

ASSESSING THE RELATIONSHIP BETWEEN WORK MOTIVATION AND JOB SATISFACTION ON TURNOVER INTENTION OF LAWYERS IN THE PUBLIC SECTOR IN THE MALDIVES

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ABSTRACT

It has become a challenge for employers to retain their employees for a longer period. This perspective emphasizes the significance of the study of motivation, job satisfaction and its relationship to employee turnover intention. While employee turnover and turnover intention are extensively studied in organizational research, there is a scarcity of studies focusing on lawyers. The scarcity of academic literature and research within the legal profession (Attorney General's Office, 2019) highlights the need for further research on this issue among lawyers. Therefore, this study analyzes how work motivation influences lawyers' job satisfaction and turnover intention.

The study employed a quantitative design with a cross-sectional data collection approach, gathering information from 218 public-sector lawyers in the Maldives. The findings from this study indicate a positive association between work motivation and job satisfaction. The findings also revealed that work motivation positively impacts the job satisfaction of lawyers in the public sector in the Maldives, subsequently influencing their turnover intention. The findings provide significant implications for organizations in improving the human resource management functions of the organizations where lawyers work.

Keywords: Lawyers, Turnover Intention, Work Motivation, Job Satisfaction

INTRODUCTION

While organizations strive to retain their employees, it has become a significant challenge for many organizations (Varma, 2018). To achieve the goal of the organization and to increase productivity, organizations need to make sure that their employees are satisfied with their work and motivated to work. Research shows that organizations are affected by turnover mostly (Farber, 1994; Griffeth & Hom, 2001). The research studies related to employee turnover came into

limelight during the 1950s. Since then researchers are continuously studying the factors leading to the turnover intention of employees. Employee turnover and turnover intention are some of the aspects that are studied most in organizational research (Basariya and Ahmed, 2019; Islam et al., 2019; Oosthuizen et al., 2016). Those studies are restricted to specific sectors only. Lawyers are been rarely examined by researchers (Carmeli and Weisberg, 2006; Cohen, 1999) regarding their work attitudes and behaviors. Therefore, recent studies are required to determine turnover intention among lawyers (Attorney General's Office, 2019). Studies are needed to understand what employees desire to reduce employee turnover (Kanchana & Jayathilaka, 2023).

The five-year strategic plan of Maldives Civil Service focuses on developing a motivated, competent and proficient civil service that could inspire the workforce which would emphasize a collaborative and innovative working tenet to support national development (Civil Service Commission, 2021). The plan also aimed to motivate civil servants to be high performing through improved reward and recognition systems. As a vast number of lawyers work in the Maldives civil service, there is a need to research and publication track emerging requirements for employees to identify solutions to challenges and obstacles (Civil Service Commission, 2021). How to motivate employees to work has been a challenging question for human resource managers and organizations (Truong and Le, 2020). Lawyers face numerous difficulties at their work driving them to be dissatisfied and demotivated, making them leave the organization (Plickert, 2018). The government should urgently look into the unsatisfactory situation of government lawyers (Einfeld, 2005). Both motivators and hygiene factors lead to both satisfaction and dissatisfaction (Locke, 2016).

Even though academic studies have examined widely, various factors that influence the turnover intention of employees in various professionals, one of the critical limitations is the lack of studies among law professionals. Studies are required to test motivation and job satisfaction in various societies (Sub and Bas 2017, Rozman et. al., 2017). Therefore, this paper intends to examine how work motivation and job satisfaction influence turnover intention among law professionals in the public sector in the Maldives.

Background of the Study

Plenty of studies have focused on the turnover intention of employees in different sectors among different professions globally such as turnover intention among nurses in Karachi (Alam and Asim, 2019) and in the telecommunication industry in Bangladesh (Islam et al., 2019).

As stated by Kodden and Roelof (2019), according to Thomas and Velthouse (1990), individual motivation is a crucial factor where a competent decision can be made. Moreover, motivation and job satisfaction of lawyers were stated as crucial factors that impact on turnover intention of lawyers (De Moor & Benschop, 2022).

