

The effect of professional identification and organizational identification on career satisfaction, job satisfaction and organizational commitment

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ABSTRACT

The purpose of this paper is to assess the impact of professional identification, organizational identification on job satisfaction, career satisfaction and organizational commitment. The study was conducted on 1118 lawyers licensed to practice in Vietnam for a period of 3 months. The results show that both professional identification and organizational identification had strong positive impacts on job satisfaction, career satisfaction and organizational commitment. In addition, Job satisfaction plays a mediate role in the relationship between professional identification, organizational identification and organizational commitment. But unlike previous studies, the two variables moderating Gender and organizational tenure have no moderate role in the relationship between professional identification and organizational commitment.

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1. Introduction

Over the past decade, especially after Vietnam joined the World Trade Organization (WTO) and actively participated in the process of international integration, the demand for legal services has increased, markedly and this is a huge change in people's awareness and businesses when using legal consulting services. Many clients do not wait until their partners “cheat” or fall into the legal circle to find a lawyer, but they actively use legal services as a “shield” to prevent risks and protect them as needed. That is the opportunity for the birth of more and more Law practice organizations across the country. However, it is a fact that while many law firms have quickly risen to assert their position and are constantly evolving, there are many professional organizations still struggling to find a way to survive. The reason why law-practicing organizations cannot be “big” is many. However, the biggest cause comes from the awareness of the lawyers and the management of these organizations. Managing an ordinary business is inherently difficult. Managing a law practice organization is much more difficult due to the specific nature of the professional field. While the conditions for establishing and registering a law practice organization are considered quite open, even lawyers who are the owners or founding members of that organization are sometimes very inexperienced. The management training and the policies, solutions to support the management work of law-practicing organizations are completely absent. Even the current organizational models and governance models of law-practicing organizations in Vietnam have not been shaped. Recent studies around the world indicate that employee commitment and intent to stay are strongly influenced by organizational identity (Cole & Bruch, 2006), organizational culture (Dadgar et al., 2013; Mitic et al., 2016). According to Cole and Bruch (2006), if an individual is identified with their organization, they will work more actively. This increases the commitment of organizations and they will intend to stay in the current company. However, so far there has been very little research on the relationship between organizational identification, professional identification and organizational commitment (Mitic et al., 2016). In addition, the mediating role of job satisfaction and job satisfaction in the relationship between organizational and professional identity has not been deeply analyzed.

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This study focuses on the impact of organizational and professional identities on the organizational commitment of lawyers in Vietnam and the mediating role of job satisfaction and job satisfaction in Vietnam. Finally, the study also examines the regulatory role of gender and organizational tenure in the relationship between professional identification and organizational commitment. This may make up for a missing part in previous studies conducted in Vietnam. Moreover, the law profession is an ideal field for professional workers since it is considered a profession that requires high levels of expertise, ancient and business-dependent (Gunz & Gunz, 1994) and other Law firms have been widely accepted as prime examples of employment (Wallace, 1995). The author collected data from a sample of professional lawyers in Vietnam.

The structure of the article in addition to the introduction includes: Research overview, research methods, research results and conclusions.

2. Literature review

2.1. Professional identification

Professional identification is a type of social identification and an awareness of individuals with a profession (e.g. law, medicine, lecturer) and the extent to which individuals identify themselves as members of the profession. (Pratt, 1998). Professional identity includes responsibility, values, ethical standards and the association of individuals with their professional practice. According to Bamber and Iyer (2002), researchers have demonstrated that career recognition is desirable for quality (not profit). Businesses are often concerned with profits and costs while special industries such as lawyers, doctors and lecturers often care about the quality of the services provided with little information about revenues or expenses. When identifying the careers that are concerned, they will form the professional identity. The formation of a professional identity is a complex process whereby individuals identify with the development, difficulties and balance between personal identity and professional identity. A professional identity is formed during the process of personal training and education for their profession

2.2. Organizational identification

Organizational identity refers to what members perceive, feel and think about their organization. It is assumed to be a collective, shared understanding of the organization's special values and characteristics. Agwu (2013) gives an influential definition of organizational identity as central, sustainable and specifically about an organization's personality. Corporate identity differs from organizational identity to the extent that it is conceptualized as a function of leadership and focus on image (van Riel & Balmer, 1997). Although both concepts are based on organizational ideas and are closely related to the company's vision and strategy (van Riel & Balmer, 1997). There have been many studies proving a relationship between employees' perceptions and their organizations; for example, studies on commitment and organizational identification (Dutton et al., 1994), the identity of the organization as a harmony between personal and organizational values (Pratt, 1998). In other words, an organization's identity is a psychological structure that connects employees with the organization where they work. If employees clearly identify their contribution to the organization, they will promote employees' positive working attitudes (Davila & Garcia, 2012; Stinglhamber et al., 2015) and reduce employees' intention to leave (Mehtap & Kokalan, 2014). Organizational identity reflects the awareness and engagement of employees themselves with the organization's standards, values, and goals (Van Dick et al., 2004). In other words, organizational identity occurs when an individual identifies themselves as having the same attributes as the organization where they are working (Elsbach & Bhattacharya, 2001). On the other hand, organizational identity refers to the details they can observe such as: Name, logo, symbol (Ind, 1992) or the organization's reputation (van Riel & Balmer, 1997). This identity can be equated with strategies that create an image and reputation for the organization (Dowling G. R, 1994).

