



FACTORS AFFECTING THE WORK MOTIVATION OF LAWYERS AT LAW OFFICES IN QUANG NGAI PROVINCE, VIETNAM

Le Hoang Nhu Nguyen,

Nguyen Tran Huyen Tranⁱ

MA, University of Finance and Accountancy,
Vietnam

Abstract:

This study is conducted to investigate which factors affect the work motivation of lawyers at law offices in Quang Ngai province. The results of data analysis from a survey of 298 lawyers show that the work motivation of lawyers is most affected by Income and Benefit policy, followed by Working conditions, Relationship with colleagues, Feeling the personal role in work, Work-life balance and finally Recognition of Achievement.

Keywords: motivation, the work motivation, lawyer, law office

1. Introduction

The volatility of the world economy has led to rapid changes in the structure and position of organizations in the market. Therefore, how to motivate employees to work is a challenging question for human resources managers and business owners. Humans are the most important factor for business success, so investing in human development is an urgent issue in economic development and business development stages. Legal practicing in Vietnam is a very difficult profession in terms of professional standards and working environment, but the level of income and factors that ensure lawyer's demand are still low. Therefore, lawyers in Vietnam in general and in Quang Ngai in particular have not fully promoted the role and position of the legal profession. The role of the judicial system is very important because the judicial system ensures the strict implementation of the law and ensures the fairness for all people in order to sustainably develop the country's economy. It is extremely important for lawyers to work hard for high performance. In the world, there have been many studies on the work motivation as well as the work efficiency of employees in different fields, but in the field of justice or the study of the work motivation of lawyers is very rare. Therefore, within the scope of this study, the author focuses on studying the factors affecting the work motivation of lawyers, on that basis, making suggestions to help administrators have reasonable

ⁱ Correspondence: email lehoangnhunguyen@tckt.edu.vn, nguyentranhuyentran@tckt.edu.vn

policies to improve the work motivation and increase the work efficiency for lawyers in Quang Ngai province.

2. Theoretical basis and some previous studies

2.1 Theoretical basis

“Motivation is the willingness to exert efforts to achieve the highest goals of the organization, provided that the organization must be able to satisfy some individual need” [1]. According to Mullins (2007), *“Motivation can be defined as an internal motivation that can stimulate an individual to reach their aims in order to satisfy their basic needs or expectation”* [2]. Robbins (1998), the work motivation is defined as the willingness to exert a high level of effort towards organizational goals, conditioned by the effort’s ability to satisfy some individual needs [3]. According to the authors Nguyen Van Diem and Nguyen Ngoc Quan (Textbook of Human Resource Management): *“Labor motivation is the desire and willingness of employees to increase efforts towards the achievement of organizational goals”* [4]. Most commonly understood: Labor motivation is the internal factors that stimulate people to actively work in allowable conditions to create high productivity and efficiency. The expression of motivation is the willingness, efforts and passion to work to achieve the goals of the organization as well as the employees themselves.

2.2 Previous studies

Herzberg's two-factor theory (1959) is divided into two groups of the motivating factors: The group of the motivating factors are factors within the job, creating satisfaction (including: personal achievements, status, recognition, work itself, responsibility, promotion). These are the 5 basic needs of employees when working. The characteristic of this group is that if it is not satisfied, it will lead to dissatisfaction, if it is satisfied, it will have a motivating effect; The group of maintenance factors are factors belonging to the working environment of employees (including: compensation, company's management policies and regulations, interpersonal relationships, quality of supervision, job security, working conditions, work-life balance). These factors when well organized will have the effect of preventing employees' dissatisfaction with the work.

Boeve's (2007) conducted a study on the motivating factors of physician assistant (PA) faculty at medical schools in the US on the basis of using the two-factor theory of Herzberg (1959) and the job description index (JDI) of Smith, Kendall and Hulin (1969). Accordingly, the motivating factors are divided into two groups: The group of internal factors includes the nature of work, and opportunities for advancement. The group of external factors, including salary, supervisory support, and coworker relations. Shaemi Barzoki et al. (2012) conducted an analysis of factors affecting employee's motivation based on Herzberg's theory. According to the research by Barzoki et al., there are 7 factors affecting employee's motivation that the author proposes: occupational safety, company policy, relationship with colleagues, supervision and relationship with supervisor, working conditions, personal life, salary and bonuses.

3. Research results and discussion

The study uses the two-factor theory of Herzberg (1959) and combines with some other studies to inherit the theoretical framework of research on factors affecting the work motivation, including: Feeling the personal role in work, Work-life balance, Relationship with colleagues, Working conditions, Income, Benefit policy and Recognition of achievements. These factors are concretized to include in the research model in the article, thus building a suitable scale and questionnaire for Vietnam. The collected data will be processed on SPSS 22.0 software. The specific set of observed variables (26 statements) are measured on a 5-point Likert scale, varying from 1 (strongly disagree) to 5 (strongly agree).