Although not on this topic, other studies related to the topic of different professionals have been done in the Maldives such as employee retention among employees working in the retail sector (Hassan, 2022), factors affecting turnover of resort employees (Saleem, 2017), employee performance in the tourism industry (Mufeed, 2023) and transformational leadership and job

performance of Maldives Civil Service employees (Sudha et al., 2023). Despite the topic has been studied among other professionals, the topic among law professionals is rarely studied and very old, such as turnover intention among American Lawyers by Cohen (1999).

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The term turnover intention is around three specific components in the withdrawal procedure of occupation which are "thinking of leaving the place of employment", "the aim to look for an alternate job", and afterwards "intention to leave the job" (Carmeli and Weisberg, 2006).

Aeron Cohen (1999) conducted a longitudinal study among law professionals in America, to determine their turnover intention. Turnover Intention was determined using some work-related variables such as job satisfaction, position, professional Challenge, Perceived Performance, and non-work-related variables such as vacation allowed, non-work activities, spouse's employment status, satisfaction with Office and location. Mobley's (1977) turnover model, suggests that an employee decided to leave his or her in different stages.

Employee's satisfaction or dissatisfaction with their job is the first stage suggested in Mobley's (1977) model. The model reveals how job satisfaction influences the decision of an employee's turnover. It was said by Ajzen (1991) that turnover intention is the most important indicator of turnover. Researchers are been using the two-factor theory (Herzberg, 1966) to explain the association between motivation, job satisfaction, and turnover intention. The factors of Herzberg's two factor theory concluded that the impact of those factors has a negative relationship with employee turnover intentions (Bebe, 2016; Connor, 2018; Nanayakkara and Dayarathna, 2017). The latest researches characterize turnover intention as the wish of an employee to leave an organization to find a better job (Lestari and Margaretha, 2021).

Motivation is the motive for humans to be involved in a particular behavior (Herzberg, 1959, Pham et al., 2020). Herzberg's theory of motivation shows factors that motivate employees. The theory draws a sharp distinction between those things that cause dissatisfaction and those things that drive motivation in the workplace. Motivation in the workplace means it is something that energizes employees to be more committed, enthusiastic, energetic, and creative in the organization daily, to produce results to the best of their abilities (Pinder, 1998, Helfer and Hawks, 2022). Motivation has an impact on various job-related aspects such as job satisfaction and turnover intentions (Wegge et al., 2006; Hoole and Vermeulen, 2003, Pham et al., 2020). Motivational factors and job satisfaction influence employees to maximize their efforts to achieve organizational objectives (Jerome et al., 2019, Rahman et al., 2019). According to academic literature, motivation has a substantial direct relationship with job satisfaction. The findings of the research carried out by Bagajjo et. al., (2021) revealed that motivation is needed to create job satisfaction, among employees (Bagajjo et al., 2021). Motivational factors like achievement, recognition, responsibility, promotion, and personal growth are factors that influence job satisfaction (Herzberg, 1959). Motivation is positively related to job satisfaction (Meshi and Tukur, 2016). Based on the explanations above, the authors hypothesize that:

H1: There is a relationship between work motivation and job satisfaction.

Work motivation influences employee’s attitudes and intentions towards their organization (Jason et. al., 2006). Researchers have been using Herzberg's theory of motivation to create a modified model or extended model as the basis of their research related to motivation. Researchers (Bonenberger et al. (2014); Dysvik & Kuvaas (2010); Yada et al. (2020)) have stressed the significant direct effects of work motivation on job attitudes, such as job satisfaction, and work-related behaviors such as turnover intentions (Kim, 2012; Jin et al., 2016). Employees who have a high degree of job motivation will have less turnover intention (Khan et al., 2016; Kim, 2012; Kulachai and Amaraphibal, 2017; Susanti et al., 2021; Wati et al., 2022). Thus, the authors suggest the following hypothesis:

H2. There is a relationship between work motivation and turnover intention.