2.3. Job satisfaction

According to Karatepe and Kilic (2007), job satisfaction / dissatisfaction is defined as a person's positive or negative attitude about assessing his/her work, not having intention / leaving intention. unorganized and introduce good / bad about their organization to the outside. The concept of employee behavior developed by Tepeci (2001) also uses the three factors mentioned above to measure employee performance. Other studies on job satisfaction based on motivational theories such as Maslow's hierarchy of demand (Maslow, 1943), Herzberg's two-factor theory (Herzberg, 1959), Adam's theory of justice (Adams, 1963), Vroom's expectations (Vroom, 1964), Alderfer's Existence-Relatedness-Growth needs (ERG) theory (Alderfer, 1969), Hackman & Oldham's job-theory theory (Hackman & Oldham, 1974), McClelland's achievement theory (McClelland, 1988) Job Descriptive Index (JDI) job description by Smith (2000) have been used quite commonly by researchers in understanding job satisfaction levels of employees in different fields and countries. The Job Descriptive Index consists of five main factors that are satisfaction with income, training / advancement, superiors, colleagues and the nature of the job.

2.4. Career Satisfaction

Career satisfaction is considered to be job satisfaction and career success and these terms are used interchangeably in this study. Career satisfaction is defined as the result or positive psychological or work achievement that a person has accumulated as a result of work experience (Judge et al., 1995). The Career satisfaction models have included a number of demographics, human capital and the dynamic variables related to Career satisfaction (Judge et al., 1995). In the past, many career studies have considered individuals to be passive and influenced by situational factors (Ngo et al., 2013). However, many recent

studies have suggested that the perception and personality of employees through certain behaviors can have a direct impact on the working environment. A number of researchers have found this to be related to the study of Career satisfaction (Tepeci, 2001). Since career satisfaction can be considered as a cumulative result of behaviors over a long period of time, personality may play a role (Tepeci, 2001). Therefore, career recognition can be a factor in making Career satisfaction.

2.5. Organizational commitment

According to Kumarasinghe (2011) and Hope (2010), organizational commitment is a multidirectional concept of vertical and horizontal elements. Horizontal commitment refers to the trustworthy relationship between employees and their colleagues. Longitudinal commitment relates to employees' commitment to the organization, that is, employees who believe in the organization's culture, ethics, strategy and development potential. Organizational commitment has been proven to be made up of important factors such as the intention to leave the organization and job satisfaction (Hon & Lu, 2010). At the same time, employees who have a high belief in the organization have a low intention to leave the organization, a high level of job satisfaction and often a good introduction to the organization to the outside (Kuyvenhoven & Buss, 2011).

3. Research method

3.1. Research background

Contrary to other industries, lawyers do not create a specific product, but lawyers only provide intellectual services or products to customers. Depending on the nature of the service, the reputation of the lawyer and the ability of the client, the lawyer will be paid by the customer a fee in exchange for the services that the lawyer will provide. The remuneration of a lawyer received from a customer is considered an "honorable payment" and is paid by the customer with respect since the lawyer is a representative and protection of the legal interests of the client.

Lawyer is an independent judicial title, only those who are qualified to practice professional practice as prescribed by law in order to provide legal advice, authorized representation, protecting rights and legitimate interests, legal measures for individuals, organizations and the state before the Court and perform other legal services. In addition to the requirements on knowledge and qualification, the law profession requires lawyers to follow the law on professional ethics and requires lawyers to be knowledgeable, innocent, brave and brave of a legal "knight" who take law and social ethics as the basis for their operations to be worthy of trust and honor of society.

In the context of a developing country like Vietnam, with an incomplete institution, the role of lawyers has not been given due attention. Therefore, the author expects that with that culture, career identity and organizational identity will positively impact job satisfaction and the career of lawyers. From there, these factors will positively impact the commitment of the lawyers' organization in Vietnam.

3.2. Research sample

The data in our study was obtained in a professional career survey sent in 2019 to practice lawyers working in law firms, law offices, and courts in Vietnam. The Vietnam Bar Federation has provided a list of lawyers' directories in Vietnam and the author has obtained the information of lawyers through <http://www.danhbaluatsu.com/>. A questionnaire in Vietnamese was sent to each lawyer along with a letter asking for the purpose of the survey and the confidentiality of the research data. The questionnaires were sent by email and they directly completed the survey and sent back to the author. A total of 1600 questions were emailed and sent directly. These 1600 lawyers were selected according to the target model in the form of stratified sample in the list of over 8,000 lawyers nationwide. Finally, during the 3 months of data collection, the author collected 1256 questionnaires. However, after classification and data entry, only 1118 valid questionnaires were left for analysis and testing of research hypotheses.