With the convenient sampling method, 300 questionnaires were sent to lawyers from January to March 2021. The result was 289 valid questionnaires; they are used for the analysis, ensuring that the sample size is larger than the minimum size.

3.1 Testing the scale

The scale of the factors in the study was evaluated by the authors using Cronbach's Alpha reliability coefficient, the test results are presented in Table 1. Through Cronbach's Alpha analysis, it was found that the scales all had the total correlation coefficients greater than 0.3 and Cronbach's Alpha coefficients greater than 0.7 (0.743 to 0.910). Therefore, these scales are reliable, and are used in the EFA factor analysis step.

Table 1: The results of Cronbach's Alpha analysis of the 8-scale scale

The scale	Number of variables	Cronbach's Alpha
Feeling the personal role in work	CNVT_01 -> 05	0.784
Work-life balance	CBCS_01->04	0.755
Relationship with colleagues	QHDN_01->04	0.765
Working conditions	DKLV_01->04	0.743
Income	TN_01->03	0.874
Benefit policy	CSPL_01->03	0.910
Recognition of achievements	CNTT_01->03	0.816
Motivation to work	DLLV_01->03	0.798

Source: Author's data analysis results, 2021.

The results of exploratory factor analysis (EFA) of factors affecting the work motivation showed that from 26 measurement variables belonging to 7 factors above, 7 factors were extracted to keep these 7 factors original in the research framework proposed at Eigenvalue = 1.654 (>1) and extracted variance is 60.631% (>50%), showing that all observed variables have satisfactory Factor Loadings and difference. Besides, the Keiser-Meyer-Olkin (KMO) coefficient is 0.757, has very small Sig value, indicating that the factor analysis results are reliable.

Table 2: Results of analysis of factors affecting the work motivation

Observable variable code	Factor loadings	Observable variable code	Factor loadings
CNVT1	0.849	DKLV1	0.702
CNVT2	0.843	DKLV2	0.715
CNVT3	0.778	DKLV3	0.723
CNVT4	0.763	DKLV4	0.724
CNVT5	0.760	TN1	0.639
CBCS1	0.760	TN2	0.768
CBCS2	0.739	TN3	0.767
CBCS3	0.786	CSPL1	0.730
CBCS4	0.883	CSPL2	0.687
QHDN1	0.805	CSPL3	0.778
QHDN2	0.789	CNTT1	0.787
QHDN3	0.717	CNTT2	0.794
QHDN4	0.704	CNTT3	0.781

Source: Author's data analysis results, 2021

The results of factor analysis of the Work Motivation scale with the KMO coefficient (0.647) > 0.5, a very small Sig value, and the extracted variance 65.55% > 50% shows that the factor analysis is reliable.

3.2 Research models

After a factor analysis and testing of the scales, the formal research model is as follows:

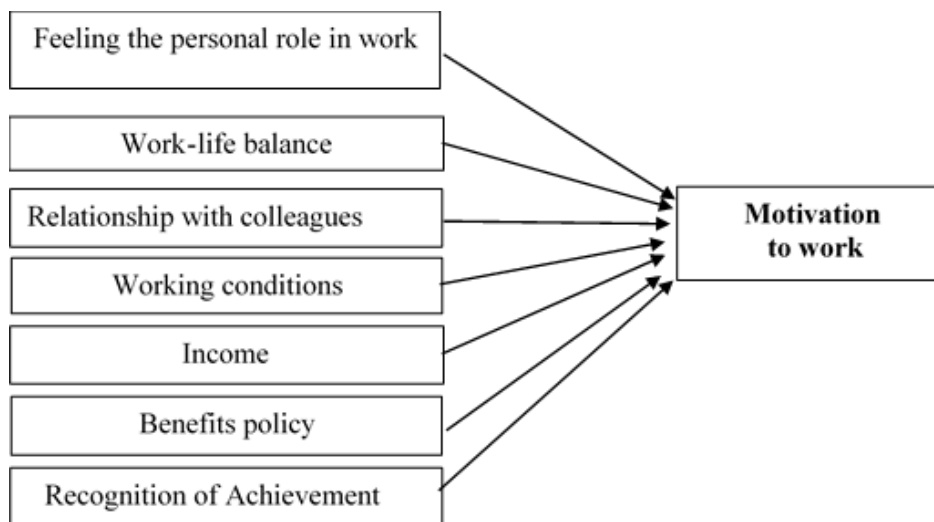


Figure 1: Formal research model

3.3 Regression analysis results

To analyze the impact of independent variables on the motivation of lawyers, the multiple regression is used.

