees work. According to Barzoki et al. (2012) working conditions are one of the important factors affecting work motivation. Good working conditions relate to safety, hygiene and working time (Kovach, 1995).

*Income*

The income in this study is understood to be all amounts from the Tax Department received by employees, including basic salaries, allowances and bonuses. According to Kovach (1987), in order to motivate individuals to work in the organization, the salaries that individuals receive must be commensurate with the results of work, ensure personal life and be rewarded with a salary increase when returning. good job. Research by Barzoki et al. (2012) shows that income not only helps individuals meet their basic needs but also their high-level needs.

*Welfare*

Benefits in this study include mandatory and voluntary benefits. Compulsory benefits are benefits that the Tax Department must comply with the provisions of law such as insurance, sickness allowance, occupational disease. Voluntary benefits are residency programs, health care, support services and other benefits. Welfare represents the physiological and safety needs in Malow's demand theory (1943). According to Barzoki et al. (2012), welfare has an important role in determining job motivation.

*Accreditation*

Recognizing the achievement shown when an individual in an organization completes a job well, the organization recognizes their contribution to the success of the Tax Department and they are highly appreciated for their competence from the evaluation of their superiors, of colleagues (Kovach, 1995).

*2.4. Emotional Intelligence*

Goleman et al. (2002) emotional intelligence is the ability to effectively identify, understand, use and manage another emotional state. Emotional intelligence is the process of controlling emotions to achieve a set plan and goals. Emotional intelligence can be used as a term for the ability to recognize, manage and influence another emotion. Chopra and Kanji (2010) put emotional intelligence into simple terms as a personal self-awareness skill about their emotional abilities. There are four main emotional behavioral clusters outlined by Goleman (2006); self awareness, self management, social awareness and relationship management. Despite this, Emmerling and Boyatzis (2012) suggested that emotional intelligence is a type of energizing energy. Following a feature-based model emotional intelligence can be used to refer to an individual perception of one's own emotional abilities. Goleman (1998) suggests that emotional intelligence may be a better predictor of job performance and leadership than IQ. These claims have led to many academic and research studies exploring this concept in subsequent years. Further studies show that emotional intelligence plays an important role in organizing, orienting and motivating workers (Chopra & Kanji, 2010). Emotionally intelligent individuals show better skills in human-oriented services such as recruitment, sales, management and customer service. Current studies show that emotional intelligence is of great significance in developing human potential, teamwork, effective leadership, stress reduction, creativity and motivation for innovation (Chopra & Kanji, 2010).

*2.4. Performance*

Employee productivity is the ability of employees to work effectively and effectively to accomplish organizational goals and objectives (Kovach, 1995). Ryan et. al. (2009) identify that innovation, creativity and commitment of employees leads to employee performance. Hunter and Hunter (1984) suggest that there are five determinants of employee performance such as personality, skills, knowledge, experience, ability and motivation of employees. Employee performance is really affected by motivation because if employees are motivated, they will work with more effort and thus the performance will eventually be improved (Azar & Shafighi, 2013). Employee performance is affected by employee stress, role conflicts and work/non-work. Employee performance is a combination of personal abilities, business environment, opportunities, challenges that can be gained from their work. Staff performance is influenced by their work motivation, efforts and abilities. The work efficiency of employees in an organization is extremely important, if employees with high job efficiency will create a positive business culture environment, work effectively to improve labor productivity. thereby improving operational efficiency for businesses. Employee performance / performance is of the utmost attention of academic researchers and business executives.

**3. Research method***3.1. Research sample*

Vietnam joining the international trade organization (WTO) has created many opportunities and challenges, including the important task of building and perfecting the legal system and institutions in line with the commitments. Vietnam's commitment to Vietnam's accession to the WTO. Accordingly, the Law on Laws was passed on June 29, 2006 by the National

Assembly and took effect on January 1, 2007, replacing the 2001 Ordinance on Lawyers. The existing Law on Lawyers has contributed to improve elevate the position of the lawyer, create a legal basis to accelerate the process of building a contingent of lawyers and professional lawyers, on par with the profession of lawyers in advanced countries in the world. After that, although the Law on Lawyers in 2006 made significant steps for the organization, operation and development of the contingent of lawyers, the quality of lawyers before the legal service needs of society still faces many problems. The question is to resolve, so that lawyers' activities can really play a role in life.