3.3. Research models

Except for the moderator variables, Lawyers in Vietnam used five-point Likert-type scales from 1 = "strongly disagree" to 5 = "strongly agree" to respond to the items in the questionnaire.

Professional Identification: This independent variable was measured by the five-item scale used by Lui et al. (2001); Jeanson & Michinov (2018).

1. When I talk about my profession, I usually say "we" rather than "they".
2. The legal profession's successes are my successes.
3. I am very interested in what others think about my profession.
4. When someone praises my profession, it feels like a personal compliment.
5. If a story in the media criticized my profession, I would feel embarrassed

Organizational identification: The independent variable was measured by the five-item scale used by Lui et al. (2001); Herold et al. (2007) and Jeanson & Michinov (2018).

1. When someone praises the organization, it feels like a personal compliment.
2. When someone criticizes the organization, it feels like a personal insult.
3. When I talk about the organization, I usually say “we” rather than “they.”
4. The organization’s successes are my successes.
5. If a story in the media criticized the organization, I would feel embarrassed.

Job Satisfaction: Job satisfaction was assessed with the Work Life Satisfaction scale Jeanson and Michinov (2018) and Ngo et al. (2013).

1. In general, I like working for this organization.
2. All in all, I like my job.
3. In general, I don't like my job. (Reverse coded)

Organizational Commitment: This variable was measured by the eight-item affective commitment scale developed by Allen & Meyer (1990).

1. I would be very happy to spend the rest of my career in this organization.
2. I enjoy discussing my organization with people outside it.
3. I really feel as if this organization were my own.
4. I think I could easily become as attached to another organization as I am to this one. (Reverse coded)
5. I do not feel like “part of the family” at my organization. (Reverse coded)
6. I do not feel "emotionally attached" to this organization. (Reverse coded)
7. This organization has a great deal of personal meaning for me.
8. I do not feel a strong sense of belonging to my organization. (Reverse coded)

Career Satisfaction: The five-item scale of career satisfaction used in this study was adopted from the measure developed by Greenhaus et al. (1990).

1. I am satisfied with the success I have achieved in my career.
2. I am satisfied with the progress I have made toward meeting my overall career goals.
3. I am satisfied with the progress I have made toward meeting my goals for income.
4. I am satisfied with the progress I have made toward meeting my goals for advancement.
5. I am satisfied with the progress I have made toward meeting my goals for the development of new skills.

Gender: Gender was a dummy variable coded 0 if the respondent was male and coded 1 when the respondent was female.

Organizational tenure: The variable was measured as the respondent’s total number of years working in the current organization.

Research hypotheses:

- H1: Professional Identification has a positive impact on Job Satisfaction.
 H2: Professional Identification has a positive impact on Career Satisfaction.
 H3: Professional Identification has a positive impact on Organizational Commitment.
 H4: Organizational Identification has a positive impact on Job Satisfaction.
 H5: Organizational Identification has a positive impact on Career Satisfaction.
 H6: Organizational Identification has a positive effect on Organizational Commitment.
 H7: Job Satisfaction and Career Satisfaction play intermediary roles in the relationship between Professional Identification and Organizational Identification with Organizational Commitment.
 H8: Gender and Organizational tenure play a regulatory role in the relationship between Professional Identification and Organizational Commitment.

Fig. 1 shows the summary of the survey.

4. Research results

PLS-SEM does not assume that the data follow a normal distribution. Without a normal distribution, the parameters whose tests are used in the regression analysis cannot be applied to check whether outer weight, outer loading (regression coefficients), and path paths or whether coefficients have significant statistical significance or not. Instead, PLS-SEM relies on a nonparametric bootstrap process (Hair et al., 2011, 2013, 2014) to test for significance. In bootstrapping, it is a method of repeated random sampling. Repetition means that every time an observation is taken randomly from the sample observation set, it is returned to the sample before the next observation is removed (i.e. the sample observation set always contains all the elements). Therefore, it is possible that an observation in a bootstrap pattern occurs more than once or may not appear at all.

Each bootstrap sample must have the same number of observations as the original sample. For example, if the original sample had 130 observations, each bootstrap sample also contained 130 observations. The number of bootstrap samples must be high but must be at least equal to the number of valid observations in the dataset.