Table 3: Regression analysis results

Variables		Unstandardized coefficients		Standardized coefficients	T	Sig.
		B	Standard error	Beta		
1	(Constant)	-0.463	0.272		-1.703	0.090
	CNVT	0.130	0.028	0.173	4.625	0.000
	CBCS	0.041	0.050	0.130	0.827	0.000
	QHDN	0.198	0.045	0.175	4.402	0.000
	DKLV	0.198	0.039	0.201	5.094	0.000
	TN	0.290	0.027	0.409	10.800	0.000
	CSPL	0.270	0.025	0.407	10.620	0.000
	CNTT	0.0315	0.050	0.116	0.729	0.000

Source: Author's data analysis results, 2021

Table 3 presents a full multivariate regression model on factors affecting the work motivation of lawyers in Quang Ngai province. The model consists of 7 independent variables and 1 dependent variable.

The results of the regression analysis show that adjusted $R^2 = 0.624$. The F test shows a Sig. significance level = 0.000. Therefore, the regression model fits the collected data. The adjusted coefficient of determination shows that the model's compatibility is 62.4%, or the independent variables explain 62.4% of the variance of the dependent variables (Truong & Ngoc, 2008).

As a result, the regression results show that the work motivation of lawyers is affected by 7 factors, including: Feeling the personal role in work, Work-life balance, Relationship with colleagues, Working conditions, Income, Benefit policy, Recognition of achievements; and these regression results are statistically significant when included in the analysis due to the Sig significance level < 0.05 . The standardized Beta coefficient indicates the impact level of each dependent variable on the independent variable. In the model, the factor of Income has the highest impact on motivation to work because it has the largest Beta coefficient (Beta = 0.409), followed by the Benefit Policy factor (Beta = 0.407), Working Conditions (Beta = 0.201), Relationship with colleagues (Beta = 0.175), Feeling the personal role in work (Beta = 0.173), Work-life balance (Beta = 0.130) and finally Recognition of achievements factor (Beta = 0.116).

In addition, the results of differences analysis in the work motivation assessment in different demographic characteristics show that: Independent - Sample T - Test for the gender variable, the Levene statistics with significance level is $0.071 > 0.05$, proving that there is no difference in variance in evaluating the work motivation of lawyers.

The test of variance of the age, job, income and seniority groups shows that Levene statistics Sig. are all > 0.05 , so the results of analysis of variance (ANOVA) can be used at 95% confidence. One-factor variance analysis for the variables: "age", "job", "income" and "seniority" all have the significance level > 0.05 , showing that there is no statistically significant difference for the different groups.

This shows that gender, age, job, income and seniority do not affect the motivation of lawyers.

4. Some administrative implications

From the research results, the author gives some administrative implications to help administrators in the agency have solutions to implement, to create the work motivation for lawyers, increase labor productivity to bring the highest work efficiency:

The group of factor - *“Income and benefits policy”*: is the most important factor, has the greatest impact on the motivation to work at law offices. It shows that the higher the level of income is, the higher the impact on the work motivation is. Although the current income of lawyers in Vietnam is relatively good, compared to the common ground, it is still lower than that of workers in some other professions. In addition, with the lawyer profession in Vietnam, working in a high-pressure environment and having to trade off many things, compensation is a factor that has a great impact on the emotions and motivation of lawyers. Therefore, law offices need have a compensation that satisfies lawyers so that they contribute and have a strong attachment to the organization and have motivation to work better, as well as their work efficiency are higher. The administrative implications are that it is necessary to develop an income distribution policy to ensure benefits for employees to promote the work motivation of lawyers: Create a fuller, more diversified and richer benefit policy; Timely reward when getting achievements to encourage and reward according to the case.

The group of factors - *“Working conditions”*: There is a second level of impact on work motivation. In order to create better working conditions for lawyers and boost the motivation of lawyers, some of the administrative implications are: Equipped with full facilities, good service for the job; creating conditions for lawyers to have full working equipment and arrange a more reasonable working space; it is necessary to create a working environment that promotes positive emotions to increases the motivation of Vietnamese lawyers to indirectly create a strong judicial environment to help the country develop more and more sustainably.

The group of factors - *“Relationship with colleagues”*: There is a third level of impact on work motivation. Therefore, some of the administrative implications are: Actively build a friendly, sociable, open and cohesive working environment or atmosphere: organize tourism and the culture-sports activities, etc., so that they have the opportunity to learn and share experiences; Develop a code of conduct among employees so that daily communication activities are standardized, through which, employees will respect and trust one another more in work; Build an organizational culture based on life values which are meaningful to the organization, the community and the society, because through these values, it will connect lawyers in the law office with one another.

The group of factors - *“Feeling the personal role in work”*: There is a fifth level of impact on motivation. Therefore, the administrative implications are: First of all, it is necessary to pay attention to job analysis activities, review the reasonable work assignment in accordance with expertise, capacity and forte, regularly check and evaluate; Help lawyers understand how their work contributes to the development goals

and strategies of the law office; Lawyers are involved in decisions affecting their work; Encourage lawyers to be proactive in their work and improve work efficiency.