On July 1, 2013, the Law Amending and Supplementing a Number of Articles of the Law on Law took effect, marking an important step in the organization and practice of lawyers, contributing to improving the quality and position of the law. Professor in society. The Law Amending and Supplementing a Number of Articles of the Law on Law has removed difficulties and obstacles in the organization and operation of lawyers; supplementing a number of regulations to promote the autonomous role of lawyers' socio-professional organizations (Vietnam Bar Federation, Bar Associations); clarify the responsibilities of State management (Ministry of Justice, People's Committees at all levels, Departments of Justice), the relationship between lawyers and agencies in the proceeding process. Notably, the law has added a number of prohibited acts for lawyers; stricter provisions on scope of practice as individuals in the direction of practicing lawyers as individuals can only work under labor contracts for agencies and organizations, not providing legal services. for customers under a legal service contract.

However, the legal profession still faces many challenges such as: The handling of litigation often follows the rigid procedures and principles prescribed in the legal documents. The work is therefore often quite monotonous for many people. Of course, like many other jobs, there are some interesting things, such as customer contact or argument at the trial. However, besides that, there are a lot of boring jobs such as researching pencils, files, writing lawsuits and other legal documents, preparing checklists, summaries and reports. These jobs are often time-consuming and sleepy. The work of resolving court disputes is often very time-based. This process will generate many deadlines, small tasks that lawyers must perform every day. Forgetting or delaying an appointment or filing a lawsuit may negatively affect your rights and interests. This makes it difficult for litigation lawyers to have a peaceful moment if they do not know how to arrange a reasonable time. You must be a well-organized person who is quick to adapt and especially able to work under high pressure. The pressure in the cases is extremely large and the atmosphere in the litigation sessions or the sessions between the parties is often very heated. Lawyers, judges, staff, court officials, and other parties are often impatient and sometimes ready to explode. As a litigation attorney, you definitely need to learn how to control your emotions so that you don't have negative reactions that affect your relationships or your work. When there is a high-pressure lawyer profession, and the income is not too high, what factors affect the motivation of the lawyers and does the motivation of the lawyers in Vietnam have a positive impact on the effectiveness of their work? The study was conducted on 960 lawyers in Vietnam. We sent an online and hard-copy survey questionnaire to 1360 lawyers in the Vietnamese practice lawyers' list, which were randomly selected. As a result, during the half year of data collection, we collected 1120 survey forms, both online and hard copy. Then we proceed to enter data and clean the data. The result has 960 valid questionnaires for data analysis and testing of research hypotheses.

### 3.2. Research models

From the research model in Fig. 1, we detail the research variables and research hypotheses as follows:

6 factors affecting emotional intelligence were developed from a study by Mayer et. al. (2008); Yoke & Panatik (2016). All scales are measured using a 5-point Likert scale of 1 from zero. Attention to 5 is completely agree.

Lawyer's Motivation: The motivation of lawyers in Vietnam, measured by 9 items developed from Taylor (2008); Yidong and Xinxin (2013). The scales are measured by a 5-point Likert scale of 1 which is strongly disagree and 5 is strongly agree.

Lawyer's Performance: Is the performance of lawyers in Vietnam. Measured through 5 items developed from Yidong & Xinxin (2013); Yoke & Panatik, (2016). The scales are measured with a 5-point Likert scale of 1 disagree completely and 5 agree with it.

The research hypotheses are as follows:

- H<sub>1</sub>**: Financial rewards have a positive impact on Emotional Intelligence for lawyers in Vietnam.
- H<sub>2</sub>**: Job design has a positive impact on Emotional Intelligence for lawyers in Vietnam.
- H<sub>3</sub>**: Supervision has a positive impact on Emotional Intelligence for lawyers in Vietnam.
- H<sub>4</sub>**: The Salary plan has a positive impact on the Emotional Intelligence for lawyers in Vietnam.
- H<sub>5</sub>**: Personal traits have a positive impact on Emotional Intelligence for lawyers in Vietnam.
- H<sub>6</sub>**: Empowerment has a positive impact on Emotional Intelligence on lawyers in Vietnam.
- H<sub>7</sub>**: Emotional Intelligence has a positive impact on Lawyer's Motivation in Vietnam.
- H<sub>8</sub>**: Emotional Intelligence has a positive impact on Lawyer's Performance in Vietnam.
- H<sub>9</sub>**: Lawyer's Motivation has a positive impact on Lawyer's Performance in Vietnam.
- H<sub>10</sub>**: There is a difference in research results with statistical significance between the two male and female lawyer groups in Vietnam.