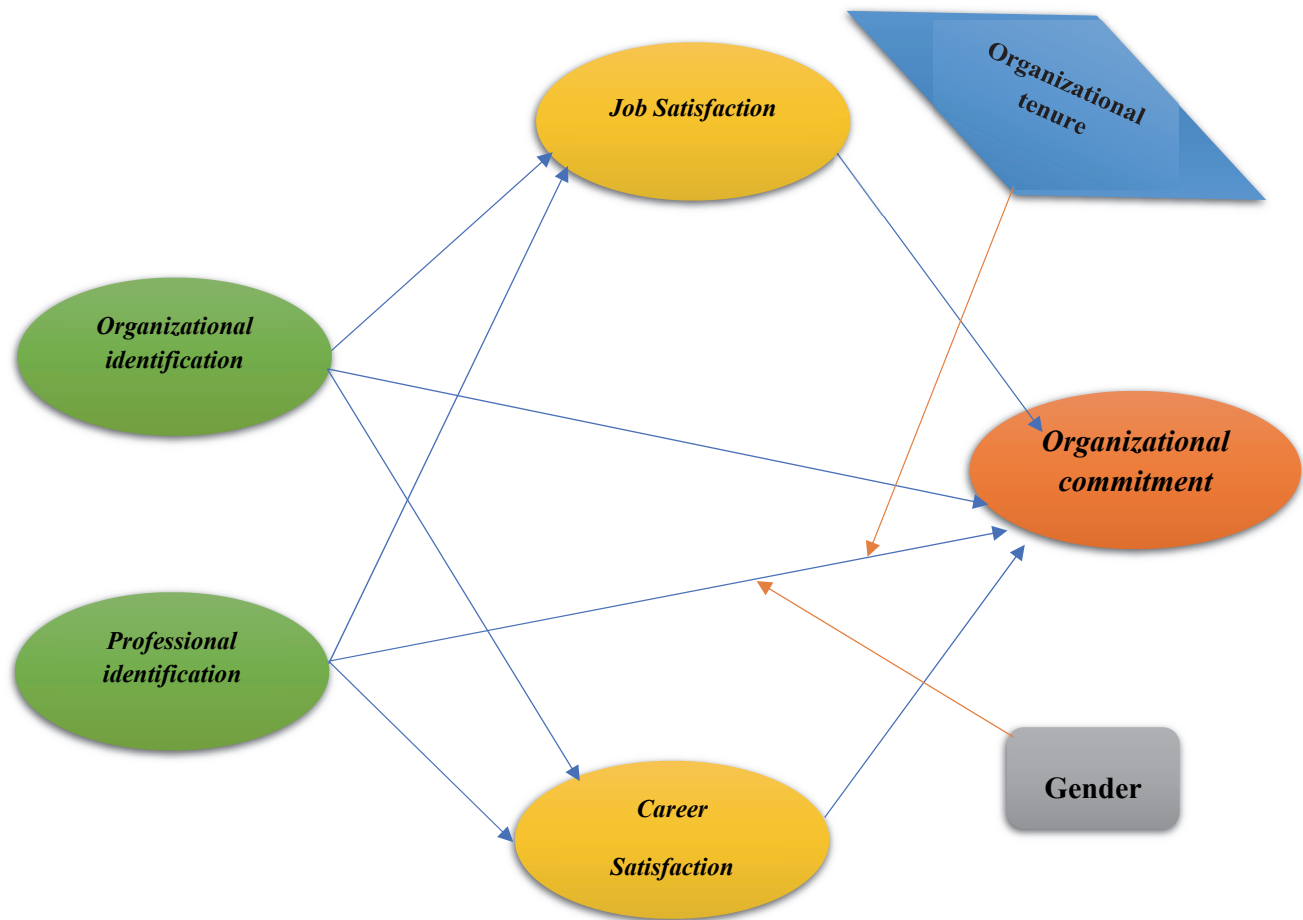


Fig. 1. Research models

In this study, the author uses SPSS software to test the reliability of the scales through Cronbach Alpha coefficients and total correlation coefficients. Then we use the EFA test to discover the important factors. For the observed variables, the conditions are included in the analysis in Smart PLS 3.2.6.

The test results on SPSS are all feasible results, the observed variables have Cronbach Alpha coefficient > 0.7 and the total correlation coefficient > 0.3 so ensure the reliability condition as suggested by Hair et al. (2014). The coefficients in EFA test with KMO coefficient (Kaiser-Meyer-Olkin) = $0.88 > 0.5$; Bartlett's test has statistical significance (Sig. = $0.000 < 0.05$); Percentage of variance = $71.2\% > 50\%$. Therefore, the initial tests on SPSS software are satisfactory.

Next, the author conducted a general reliability test on the Smart PLS software.

Table 1
Construct Reliability and Validity

	Cronbach's Alpha	rho A	Composite Reliability	Average Variance Extracted (AVE)
Career Satisfaction	0.885	0.891	0.885	0.659
Job satisfaction	0.927	0.933	0.923	0.529
Organizational commitment	0.863	0.872	0.864	0.616
Organizational identification	0.872	0.873	0.873	0.695
Professional identification	0.887	0.887	0.886	0.660

The testing results show that the latent variables satisfy the calling conditions of Hair et al. (2014) and Henseler et al. (2009,2015). The Cronbach's Alpha coefficients are all greater than 0.8 and the AVE coefficients are greater than 0.5. Thus, the constructs are satisfied to carry out the next tests.

