

Turnover intention of subsidised lawyers

*An examination of the antecedents of turnover intention of subsidised lawyers in the
Netherlands*

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Abstract

Keywords: Turnover Intention, Subsidised Lawyers, Conservation of Resources Theory, Job Demand-Resources model.

This is a study about the antecedents of turnover intention of subsidised lawyers in the Netherlands. These subsidised lawyers struggle with high turnover and turnover intention (SP, 2019). A political party and two committees of the House of Representatives conducted practical research, which showed that the turnover of subsidised lawyers in the Netherlands is increasing (SP, 2019; Commissie Van der Meer, 2017; Commissie Wolfsen, 2015). High turnover of these lawyers is a problem with regard to the fundamental right of access to justice. If there are not enough subsidised lawyers, not everyone can get the legal help they need. There is no scientific based research to all the possible reasons of the high turnover intention of these lawyers. As turnover intention is an important predictor of turnover, this research aimed find out the antecedents of the turnover intention of subsidised lawyers in the Netherlands. The goal of this research was to offer tools to counteract the turnover intention of the subsidised lawyers in the Netherlands. In the literature review, the COR Theory (Hobfoll, 1989) and the JD-R model (Bakker and Demerouti, 2007) were used as a starting point to search for antecedents of turnover intention in general. The literature review and an interview study with four semi-structured interviews (*Study 1*), confirmed the following antecedents of turnover intention to be applicable to subsidised lawyers in the Netherlands: emotional exhaustion, distributive justice, procedural justice, interactional justice, job satisfaction, workload and intrinsic motivation. The conceptual model based on these results was tested with a quantitative study, with a questionnaire derived from existing questionnaires (*Study 2*). The sample consisted of 64 valid responses. Unfortunately, a lot of expected relationships turned out to be insignificant, possibly because of the small sample size. The most remarkable finding was the significant effect between job resources and job satisfaction, which was negative instead of positive like the literature predicted. Furthermore, the results showed that higher levels of organisational justice lead to higher levels of job satisfaction, and higher levels of job demands lead to higher levels of emotional exhaustion. In the discussion of these results, a link was made with the Two-Factor Motivation-Hygiene Theory (Herzberg, 1966). This research adds to existing knowledge by extending it to the subsidised lawyers in the Netherlands, or by contradicting it. Future research is recommended to further analyse the antecedents of turnover intention, to explore the possibility of the contradictory findings and to investigate the findings in line with Herzberg's (1966) theory.

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1. Introduction

1.1. Problem formulation

Each citizen of the Netherlands has access to justice; it is a core principle of the constitutional state (Schnabl, 2020; article 18 of the Constitution of the Netherlands). If someone cannot afford the costs of a private lawyer, their access to justice comes under pressure. If this is the case for someone, they may be eligible for subsidised legal aid based on the Legal Aid Act (Wet op de rechtsbijstand, 2021; NOvA, 2015). Lawyers who represent those people who need a lawyer but cannot afford one, are called subsidised lawyers (LAB, 2020). If there are not enough lawyers who can or want to provide subsidised legal aid, not every citizen can get the help they need (Deloitte, 2013), which means the access to justice comes under pressure. This is a problem that is getting worse, because subsidised lawyers are struggling with high turnover intentions (SP, 2019). Turnover intention is the tendency of someone to leave their job voluntarily (Houkes et al., 2001). Turnover intention is acknowledged as the best predictor of actual turnover (Johnston, 1988; Bandhanpreet, 2013). At least 68% of the 1.199 respondents of the questionnaire of the SP struggle with turnover intentions due to the low salary (SP, 2019). The actual turnover leads to a decreasing number of lawyers, from 6.883 in 2019 to 6.529 in 2020 (LAB, 2020).

In order to ensure the right to access to justice, there needs to be insight in the antecedents of turnover intention the subsidised lawyers. The reasons why subsidised lawyers might have high turnover intentions, are only based on three studies of political bodies on the antecedents of turnover intention (SP, 2019; Commissie Van der Meer, 2017; Commissie Wolfsen, 2015) and statements within the profession of the subsidised lawyers (e.g. NOS, 2018a; NOS, 2018b), but these studies are deficient in the scientific substantiation of their findings. None of the existing research focuses on all the possible antecedents of turnover intention of subsidised lawyers in the Netherlands. For example, the SP (2019) only focuses on the salary as an antecedent of the turnover intention, but not on the antecedents workload and organisational justice. According to their survey, 98% of the 1.199 respondents believe that their salary should be higher (SP, 2019). In 2019, 28% of the lawyer trainees started their professional training for lawyers because they wanted to work in the legal aid sector, so as a (partly) subsidised lawyer. According to a study of the NOvA, 83% of the lawyers that started their training to work in the legal aid sector, decided that they would not want to work as a subsidised lawyer after all, because of the low salary (NOvA, 2019, November 6). The

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analysis of the Commissie van der Meer showed that subsidised lawyers spend more time on their cases than they are compensated for (SP, 2019, pp. 11-12; Commissie Van der Meer, 2017).