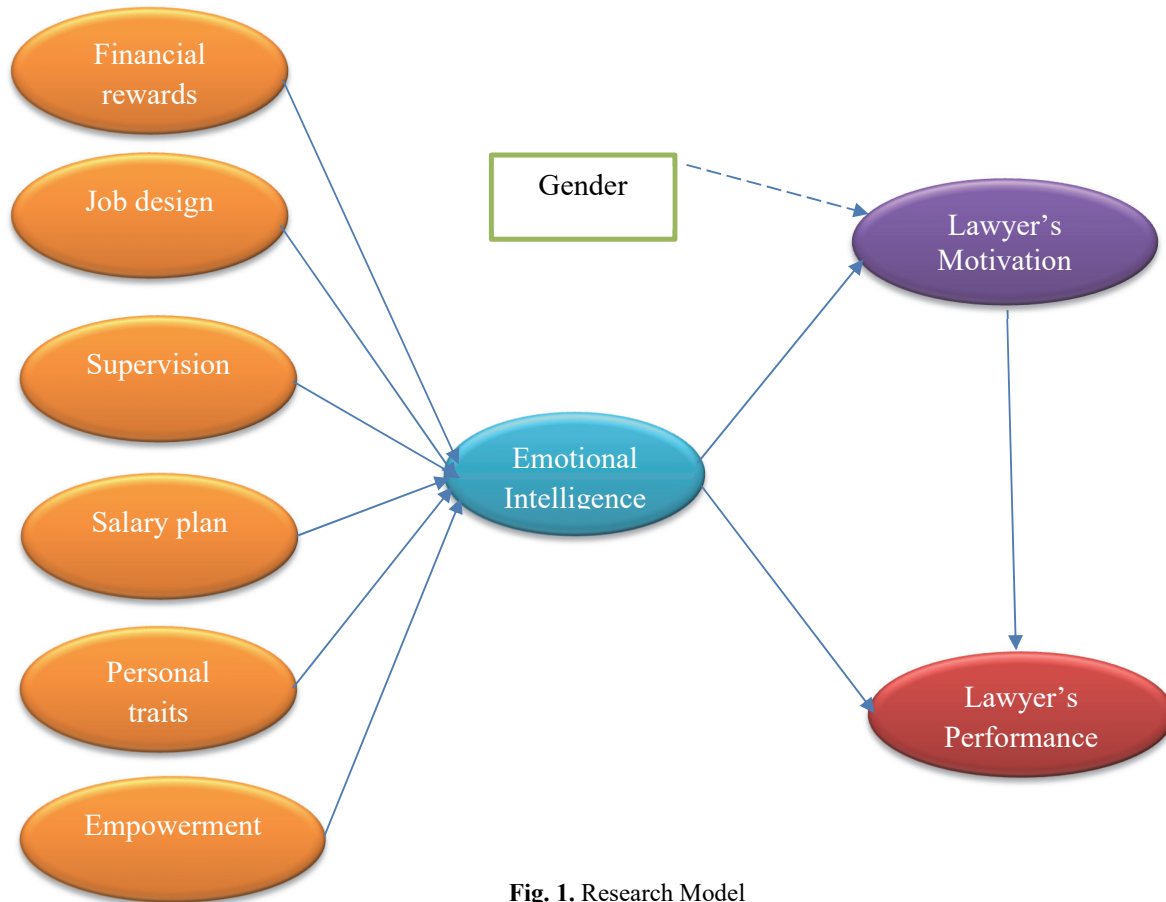


Fig. 1. Research Model

### 3.3. Analytical techniques

In order to analyze the data collected over a 6-month period, we used Excel 2016 software to import raw data, then clean the data, remove too many missing surveys and questionnaires. The monitor is invalid. Next, we used SPSS 22 software to conduct the reliability assessment of the scales, analyze the EFA discovery factor and remove the ineligible scales. After eliminating the scales that do not qualify for reliability, we conduct research model analysis and test the research hypotheses with Smart PLS 3.0 software. The structural model was analyzed by Smart PLS 3.0 software PLS - SEM. We do not use CB - SEM (Amos) because PLS - SEM offers more benefits. PLS - SEM overcomes the weaknesses that CB - SEM cannot do such as small sample size and non-standard distribution of research data (Hair et. al., 2014).