Table 2
Discriminant Validity

	Career Satisfaction	Job satisfaction	Organizational commitment	Organizational identification	Professional identification
Career Satisfaction	0.812				
Job satisfaction	0.262	0.728			
Organizational commitment	0.411	0.376	0.785		
Organizational identification	0.523	0.252	0.588	0.834	
Professional identification	0.458	0.227	0.540	0.427	0.813

The Fornell-Larcker criterion compares the square root of the AVE variance with the correlation coefficient of two potential variables. Specifically, the square root of AVE of a factor must be greater than the largest correlation coefficient of that factor and other factors. In other words, AVE must be greater than the square of the coefficient of correlation with other factors. The logic of this Fornell-Larcker method is a factor that shares the variance with its indicators more than with other factors. From the results in Table 2, all diagonal coefficients are larger than the others. The largest coefficient is 0.523, which is still smaller than the smallest run coefficient of 0.728 (Henseler et al., 2009,2015).

Table 3
Fit Summary

	Saturated Model	Estimated Model
SRMR	0.052	0.056
d_ULS	0.967	1.111
d_G	0.486	0.490
Chi-Square	1,738.595	1,748.951
NFI	0.842	0.842

CB-SEM relies on several indicators to measure goodness-of-fit measures based on the difference between the covariance matrix of experimental and theoretical models. While PLS-SEM relies on variances instead of covariances to calculate the optimal solution, covariance-based goodness-of-fit model suitability indicators are not adequate in the context of PLS-SEM. Model fit indices in PLS-SEM are based on variance and focus on the difference between observed values (in the case of directly observed variables) or approximate values (in case of variable latent variables). (latent) of the dependent variable and the value predicted by the model. The parameters of the model show that the research data is consistent with the research model Hair et al. (2014). First, the author examines the research model without considering 2 moderator variables in the research model, Gender and Organization tenure as shown in Fig. 2.

Table 4
Path Coefficients

	Career Satisfaction	Job satisfaction	Organizational commitment	Organizational identification	Professional identification
Career Satisfaction			0.001		
Job satisfaction			0.202		
Organizational commitment					
Organizational identification	0.401	0.190	0.398		
Professional identification	0.287	0.146	0.324		

Table 5
The summary of total Indirect Effects

	Career Satisfaction	Job satisfaction	Organizational	Organizational	Professional
Career Satisfaction					
Job satisfaction					
Organizational commitment					
Organizational identification			0.039		
Professional identification			0.030		

Tables 4 and 5 summarize the impact coefficients of the potential variables in the research model.

Table 6
Specific Indirect Effects

	Specific Indirect Effects
Organizational identification → Career Satisfaction → Organizational commitment	0.000
Professional identification → Career Satisfaction → Organizational commitment	0.000
Organizational identification → Job satisfaction → Organizational commitment	0.038
Professional identification → Job satisfaction → Organizational commitment	0.029

Table 6 presents the results describing in detail the mediating role of two intermediate variables Job satisfaction and Career satisfaction. Table 6 presents the indirect effect details of the two intermediate variables in the research model.

Table 7
Total Effects

	Career Satisfac- tion	Satisfac- tion	Job satisfac- tion	Organizational commit- ment	Organizational identifica- tion	Professional identifica- tion
Career Satisfaction				0.001		
Job satisfaction				0.202		
Organizational commit- ment						
Organizational identifica- tion	0.401		0.190	0.437		
Professional identifica- tion	0.287		0.146	0.353		

The research model has no moderate variables:

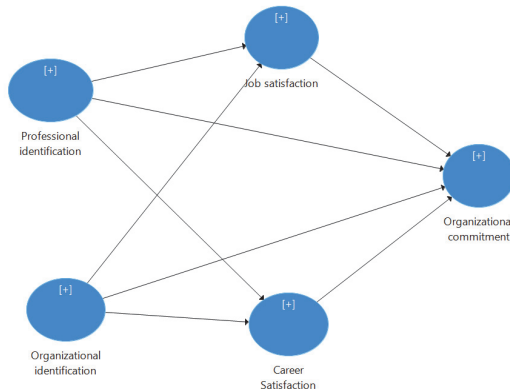


Fig. 2. Research model has no moderator variables

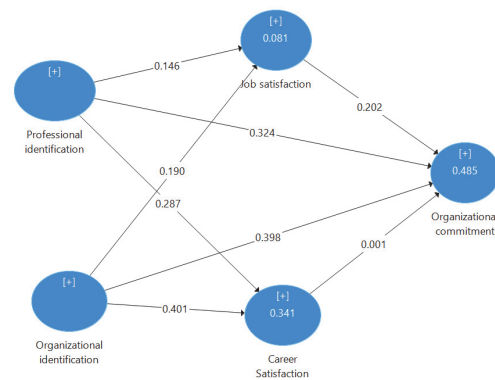


Fig. 3. Impact coefficient results

The results in Fig. 2 have modeled the impact factors of the latent variables in the research model. Specifically, the impact coefficient of Organizational identification on career satisfaction is greatest with an impact factor of 0.401 and the organizational coefficient of organizational identification to organizational commitment is the second largest with an impact factor of 0.398. The impact factors of professional identification on other potential variables have less than the effect of organizational identification. Specifically, professional identification to organizational commitment is 0.324 and to Job satisfaction is 0.146 and to Career satisfaction is 0.287. To test the research hypotheses, the author uses Bootstrap technique in Smart PLS software, with the following results:

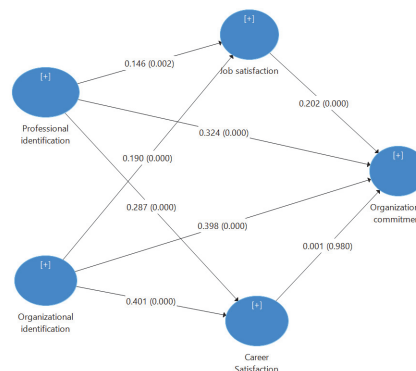


Fig. 4. Hypothesis test results without regulatory variables (Bootstrap out Smart PLS)

From the results of the hypothesis test in Fig. 4, all assumptions are supported except for the Career satisfaction hypothesis that has a positive impact on Organizational commitment. As follows:

Professional identification has a positive impact on Career satisfaction with an impact factor of 0.287 at 1% significance level (P_value = 0.000). This means that the better the job is identified, the greater the job satisfaction. Lawyers in Vietnam mainly operate in courts, lawyer's offices have also begun to develop, but in the subconscious of Vietnamese people, lawyers are a noble profession, people who bring public degree for society. Therefore, career identity has a positive spillover effect not only to the lawyers themselves but also the recognition of the whole society. Next, professional identification has a very strong impact on organizational commitment with an impact factor of 0.324 at 1% significance level (P_value = 0.000). However,

this effect is smaller than the impact of organizational identification to organizational commitment with a very strong coefficient of impact of up to 0.398 at 1% significance level ($P_value = 0.000$). Unlike previous studies, with a context like Vietnam, the reputation of the organization greatly affects the commitment of the workers' organization. Many lawyers love their profession, their job identity is very high, but due to the impact of organizational identity (namely the reputation of the organization), they are ready to abandon their old agency for a new "prestigious" agency. For example, they are working for a lawyer's office with very good compensation, but the law office is just a small organization as a private agency. Therefore, they can use all means to gain access to the courts at all levels. Because of this characteristic, in a research model with data collected from lawyers, organizational identification has a stronger impact than professional identification to organizational commitment.

Professional identification has a positive impact on Job satisfaction with an impact factor of 0.146 at the 1% significance level ($P_value = 0.002$). Organizational identification has a very strong positive impact on Career satisfaction with an impact coefficient of 0.401 at 1% significance level ($P_value = 0.000$). Organizational identification has a positive impact on job satisfaction with an impact coefficient of 0.190 at the 1% significance level ($P_value = 0.000$).

Finally, Job satisfaction has a positive impact on organizational commitment with an impact coefficient of 0.202 at the 1% significance level ($P_value = 0.000$).

The hypothesis test results are summarized in Table 7 as follows.

Table 7
Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Career Satisfaction → Organizational commitment	0.001	-0.003	0.044	0.025	0.980
Job satisfaction → Organizational commitment	0.202	0.200	0.034	5.876	0.000
Organizational identification → Career Satisfaction	0.401	0.398	0.065	6.119	0.000
Organizational identification → Job satisfaction	0.190	0.193	0.042	4.479	0.000
Organizational identification → Organizational commitment	0.398	0.398	0.047	8.562	0.000
Professional identification → Career Satisfaction	0.287	0.291	0.060	4.803	0.000
Professional identification → Job satisfaction	0.146	0.146	0.046	3.176	0.002
Professional identification → Organizational commitment	0.324	0.327	0.045	7.264	0.000

Next, the author examines the intermediary role of job satisfaction and career satisfaction in the relationship between professional identification and organizational identification to organizational commitment. In SEM model, tested by Bootstrap technique, the result of intermediate role test is extracted from the software as shown in Table 8.

Table 8
Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Organizational identification → Career Satisfaction → Organizational commitment	0.000	-0.001	0.018	0.025	0.980
Professional identification → Career Satisfaction → Organizational commitment	0.000	-0.002	0.013	0.024	0.981
Organizational identification → Job satisfaction → Organizational commitment	0.038	0.038	0.011	3.625	0.000
Professional identification → Job satisfaction → Organizational commitment	0.029	0.029	0.011	2.803	0.005

The results in Table 8 show that job satisfaction has a statistical significance in the relationship between organizational identification and organizational commitment and in the relationship between professional identification and organizational commitment with Sig. <0.05 (P_value is 0.000 and 0.005 respectively). Next, the author examines the regulatory role of Gender and Organizational tenure as shown in Fig. 10. Performing technical verification in the Smart PLS software, the author proceeds to create additional gender moderator variables and the Organizational Tenure adjustment boundary as shown in Fig. 10. After that, the author conducts PLS analysis, with the system results and Fig. 11 shows the number of the impacts of the moderators. In this model of researching moderator variables, the author does not consider organizational identification factor anymore since the purpose of the research is to examine the regulatory role of organizational tenure and gender in the relationship between professional identification and organizational commitment. Results of hypothesis testing using bootstrap technique from Smart PLS software are given in Fig. 12. In this separate model, professional identification has a very strong impact on career satisfaction with an impact coefficient of up to 0.459 at the 1% significance level ($P_value = 0.000$); professional identification also has a strong impact on organizational commitment at the impact level of 0.328 at the 1% significance level ($P_value = 0.000$); professional identification has a moderate impact on job satisfaction at the 0.228 impact level with 1% significance level ($P_value = 0.000$).