Job satisfaction is a satisfying emotional status resulting from an individual’s job (Locke, 1969). Job satisfaction is a positive emotional state one has when values or personal characteristics are fulfilled by the job (Astuti and Amalia, 2021). It was perceived by researchers (Saeed et al., 2014, Gonul and Gokce, 2014) that job satisfaction was used as one of the factors that determine turnover intention of employees. As stated by Daves and Sheehan (2010), according to Wallace (2001) job satisfaction is one of the most important factors that affect a lawyer’s decision to continue or quit practicing law. Job satisfaction is identified as one of the top ten critical factors that control employees in the organization (Walga, 2018). If the workers are dissatisfied, the turnover intention will increase (Alias, et al., 2018). A study carried out to check the relationship between job satisfaction, and turnover intention among physicians in Guangdong, China showed that low levels of job satisfaction significantly result in high levels of turnover intention (Lu, et al., 2017). The study was in agreement with the studies carried out by Fox and Fallon (2003), Foreman (2009), and Oosthuizen et al., (2016). Job satisfaction and turnover intention have a significant relationship (Aliya, 2019). A study carried out by De Moor and Benschop (2022) revealed that if job satisfaction increases, turnover intention decreases. In light of this, the authors suggest the following:

H3: There is a relationship between job satisfactions on turnover intention.

Figure 1 illustrates the proposed conceptual framework based on the literature and hypotheses.



Figure.1. The proposed conceptual Model

Adapted from: Islam et al. (2019); Lu et al. (2017); Muluwany et al. (2006); Wacklawska. (2018)

This paper identifies three variables: work motivation and job satisfaction as the independent variable, and turnover intention as the dependent variable.

METHODS

Data was collected from the Civil Service Commission, Judicial Service Commission; Prosecutor General's office, and attorney general's office for the year 2020. The target population for this study is 315 lawyers in the public sector in the Maldives. This represents those who are working in the capital city Male' and in the islands as well. For a population of 315, according to the table produced by Krejcie and Morgan (1970) and Cohen (1969) as stated in Sekaran and Bougie (2020) the minimum sample required is 175. The questionnaire was shared online, through an appointed administrator from the relevant offices. The questionnaire was shared among 255 lawyers working in the public sector, of which 244 forms returned the questionnaire. After omitting questionnaires with missing data and outliers (6 samples) the final samples useable for this study was 218. Therefore, the percentage of response rate was 88% in this study. The total number of responses taken for analysis was 218.

To analyze data, a quantitative method was used, therefore proposed hypotheses were tested using structural equation modeling. This section discusses how measures were developed, data collection methods, sample population, and results of the study. The research approach is deductive as theory testing is involved, and the research philosophy is positivist as the quantitative approach was used to test the hypothesis. The survey instrument in this study is a self-administered questionnaire. Primary data was collected through an online method. A five-point Likert scale (Likert, 1932) is used as a measurement scale where one (1) indicates strong disagreement, two (2) indicates disagreement, three (3) indicates neutral, four (4) indicates agreement, and five (5) indicates strong agreement. A questionnaire with 31 items was used for this study to collect significant amounts of quantitative data (Bougie & Sekaran, 2020). The 31 measurement components are taken from previous authors (Alpern et. al., 2013; Ismail, 2015; Psicol, 2017; Youcef et. al., 2016; Musthafa and Ali, 2019; Psicol, 2017; Youcef et. al., 2016).

Internal consistency and reliability of the constructs were assessed using Cronbach's alpha. The Statistical Package for the Social Sciences (SPSS) version 25.00 was used to analyze the dataset used in this study. The study utilizes the structural equation modeling (SEM) approach to proceed with measurement and structural models on demographic data. Analysis of Moment Structure (AMOS) software version 23.00 was used to analyze the measurement and structural model under SEM because AMOS is well-suited for Covariance-Based-SEM. Hair et al. (2017) recommended removing the error variances from the analysis before looking at the theoretical model and using Covariance-Based Structural Equation Modeling (CB-SEM) to validate an established theory. The Fornell-Larker criterion is still the most used method for determining

discriminant validity when using CB-SEM. Cronbach's alpha (α) value determines the internal consistency reliability. The study uses Average Variance Extracted (AVE) to examine the convergent validity. The discriminant validity was evaluated using the Fornell-Larcker criterion (1981). Multivariate assumptions such as normality, linearity, homoscedasticity and multicollinearity were checked. After performing important checks on data, demographic analysis was undertaken, followed by a descriptive analysis of the respondents of the study. Exploratory Factor Analysis was undertaken to check the factor structure for this data set, which was followed by the confirmatory factor analysis for the constructs of the study. A measurement model was constructed to check for model validity and reliability, and additionally, structural equation modeling was used to test the hypothesis of the study.