The group of factors - "*Work-life balance*" is the sixth factor affecting the work motivation. Administrators need to pay more attention to factors that create excitement in work such as challenges, stress levels... and create maximum conditions for lawyers to balance work and family.

The group of factor - "*Recognition of Achievements*", this is the weakest factor affecting the work motivation. However, administrators still need to focus on perfecting the arrangement and re-arranging the work for lawyers with the right expertise, forte and professional titles in order to improve work efficiency.

The above are the administrative implications that the author proposes, based on the research results, in order to help administrators at law offices continue to promote the achieved aspects and consider overcoming the shortcomings in the organization to create motivation for lawyers, increase labor productivity and bring the highest work performance.

5. Conclusion

When job satisfaction is achieved, employees will be more motivated to work, thus leading to higher performance and efficiency. The issue for agencies and businesses, which want to achieve the goal of satisfying their employees and workers, is to learn and study the factors affecting the working motivation of employees in the organization. A suitable research model has been then proposed, so the study of the model of factors affecting the working motivation of employees directly plays a very important role and will be applicable in practice. Through a survey of 298 lawyers from the law offices in Quang Ngai province, the research results show that the factors of Feeling the personal role in work, Work-life balance, Relationship with colleagues, Working conditions, Income, Benefits Policy and Recognition of Achievement have a direct impact on the work motivation of lawyers. The research has made certain contributions in studying the factors affecting the work motivation of lawyers. However, this article only focuses on the motivation and effectiveness of lawyers in Quang Ngai province with a small sample (298) of lawyers and only one type of lawyer. Therefore, it is difficult to ensure the representation of the entire economic context of Vietnam. As a result, the future studies can expand the subjects of further research in other professions to overcome the limitations.

Conflict of Interest

The authors declare no conflicts of interest.

Authors' Contribution

Both authors contributed equally to the conception and writing of the manuscript.

About the Authors

MA Le Hoang Nhu Nguyen is currently a lecturer of Economic Law Department, University of Finance and Accountancy, Vietnam.

MA Nguyen Tran Huyen Tran currently is working as a lecturer of Economic Law Department, University of Finance and Accountancy, Vietnam.

References

1. Robbins, S. (1993). *Organizational Behavior* (6 ed.). Englewood Cliffs: Prentice-Hall.
2. Mullins, L. (2007). *Management and Organizational Behaviour* (8th ed). FT/Prentice.
3. Robbins S.P (1998). *Organization Behaviour*, Prentice Hall International, Englewood Cliffs.
4. Nguyen Van Diem and Nguyen Ngoc Quan (2012). *Textbook of Human Resource Management*, National Economics University.
5. Barzoki, A. A., Attafar, A., & Jannati, A. R. (2012). *An analysis of factors affecting the employees' motivation based on Herzberg's hygiene factors theory (The Study Golpayegan City Saipa Corporation Industrial Complex's Staff)*, Australian Journal of Basic and Applied Sciences, 6(8), 115-123.)
6. Boeve, W. D. (2007). *A National Study of Job factors among faculty in physician assistant education*, Eastern Michigan University.
7. Herzberg, F. (1959). *Two Factor Theory: Motivation Factors, Hygiene Factors*
8. Robbins, S. P., & Judge, T. A. (2010). *Essentials of Organizational Behavior*. (10th ed.), Upper Saddle River, NJ: Pearson Education.
9. The Con Truong & Quang Duc Le (2020). *Factors affecting motivation and performance of lawyers in Vietnam*, Management Science Letters 10, 1903–1914.

Creative Commons licensing terms

Author(s) will retain the copyright of their published articles agreeing that a Creative Commons Attribution 4.0 International License (CC BY 4.0) terms will be applied to their work. Under the terms of this license, no permission is required from the author(s) or publisher for members of the community to copy, distribute, transmit or adapt the article content, providing a proper, prominent and unambiguous attribution to the authors in a manner that makes clear that the materials are being reused under permission of a Creative Commons License. Views, opinions and conclusions expressed in this research article are views, opinions and conclusions of the author(s). Open Access Publishing Group and European Journal of Social Sciences Studies shall not be responsible or answerable for any loss, damage or liability caused in relation to/arising out of conflicts of interest, copyright violations and inappropriate or inaccurate use of any kind content related or integrated into the research work. All the published works are meeting the Open Access Publishing requirements and can be freely accessed, shared, modified, distributed and used in educational, commercial and non-commercial purposes under a [Creative Commons Attribution 4.0 International License \(CC BY 4.0\)](https://creativecommons.org/licenses/by/4.0/)