## 4. Research results

The reliability test results of the scales show that all scales meet the conditions of Cronbach Alpha coefficient > 0.7 (Henseler et al., 2009; Hair et al., 2013) and the total correlation coefficient > 0.3, which shows that all scales are satisfied. In addition, the factor load factor is greater than 0.7 and the variance extracted is greater than 0.5. Therefore, the preliminary tests by SPSS 22 software all satisfy the reliability conditions of the scales. Next, we test aggregated reliability and discriminant validity using Smart PLS 3.0 software before conducting research hypotheses and evaluating structural models. The results are presented in detail in Tables 1 and 2 of the article.

Table 1

Construct Reliability and Validity

	Cronbach's Alpha	rho A	Composite Reliability	Average Variance Extracted (AVE)
Emotional Intelligence	0.982	0.983	0.982	0.666
Empowerment	0.872	0.872	0.872	0.695
Financial rewards	0.910	0.911	0.910	0.629
Job design	0.911	0.911	0.911	0.672
Lawyer's Motivation	0.920	0.920	0.920	0.697
Lawyer's Performance	0.949	0.952	0.948	0.650
Personal traits	0.872	0.872	0.872	0.694
Salary plan	0.928	0.928	0.928	0.682
Supervision	0.898	0.898	0.898	0.638

The values in Table 1 meet the analytical conditions suggested by Hair et al. (2014). The data shows that the scales ensure the reliability of the scale to continue performing the next analysis with Cronbach's Alpha synthesis greater than 0.7 and all AVE indicators are greater than 0.5, Composite index Reliability is also greater than 0.5 (Henseler et al., 2015). Therefore, it can be concluded that all scales are satisfied for structural model analysis and testing of research hypotheses.

**Table 2**  
Discriminant Validity (Fornell-Larcker Criterion)

	Emotional Intelligence	Empowerment	Financial rewards	Job design	Lawyer's Motivation	Lawyer's Performance	Personal traits	Salary plan	Supervision
Emotional Intelligence	0.816								
Empowerment	0.085	0.833							
Financial rewards	0.040	0.193	0.793						
Job design	0.014	0.289	0.020	0.820					
Lawyer's Motivation	0.263	0.196	0.274	0.150	0.835				
Lawyer's Performance	0.198	0.363	0.394	0.394	0.214	0.806			
Personal traits	0.011	0.237	0.037	0.267	0.131	0.391	0.833		
Salary plan	0.015	0.232	0.030	0.188	0.461	0.397	0.094	0.826	
Supervision	0.036	0.182	0.049	0.010	0.660	0.432	0.022	0.026	0.799

The analysis results show that the smallest square root value of AVE (0.793) is greater than the maximum value of the correlation between conceptual pairs (0.660). Consequently, conceptual structures achieve discriminant validity (Table 2). In addition, all values on the diagonal of Table 2 are greater than the remaining values of Table 2, proving that the condition of discrimination and convergence of the research model is guaranteed. Hair et al. (2014). According to Hair et al. (2013), to evaluate the quality of the research model using two corresponding indicators, R - Square and Q - Square (Stone - Geisser Indicator), there is no suitable indicator for the whole research model. These two indicators evaluate the explanatory and predictive capacity of endogenous variables in the model. R - Square values are extracted from Smart PLS software, and Q - Square values are calculated as  $Q^2 = (Q^2_{included} - Q^2_{excluded}) / (1 - Q^2_{included})$ . With  $Q^2_{included}$  and  $Q^2_{excluded}$  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 are predictable with respect to small, medium and large levels to endogenous variables. According to the results of the research model with data from 960 lawyers in Vietnam, the results are as follows: Q2 Emotional Intelligence is 0.28; Q2 Lawyer's Motivation is 0.22 and Q2 Lawyer's Motivation is 0.29. The above results show that exogenous variables are predicted to be quite high average for 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. R - Square values are shown in Table 3 as follows:

**Table 3**  
R Square

	R Square	R Square Adjusted
Emotional Intelligence	0.236	0.235
Lawyer's Motivation	0.315	0.313
Lawyer's Performance	0.397	0.393

The above results show that the variables in the model explain 23% of the variation of the Emotional Intelligence variable. At the same time, the variables in the model explained 31% of the variation of Lawyer's Motivation variables. Finally, a very interesting number, the variables in the model explain nearly 40% of the variation of Lawyer's performance variable.

**Table 4**  
f Square

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Emotional Intelligence					0.273	0.202			
Empowerment (2)		0.232							
Financial rewards (3)		0.212							
Job design (4)		0.251							
Lawyer's motivation (5)						0.197			
Lawyer's performance (6)									
Personal traits (7)		0.218							
Salary plan (8)		0.220							
Supervision (9)		0.231							

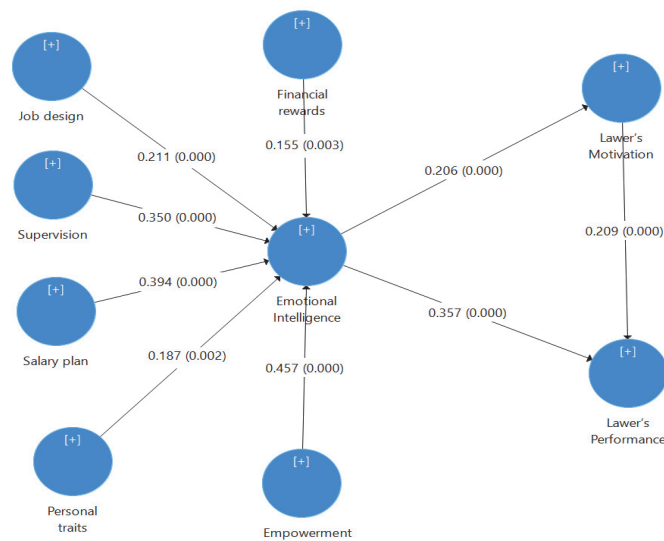
$$f2 = (R2\_included - R2\_excluded) / (1 - R2\_included)$$

The values  $f2$  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. The results in Table 4 show that the values of  $f2$  are both greater than 0.15 and less than 0.35, which means that exogenous variables have a moderate impact on endogenous variables.

**Table 5**  
Model Fit (Fit Summary)

	Saturated Model	Estimated Model
SRMR	0.065	0.068
d_ ULS	0.190	0.198
d_ G1	0.465	0.501
d_ G2	0.502	0.511
Chi-Square	1,562.928	1,581.329
NFI	0.890	0.900

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



**Fig. 2.** Hypothesis test results (Bootstrap out)

From the research results in Fig. 2, all six factors have a positive impact on the Emotional Intelligence. In particular, the Empowerment factor is the strongest impact on Emotional Intelligence with a very strong impact coefficient of 0.457 at 1% significance level ( $P\_value = 0.000$ ). It is also understandable to the culture in Vietnam that power is a very important job at work, when empowered, it will do many things and have great prestige in the organization. Therefore, the empowerment in the lawyer's office or the court strongly affects the emotional intelligence of lawyers and that is the basis for increasing the motivation of lawyers. Another factor to mention is that the Salary plan has a strong impact on Emotional Intelligence with an impact coefficient of 0.394 at the 1% significance level ( $P\_value = 0.000$ ), the salary and bonus regime always strongly affects emotions. and the intention to work of all employees in all professions in general and lawyers in Vietnam in particular. Because no matter what the profession, follow the passion and hobby, people still have to ensure their minimum needs according to Maslow's theory of needs. Especially in Vietnam, when the average income per capita is low, the compensation regime will have a strong impact on the emotions and motivation of lawyers working in Vietnam. Another important factor is that Supervision, in a high-pressure working environment, requires high concentration and high independence, which is necessary to support the encouragement of superiors. Because the work of lawyers requires seamless thought and needs encouragement and support. When the superior understands these things, it will motivate the lawyers. Therefore, Supervision has a strong impact on Emotional Intelligence at the impact level of 0.350 with 1% significance level ( $P\_value = 0.000$ ). The lowest factor is the Financial rewards, because the financial rewards regime in Vietnam is not much, so the level of Financial rewards impact on Emotional Intelligence is only a weak average of 0.155 at the 1% significance level ( $P\_value = 0.003$ ). Next, we analyse the impact of Emotional Intelligence on Lawyer's Motivation and Lawyer's Performance. From Fig. 2, Emotional Intelligence has a strong impact on Lawyer's Motional at the impact level of 0.206 with a 1% significance level