Demographic Analysis

Table 1: Descriptive statistics (n=218)

		Frequency	%
Gender	Male	124	56.9
	Female	94	43.1
Age	Between 18-24 years	13	6.0
	Between 25-35 years	157	72.0
	Between 36-45 years	39	17.9
	Between 46-55 years	6	2.8
	Age 56 and Above	3	1.4
Level of Education	Diploma	4	1.8
	Degree	125	57.3
	Masters	88	40.4
	Doctorate	1	0.5
Income Level	Below 5000RF	5	2.3
	5001 TO 15000 RF	33	15.1
	15,001 to 25,000 RF	133	61.0
	25,001 to 35,000 RF	24	11.0
	35,000 RF Above	8	3.7
	Do Not Like to Disclose	15	6.9

Table 1 represents the descriptive statistics of the respondents in this study. Table 1 shows that the total number of respondents was 218, 43.5% were males, and 56.5% were females. This represents the population structure of this study is female dominant. In terms of age, 6% of the respondents belong to the age group between 18 to 24, 17.9% belong to 36 to 45, 2.8% belong to age 46 to 55, 1.4% belong to the age group 56 and above, and 72% of the respondents belong to the age 25 to 35. Therefore, we observed that there is a younger workforce among lawyers in the public sector in the Maldives. Concerning to the educational level, 1.8% of the respondents have a diploma certificate, and 98.2% of lawyers have a certificate higher than a degree level which

indicates a high-quality workforce in terms of education work as lawyers in the public sector in the Maldives. Regarding income level, 61% of respondents said they get a salary range of 15001 to 25000. The majority of the lawyers get a salary that is above the recommended minimum wage of Maldivian Ruffiya 7000 (Maldives National Pay Commission, 2022).

Items Retained

The exploratory factor analysis (EFA) method was used to examine the underline patterns or relationships for the variables and determine whether the information can be summarized into a smaller set of factors (Hair et. al, 2010). The following Table 2 provides the results of the items analyzed and retained after EFA analysis.

Table 2. Items retained

Variables	No of Items (Initially)	No of Items (Retained)
Work motivation	9	6
Job Satisfaction	13	10
Turnover Intention	16	9
Overall	38	25

Initially work motivation construct had 9 items. During EFA 3 items were removed, thus 6 items were retained for further analysis. The job satisfaction construct initially had 13 items. During EFA 3 items were removed, thus 10 items were retained for further analysis. The turnover intention construct had 16 items, during EFA 4 items were removed, thus 12 items were retained for further analysis. Table 3 shows the results of validity and reliability.

Table 3: Results of validity and reliability

Construct	Item	Standardized Factor Loading	Average Variance Extracted (AVE), Composite Reliability (C.R), Cronbach's Alpha
Work Motivation (WM)	I see a good career for me in this organization.	ADV1 0.595	AVE= 0.869; CR= 0.864; α = 0.818
	I feel I have established my career path in this organization.	ADV2 0.583	
	I receive recognition at work for my accomplishments.	REC1 0.911	
	I am appropriately recognized when I perform well in my regular work duties.	REC2 0.884	

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	I am satisfied with my organization's current recognition program.	REC5	0.731	
Job Satisfaction (JSAT)	I am satisfied with this organization's leave policies.	HF1	0.733	AVE= 0.701; CR= 0.942; α = 0.886
	I am satisfied with this organization's management practices.	HF2	0.861	
	I feel the organization policies secure my job in this organization.	HF3	0.864	
	I am satisfied with this organization's complaints handling procedures.	HF4	0.809	
	I get enough support and guidance from my direct supervisor.	NMF1	0.895	
	I feel encouraged to come up with innovative ideas of doing things.	NMF2	0.903	
	I can rely on my supervisor's help when I have workplace issues or problems.	NMF3	0.782	
Turnover Intention (TI)	I may leave this organization when I am no longer satisfied with the supervision or the relationship with colleagues.	TI4	0.845	AVE= 0.726; CR= 0.96; α = 0.912
	I may leave this organization when I am no longer satisfied with the working conditions.	TI5	0.922	
	I may leave this organization when I am no longer satisfied with the salary and allowances.	TI6	0.852	
	I may leave this organization when I am no longer satisfied with job security.	TI7	0.851	
	I may leave this organization when my work conflicts with my family/life responsibilities.	TI8	0.764	
	I often think about searching for a job in another organization.	TI11	0.769	