Next to these studies that only focus on salary, there are also studies that focus on the high workload. Subsidised lawyers often work a lot of hours or work in multiple jurisdictions to earn enough, which leads to a high workload (VSAN, 2017; De Leest, 2021; NOS, 2018b). The last concept that is named in relation to turnover intention of subsidised lawyers, is intrinsic motivation. An analysis by the Commissie Wolfsen (2015) showed that the subsidised lawyers who continue working in the legal aid sector, do this because it is their passion (Commissie Wolfsen, 2015) and because they feel a moral obligation to help people (SP, 2019, p. 5).

Thus, existing research only focuses on salary, workload and intrinsic motivation of subsidised lawyers. Additionally, these studies do not include a detailed explanation of how the results were analysed. For example, the study of the SP (2019) shows a reflection of their respondents' answers. Their sample was composed of 1.199 lawyers out of almost 7000 subsidised lawyers in the Netherlands. There was one respondent who expressed concern that the ratio of workload to income is becoming increasingly unbalanced due to low salaries, but that respondent may have been singled out to reinforce the standpoint of the SP: that the salary is too low. It is possible that there were respondents who said something that undermined their standpoint, but these results were not showed in their report. In addition, there might be other antecedents that influence the turnover intentions next to the low salary, high workload and high intrinsic motivation.

There is a lot of research on turnover intention in general (e.g. Wang et al., 2020; Nadiri & Tanova, 2010; Osman et al., 2016; Loi et al., 2006; Cohen-Charash & Spector, 2001; Parry, 2008; Ghapanchi & Aurum, 2011; Carmeli & Weisberg, 2006; Xiaoming et al., 2014; Wu et al., 2018), that for example include organisational justice in their research. There is also some other research on turnover intention of lawyers in general (e.g. Daves & Sheehan, 2010; Cohen, 1999). However, none of these researchers have ever focused on the antecedents of turnover intention of subsidised lawyers in the Netherlands. The terms '(sociale) advocatuur ontslag/verloop(intentie/geneigdheid)/burnout', '(social/subsidised) lawyer quit/turnover/turnover intention' were entered on 'RuQuest', 'Web of Science' and 'Google Scholar', but nothing relevant came up. The general research on turnover intention can not be applied to subsidised lawyers in the Netherlands, as subsidised lawyers are a

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specific group of workers with specific characteristics. For example, subsidised lawyers have a specific payment system and often have a lot of passion for their work (Wolfsen Commission, 2015). Lawyers are a classic professional group (Cohen, 1999; Gunz & Gunz, 1994). Classic professions have a long history of independent practice, which caused the practitioners of those professions to have a lot of influence over the employment relationship (Gunz & Gunz, 1994). The increased influence that lawyers have over their employment relationship, makes that they need to be distinguished from professions that do not have a long history of independent practice, such as engineering workers (Gunz & Gunz, 1994). Research on turnover intention mostly focuses on the latter, such as IT personnel (Ghapanchi & Aurum, 2011) and construction workers (Wu et al., 2018). It is necessary to conduct separate research on subsidised lawyers rather than generalizing turnover intention research to this research group. The specific characteristics of subsidised lawyers in the Netherlands, may lead to outcomes on turnover intention that differ for other groups of workers that turnover literature mostly focuses on. As pay influences turnover intentions (Nadiri & Tanova, 2010; Cohen-Charash & Spector, 2001), a different payment system may influence turnover intention for subsidised lawyers in a different way than it does for non-classical professional groups. The high level of passion that subsidised lawyers have for their job (Wolfsen Commission, 2015) is also a specific characteristic of subsidised lawyers that that may lead to different conclusions on turnover intention of subsidised lawyers. Passion is a part of intrinsic motivation, which influences turnover intention (Van den Broeck et al., 2009; Pelletier et al., 1995; Sellgren et al., 2009). A standard high level of passion is therefore another reason why subsidised lawyers need to be distinguished from other groups of workers in research on turnover intention. If most of the subsidised lawyers experience a lot of passion for their work, their intrinsic motivation may be high which may lead to lower turnover intention (Dysvik & Kuvaas, 2010). This would not be the case for employees who experience less passion for their work.