( $P\_value = 0.000$ ). For lawyers with high emotional intelligence, meaning organizational factors such as Job design, supervision, salary plan, empowerment, etc. have a strong impact on Emotional Intelligence and from that Emotional Intelligence affects Lawyer's Motivation of lawyers in Vietnam. When emotions and reason are positive, the motivation for work is pushed up very high, especially with the work of logical thinking requires high concentration such as lawyers or researchers. Lawyer's Motivation also has a fairly strong positive impact on Lawyer's performance at the impact level of 0.209 at the 1% significance level ( $P\_value = 0.000$ ). When motivated to work, as well as living in motivation, people often work very effectively, sometimes only work for a very short time but the efficiency is very high. Therefore, organizations should find ways to improve the motivation of lawyers in Vietnam. Finally, Emotional Intelligence has a very strong impact on Lawyer's performance at the impact level of 0.357 with a 1% significance level ( $P\_value = 0.000$ ). Emotional intelligence has a strong impact on the work efficiency of lawyers in Vietnam.

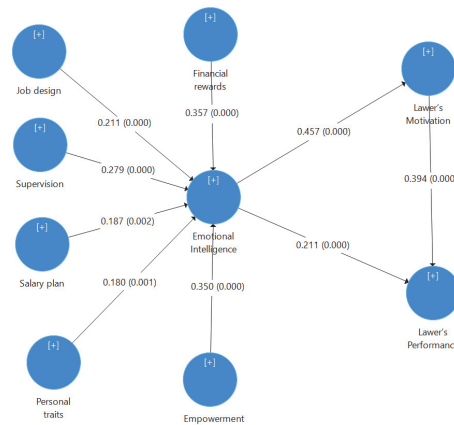
**Table 6**

Path Coefficients (Mean, STDEV, T-Values, P-Values)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Emotional Intelligence → Lawyer's Motivation	0.463	0.464	0.043	10.668	0.000
Emotional Intelligence → Lawyer's Performance	0.203	0.200	0.061	4.348	0.000
Empowerment → Emotional Intelligence	0.108	0.015	2.004	4.054	0.000
Financial rewards → Emotional Intelligence	0.170	0.197	0.743	3.019	0.003
Job design → Emotional Intelligence	0.220	0.187	3.178	6.069	0.000
Lawyer's Motivation → Lawyer's Performance	0.420	0.424	0.059	7.107	0.000
Personal traits → Emotional Intelligence	0.117	0.207	3.315	3.136	0.002
Salary plan → Emotional Intelligence	0.275	0.190	2.504	9.110	0.000
Supervision → Emotional Intelligence	0.127	0.216	2.755	9.046	0.000

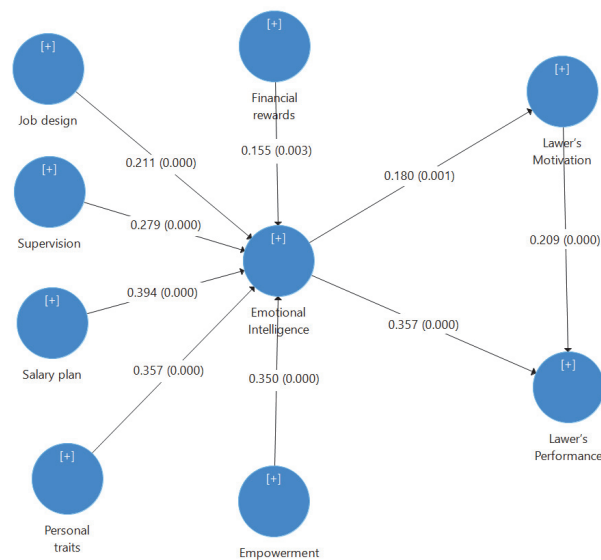
Table 6 summarizes the test results of the research hypotheses. The results show that all the hypotheses are supported similarly to the results from Bootstrap out in Fig. 2. Next, we went to test multi-group analysis in two groups, female lawyers and male lawyers. The following results:

First with the female lawyer group.