I frequently think about leaving my current organization.	TI12	0.921
I constantly want to quit working for this organization	TI13	0.855
It is most likely that I will leave this organization soon.	TI14	0.874

AVE= Average Variance Extracted, C.R Composite Reliability, α =Cronbach's Alpha

As suggested by Fornell and Larcker (1981), the authors of this study examined the reliability of each variable. Table 2 shows the reliability test of this study. Unidimensionality was checked by considering factor loadings, where factor loadings of 0.6 are considered acceptable for already established constructs (Awang, 2015). To assess validity, construct, convergent, and discriminant validity were assessed. Reliability was checked through Cronbach alpha and composite reliability.

In the measurement model analysis, one item from work motivation had low factor loading hence the item was considered to be redundant. Also, three items from the job satisfaction construct were removed, due to low factor loading and R2 value. Therefore, the work motivation construct was reduced from 6 items to 5 items, and the job satisfaction construct was reduced from 10 items to 7 items. All the study variables included in the measurement model provided a respectable fit in terms of absolute, incremental, and parsimonious fit. The validity and reliability tests listed in Table 3 were carried out based on the comprehensive measurement model.

The measurement model was further examined. Factor loading of the items, AVE, CR, and Cronbach Alpha values were considered. All items have factor loading of more than 0.5 as suggested by Hair et al., (2019). The AVE values for all the variables are above 0.50 which are between 0.701 and 0.869 indicating excellent and acceptable values. Cronbach Alpha for all the variables are over 0.8 which is acceptable according to Azam et.al, (2021). All the CR values are over the threshold value of 0.60 also greater than AVE values and the values demonstrate good reliability. The discriminant validity was checked using the Fornell and Larcker criterion (1981), and the results are indicated in Table 5.

As suggested by Fornell and Larcker (1981), the authors of this study examined the reliability of each measurement variable. As shown in Table 3, the internal reliability values are ranging from 0.818 to 0.912. The reliability of construct work motivation is 0.818, job satisfaction is 0.886, and turnover intention is 0.912. The value is greater than 0.8, as suggested by Hair et al., (2010). Overall reliability is 0.681 which is acceptable, according to Azam et al., (2021). The discriminant validity was checked using the Fornell and Larcker criterion (1981), and the results are shown in Table 4.

Table 4. Correlation matrix of discriminant reliability

Latent Construct	Work Motivation	Job Satisfaction	Turnover Intention
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Work Motivation	0.754			R2
Job Satisfaction	0.670	0.837		
Turnover Intention	-0.650	-0.460	0.852	

According to the results in Table 4, the discriminant validity of this measurement model is accepted because the square root of the AVE result for each construct is higher than the correlation coefficients between the variables under investigation. Correlation between exogenous constructs should be lower than 0.85 or the square root of AVE should be higher than correlation values (Awang, 2015; Fronell and Larcker (1981),). As a result, the data set agrees that the structural model and suggested hypotheses may be tested using the construct developed in the measurement model. Based on the output from the measurement model, the structural model for this investigation is presented in Figure 2.