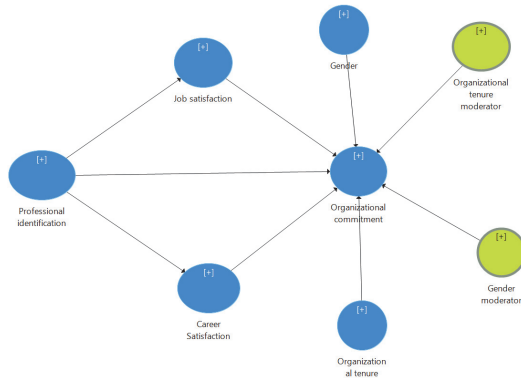


Fig. 10. Model of regulatory role research

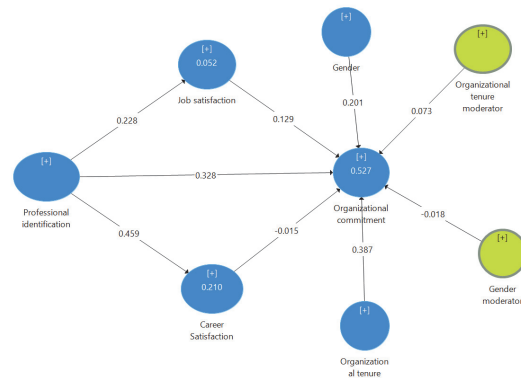


Fig. 11. Impact coefficient results of the latent variables in the model with moderator variables

The impact coefficient results of the potential variables in the research model are extracted from PLS technique. Test results of the regulatory role hypothesis are as follows:

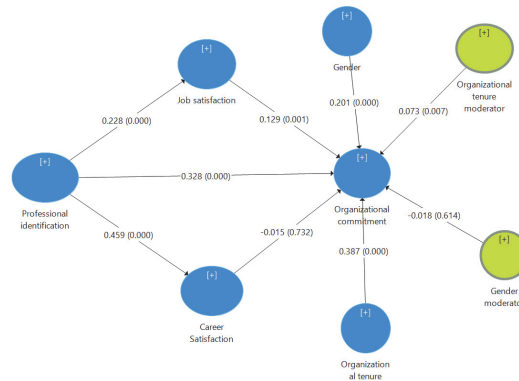


Fig. 12. The regulatory role of regulatory variables (Bootstrap out Smart PLS)

Both the regulatory variables, gender and organizational tenure have statistically significant impacts on organizational commitment at the impact level of 0.201 and 0.387, respectively, at the 1% significance level (P_value = 0.000). So, 2 variables; namely gender and organizational tenure meet the conditions to perform the moderator role test. However, the results of the research in Fig. 12 from Bootstrap technique in Smart PLS software show that both gender moderator and Organizational tenure moderator are not statistically significant. Therefore, the two variables Gender and organizational tenure have no regulatory role in the relationship between professional identification and organizational commitment. The results of hypothetical testing of the role of the moderator variable are as follows:

Table 9
Path Coefficients of moderate variables

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Career Satisfaction → Organizational commitment	-0.015	-0.018	0.044	0.343	0.732
Gender → Organizational commitment	0.201	0.197	0.045	4.502	0.000
Gender moderator → Organizational commitment	-0.018	-0.015	0.035	0.505	0.614
Job satisfaction → Organizational commitment	0.129	0.131	0.038	3.391	0.001
Organizational tenure → Organizational commitment	0.387	0.385	0.044	8.745	0.000
Organizational tenure moderator → Organizational commitment	0.073	0.072	0.027	2.697	0.007
Professional identification → Career Satisfaction	0.459	0.463	0.042	10.861	0.000
Professional identification → Job satisfaction	0.228	0.232	0.039	5.902	0.000
Professional identification → Organizational commitment	0.328	0.333	0.042	7.744	0.000

5. Conclusion

The results of the statistical analysis have shown that all the research hypotheses were accepted, meaning that the complex relationships between professional identification, organizational identification, job satisfaction, career satisfaction and organizational commitment were established. That means professional identification and organizational identification played an important role in creating job satisfaction and career commitment as well as organizational commitment of lawyers in Vietnam. Thus, to increase work efficiency, increase job satisfaction and career as well as increase commitment to organizations, lawyer's offices, law firms, state agencies and organizations where they are working should promote the strengthening of professional identification and organizational identification for lawyers. The author proposes some solutions as follows:

Firstly, people need to be at the center

The relationship between Founding Lawyers in a Law Firm has primarily of a reciprocal nature. The contribution of the Founding Lawyers in an organization is mainly by personal reputation, experience and professional reputation. A reputable law firm must first have reputable lawyers at the core. Besides, it is necessary to have a strong team of partners, who have the intelligence, competence, experience and specialized knowledge or in many different fields to be able to provide diverse, quality and responsive legal services. It is the professionalism and cohesion of the member lawyers that will create the strength of the organization practicing law. Therefore, in addition to the management skills of an entrepreneur, the manager of a law-practicing organization Lawyers should run their organization on the principle of respecting fairness, objectivity, creating opportunities for career development at the same time.