**Fig. 3. Female lawyers**

Gender has been mentioned in previous studies in employee motivation studies, but it is based on lawyers, especially lawyers in a country with economy. There are no studies mentioned that are developing and institutions are not complete like Vietnam. The results from the data collected on 960 lawyers in Vietnam including 400 female lawyers and 560 male lawyers are quite interesting. For female lawyers, Emotion Intelligence has a very strong impact on Lawyer's Motivation with an impact coefficient of 0.457 at 1% significance level ( $P\_value = 0.000$ ) as shown in Fig. 2. With the characteristics of women often difficult to control More emotional than men, Emotion Intelligence has a strong impact on Lawyer's Motivation. When the spirit is relaxed, the emotions are joyful, the motivation for working is greatly encouraged and vice versa. In both male and female lawyers, Emotional Intelligence has a quite positive impact on Lawyer's Performance with a coefficient of 0.211 for female lawyers and male lawyers respectively. ( $P\_value = 0.000$ ) and 0.357 at 1% significance level ( $P\_value = 0.000$ ) (The results are in Fig. 3 and Fig. 4, respectively). Lawyer's Motivation in both groups of male and female lawyers has a strong positive impact on Lawyer's Performance with 0.394 and 0.209 impact ratios at 1% significance level ( $P\_value = 0.000$ ).

The results of testing the research hypotheses with male lawyers' group are as follows:



**Fig. 4.** Male lawyers

From the results in Fig. 4, it shows that for male lawyers, the Emotional Intelligence index has a moderate impact on Lawyer's Motivation at the impact level of 0.180 at the 1% significance level ( $P\_value = 0.000$ ). For male lawyers, the characteristic of men is their ability to control emotions, so the Emotional Intelligence index has a moderate impact on Lawyer's Motivation.

## 5. Conclusion

The results of the regression analysis show that Empowerment is the most influential factor for Emotional Intelligence and Lawyer's Motivation, so in Vietnamese courts as well as lawyer's offices in Vietnam, it is recommended to promote factors. In this way, more empowering lawyers to ensure that they have certain independence and authority will help them develop their own capabilities and work more effectively and motivated.

Next, with lawyers in Vietnam, working in a high-pressure environment and having to trade many things, the compensation factor has a great impact on the emotions and motivation of the lawyers. Therefore, the lawyer's offices, as well as the law partnership businesses, need to have a salary and reward system to satisfy the lawyers so that they can contribute and stick with the organization and be motivated to work better. as well as higher work efficiency.

Supervision and Job design have a strong impact on Emotional Intelligence and Lawyer's Motivation, so the courts and law offices and law partnerships in Vietnam need to focus on and superiors need to design jobs. working with each lawyer to improve the motivation and effectiveness of the lawyers' work, thereby improving the fairness and rigor of the Law and improving the efficiency of lawyer's offices. When the lawyers work effectively, the reputation improves and creates trust with customers and the accused defendants involved in each trial.

Emotional Intelligence has a strong impact on Lawyer's Motivation and Lawyer's Performance so court organizations and law offices need to create a working environment that promotes positive emotions that increase the motivation of lawyers in Vietnam. Nam to indirectly create a strong judicial environment to help the country become more and more sustainable.

### Limitations and future research directions

This article only focuses on the motivation and effectiveness of lawyers in Vietnam with a number of samples not too small (960) of lawyers, but only in one type of lawyer because Therefore, it is difficult to ensure the representative of the whole Vietnamese economy context. Therefore, future studies may take the following directions to overcome the limitations of this study.

Firstly, future research may expand the subject of further research into other disciplines

Secondly, future studies can test the regulatory role of control variables such as age, gender, demographic variables.

Third: Future studies may test the mediating role of Motivation factor in the relationship between input factors and performance.

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