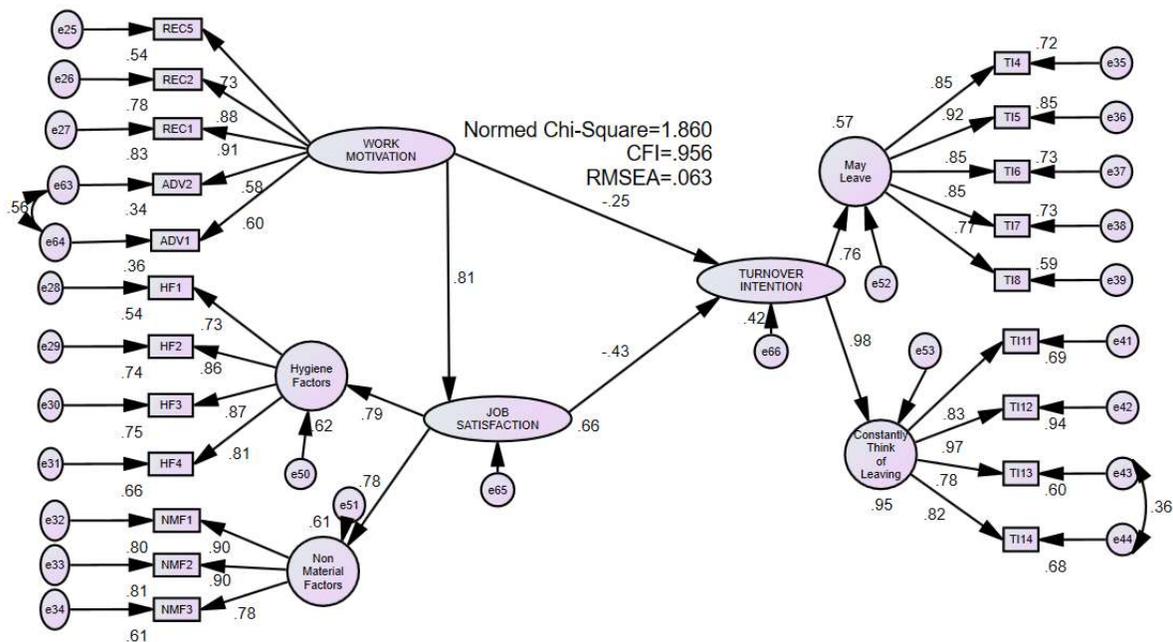


Figure 2. Structural model

The overall fit of the modified structural model derived from the AMOS output, compared to expected values, is shown in Table 5.

Table 5. Assessing the structural model fitness

Fit Indices	Acceptable Range	Output	Study observation
Normed Chi-Squared	A value between 2.00 and 5.00 is acceptable. Below 2.0 is very good (Hair et al., 2019)	1.860	Absolute fit, incremental fit, and

CFI	Above 0.900 (Hair et al., 2019)	0.956	parsimonious fit values attained for this study
RMSEA	Below 0.08 (Hair et al., 2019)	0.063	

Model fit statistics such as Normed Chi-Square, Comparative Fit Index (CFI), Incremental Fit Index (IFI), and Root Mean Square Root of Approximation (RMSEA) were checked to assess model fit. The goodness of fit indices Normed Chi-Square is 1.860 which is less than 5 as recommended by Hair et al., (2019) as a very good fit if below 2. CFI value of 0.956 met the threshold value suggested and RMSEA is 0.063, which is well below the recommended cut-off value of 0.08 (Hair et al., 2019). Absolute fit, incremental fit, and parsimonious fit values of this study were achieved.

RESULTS

To confirm the links and directions between the variables chosen for this study, the four hypotheses produced from the research model developed from the literature need testing. The Maximum Likelihood Estimates of the hypotheses for the study model and the summary of hypotheses test results are shown in Tables 6 and 7, respectively. The three hypotheses produced from the research model developed from existing literature need testing to confirm the links and directions between the variables. Tables 6 and 7 present the findings of the Maximum Likelihood Estimates of the hypothesis test for the study model, respectively.

Table 6. Maximum likelihood estimates of the hypotheses for the study model

Hypotheses	Relationship	Estimate	SE	CR	p-Value
H1	Job satisfaction ← Work motivation	0.536	0.050	10.691	***
H2	Turnover intention ← Work motivation	-0.199	0.124	-1.600	0.011
H3	Turnover intention ← Job satisfaction	-0.522	0.205	-2.545	0.110

The three stars (***) in Table 6 indicate that the p-value of work motivation to job satisfaction and work motivation to turnover intention is less than 0.01, meaning that the covariance between the construct variable relationships under test is significantly different from 0 at the 0.05 level. The Critical Ratio (C.R.) values are greater than ± 1.96 for the two of the study relationships, indicating a significant regression coefficient. The probability value for hypothesis 3 falls outside the acceptable level of less than 0.05, indicating not significant. The summary of the hypotheses test results for this study is shown in Table 7.