Second, consistent goals and resolute ego elimination, personal interests

Lawyers are often people with strong personalities and high independence at work. They are also people who are knowledgeable about the law, have a spirit of fighting and always consider issues of corporate governance in a multifaceted and critical manner. Therefore, the internal issues, the principles of cooperation and corporate governance always need to reach agreement and should be considered as a basic law to maintain the long-term cooperation and development of the Company. But it is also a great challenge for Founding Lawyers and the management of law firms. Any model will only bring success when the manager is consistent with the goals and strategies set out. At the same time, founding and managing lawyers must put the organization's development interests above their personal ambitions and interests. Removing the "me" of the Founding Lawyers is also a way to pursue the principle of "people-centered" governance and for the long-term development goals of the Law-practicing organization.

Thirdly, focus on building corporate culture to strengthen cohesion among the members of the organization

Corporate culture is a combination of business philosophies, management methods, ethical standards, codes of internal conduct and behaviors among members of the organization towards customers. For Law-practicing organizations, corporate culture is considered as the core values and distinctive characteristics that create its own identity. The corporate culture creates the unique characteristics of a law-practicing organization, putting each individual in that organization before the rigorous standards and regulations on working style, daily activities and behavior. It is the glue that binds people and contributes to building an image of the organization in the eyes of customers and the public. Building corporate culture is a long-term, long-term process and must follow the following steps:

- Create the core values of a practicing organization, and at the same time spread and create confidence for all members of the organization about those values,
- Recruiting personnel suitable to the corporate culture, working environment and specific standards of the organization,
- Training personnel to become people who continue to inspire and honor the organization's core values,
- Building shining examples; typical in organization,
- Establish reward regulations to encourage employees to make efforts to complete the work, to stick with the organization for a long time, and the sanctions for violations also need to be accurate, timely and strictly intelligent.

Fourth, specialize in the responsibilities of each member of the administrator

On a forum of law practitioners, the question "Please list the lawyers who are good at both the profession and the business" did not receive many answers stating the "good" lawyer at the same time in both fields. There are many lawyers, who are professional but when they switch to management of a law firm, they find that they do not have enough peace of mind to think professionally. Their minds are distracted by promotional work, meetings, dealing / deal arrangements on the price of legal services. In fact, in the course of business activities, many law firms have assigned management responsibilities such as lawyers specializing in trade promotion, corporate image promotion; Lawyers specializing in internal management and in-depth lawyers in each specific legal area / service. This clear division has facilitated a more stable operation of the company. This assignment also optimizes the capacity of each managerial staff and increases customer satisfaction when using the legal services of the law-practicing organization.

Fifth, reconnect and look beyond

There are multinational law firms in developed countries around the world, they act as a true multinational corporation with thousands of lawyers and support staff such as accountants, secretaries, receptionists. These law firms provide nearly all professional legal services to legal entities and legal clients, without limitation. The affiliates of these law firms may not be the same owners but they can associate on the basis of a cooperation agreement, under certain deadlines or may be partners of each other by each type. In Vietnam, the association between the law practice organizations is mostly just a case, meaning that the law firm transfers part or the whole of a client's case to another law firm. Use of this outsourcing / "outsource" service is individual, isolated and infrequent. While still fearful of losing clients, competing to get clients, management lawyers will

not see the benefits of cooperation between different law firms with the advantages and expertise of one or one. This cooperation should be seen as a symbiotic relationship, built on the basis of mutual trust, best guaranteeing the interests of customers as well as contributing to greater profits in the business for practicing law.

Sixth, enhance the application of information technology in the organization's activities

In the context of the global information technology boom, law-practicing organizations also need to focus on the application of new technologies for daily consulting and administrative work. The establishment of electronic billing system (e-billing), document management system, information storage, customer management software, etc. are necessary tasks to be deployed immediately with technology applications. The utility of technology software / programs will contribute to improving the efficiency in providing legal services, on the other hand will minimize costs for customers. Many law firms after the successful application of technology utilities have not only increased the reputation of their services, but also reduced management costs and hired support staff. In general, law firms and member lawyers need to review and re-evaluate their own development strategies on a regular basis, especially management strategies to timely deliver rational adjustment and decision. A strong law firm needs good governance strategies. A good governance strategy cannot be applied by external copying or importing, but by the founders and the management of the organization. No one can do it for them or do it better than this job. That is also a simple secret to get more and more successful law firms in Vietnam.

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