Table 7. Hypotheses test results

Findings in Table 7 show, that turnover intention is greatly and favorably impacted by work

H#	Hypothesis	Direction	Significance	Status
H1	There is a relationship between work motivation and job satisfaction.	Positive	Significant	Supported
H2	There is a relationship between work motivation and turnover intention.	Negative	Significant	Supported
H3	There is a relationship between job satisfactions on turnover intention.	Negative	Not Significant	Not Supported

motivation and job satisfaction as well as favorably impacted by work motivation of lawyers in the public sector in the Maldives. However, the result shows that the turnover of lawyers in the public sector in the Maldives is not impacted by job satisfaction in this study.

DISCUSSION

As stated by Rembang and Wijono (2023), according to Zhang et al., (2019), companies need to pay attention to various factors that may influence employee turnover intention. The findings of this study showed that work motivation to job satisfaction and work motivation to lawyer's turnover intention had a significant direct effect. Specifically, there is a positive, significant relationship between work motivation and job satisfaction and the result is similar to the findings of Bagajjo et al., (2021) and Meshi & Tukur (2016). It is also discovered in this study, that there is a negative effect similar to earlier studies (Alias et al., (2018); Aliya, (2019); Fox and Falon (2003); Foreman (2009); Gebregziabher et al.,(2020); Lu et al., (2017); Rembang and Wijono (2023); Oosthuizen et al., (2016)). The relationship between job satisfaction and turnover intention, however, is not significant in this study. Contrary to the current study's findings, most researchers (Gebregziabher et al., (2020); Rembang and Wijono (2023); Alias et al., 2018; Lu et al., (2017); Aliya, (2019); Oosthuizen et al., 2016; Fox and Falon (2003); Foreman (2009)) have found that there is a significant relationship between job satisfaction and turnover intention of employees. The job satisfaction construct has no significant effect on the turnover intention construct. The result is in contrast with the research conducted by Saputra (2021) which showed a partial result. This shows that each organization has a different treatment for its employees so the variable of job satisfaction does not necessarily affect the employee turnover intention (Rembang and Wijono, 2023). In this case, the authors conclude that there are still variances in research results, both pros and cons, between job satisfaction and turnover intention (Purba & Ananta, 2018).

However, there is a negative and significant relationship between work motivation and turnover intention, similar to the findings of the previous researchers (Susanti, 2021; Zakir, 2016; Wati et al., 2022). Among all three hypotheses tested, two hypotheses were supported, and one hypothesis was not supported in this study. Therefore, work motivation plays a critical role in shaping lawyers' work-related behavior such as job satisfaction and turnover intention, as confirmed by other researchers (Choi and Chun, (2018); Jin et al., (2018); Shim et al., (2017); Susanti, (2021); Wati et al., (2022); Zakir, (2016).).

CONCLUSION

The findings of this study indicate the importance of work motivation to increase lawyers' job satisfaction and minimize turnover intention. Work motivation and job satisfaction among lawyers within the public sector should be regarded as significant psychological resources for the enhancement of employees' organizational commitment and reduction of their turnover intention. Although our findings are not completely consistent with some previous studies (Vandenabeele, 2009; Kim, 2012; Jin et al., 2018), it is important to recognize that the connection between work motivation and job satisfaction with lawyers' turnover intention which might be dependent on various mediators and different cultural and institutional contexts. Therefore, this type of research helps the generalization of theories related to motivation by undertaking cross-cultural studies, but it will highlight the need for public sector organizations to attach importance to public employee's motivation and job satisfaction.

The results of this study contribute to the body of literature by addressing the knowledge, empirical, concept, and framework of the impact of work motivation and job satisfaction on turnover intention. The findings also supported the validity of the two-factor theory that could also be applied in Maldives. Therefore, this study can theoretically contribute to extending the models. Due to the scarcity of studies on this topic in the Maldives, the study at hand can be considered a potential area for future research. Furthermore, this study opened the doors for academicians and researchers to conduct further studies of this nature in the future.

When looking into implications to practice, government organizations could understand which factors influence lawyers' work motivation, job satisfaction, and turnover intention that could help the organizations struggling with high staff turnover rates. Moreover, the result contributes new ideas to practice in management and could be guided on what should be emphasized in the organizations to increase employee motivation, and job satisfaction and reduce turnover intention through employee-related laws and regulations. For the policymakers and regulators, this study provides new perspectives to address lawyers' job demands that could help to enhance the Legal Profession Act. Furthermore, this study will generate greater awareness among human resources managers on the importance of the factors that may influence the turnover intention of employees.

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