In short, the specific characteristics of subsidised lawyers in the Netherlands, so their payment system, passion and increased influence over their employment relationship, makes that conclusions about their turnover intentions might differ from the existing literature on turnover intention. Therefore, right now it is not possible to make a general statement about all the antecedents of the turnover intention of subsidised lawyers in the Netherlands.

The question now, is whether what emerges from the general literature, is also applicable to subsidised lawyers. To answer this question, it is necessary to examine whether the antecedents from the general literature on turnover intention also play a role for this

specific group of workers. This was done by looking at what exactly the general literature says about turnover intention and to what extent it can be applied to this sector. With four semi-structured interviews with different Dutch subsidised lawyers, the applicability of these antecedents were assessed in a qualitative way.

After this, it was examined what the most important predictors of turnover intention in the sector of subsidised lawyers in the Netherlands are. This was done with a quantitative study, by conducting a questionnaire that was based on the outcomes of the qualitative research.

1.2. Research question

Following the problem formulation, the formulated problem is translated into two research questions. The first question was answered in the qualitative '*Study 1*' in *Chapter 3*. That first question is:

“Which antecedents from the research on turnover intention in general are applicable for subsidised lawyers in the Netherlands?”

The second question is a quantitative one and was answered in *Chapter 4* (with '*Study 2*') and subsequent chapters. That question is:

“What are the key antecedents of turnover intention of subsidised lawyers in the Netherlands?”

This research aimed to conduct scientifically sound, valid and reliable research into all of the antecedents of the turnover intention of these subsidised lawyers. The ultimate goal of this research was to be able to offer tools to counteract the turnover intention of the subsidised lawyers in the Netherlands. This goal is important considering the societal and scientific relevance.

1.3. Societal relevance

An answer to the research question has a great societal relevance. It is important that there are enough subsidised lawyers in the Netherlands, so that there is legal aid for everyone who needs it. If it becomes clear what the main antecedents of turnover intention are, the state, the LAB, the NOvA and the law firms can try to decrease the turnover intention by changing these antecedents. For example, it is not easy to increase the salary, since the budget

is a matter of the state. Therefore, it might be more effective to decrease the workload and increase the intrinsic motivation of the lawyers so that they keep their job. In order to get a clear picture of how the situation in the legal aid sector can be improved in the Netherlands, all possible antecedents of turnover intention must be investigated.

1.4. Scientific relevance

Next to the societal relevance, the research question also has scientific relevance. Because of the previously described lack of research on the turnover intention of subsidised lawyers in the Netherlands, there is not enough knowledge about the antecedents of turnover intention for this specific population. This research can contribute to the existing research by being the first to focus on this topic within this specific sector. By examining the antecedents of turnover intention of subsidised lawyers in the Netherlands in a qualitative and quantitative way, this research can add to existing knowledge by clarifying the antecedents of turnover intention for Dutch subsidised lawyers.

Next to the contribution to this specific field, this research contributes to the existing research on turnover intention in different sectors and different countries. For example, this research can find significant relationships between variables, which have not yet been found in research on subsidised lawyers. This adds to existing knowledge that the relationships between certain variables found in existing research, might also be applicable for subsidised lawyers and similar populations. Next to the significant relationships, this research can find insignificant relationships. This could add to existing knowledge in the sense that models on turnover intention could be modified, by changing or deleting certain relationships. Also, if this research finds results that contradict existing research, this can add to existing knowledge, including models on turnover intention. (e.g. Tett & Meyer, 1993; Dysvik & Kuvaas, 2010; Osman et al., 2016). Lastly, this research uses a questionnaire that is composed of multiple existing questionnaires. Remarks regarding the validity and reliability of the questionnaire can be useful for research on turnover intention, as it can help improve future research and add to existing research. In short, because this research focuses on a combination of variables and uses a questionnaire that has not been used in previous research, the results and evaluation of the research design can contribute to research on turnover intention in general.

1.5. Outline of the research

In order to answer the research questions, the existing scientific literature on the antecedents of turnover intention in general is examined, since similar studies have thus far not taken place in the profession of subsidised lawyers. Issues such as ‘salary’, ‘workload’ and ‘intrinsic motivation’ also emerged here, as there are several studies on the relationship between these issues and turnover intention in other sectors (e.g. Sellgren et al., 2009; Wen et al., 2018). Based on this literature research, a conceptual model is developed to examine the relationships between the antecedents and turnover intention. Next, an interview analysis (*Study 1*) is conducted to check and modify that conceptual model and make it into a more reliable and valid conceptual model. After that, a questionnaire is created to measure all the variables of the conceptual model. With a mediation analysis (*Study 2*), the relationships between those variables are examined. These results are then discussed in the last chapters.

2. Turnover intention theories put into context

The purpose of this chapter is to examine which general antecedents of turnover intention are identified in current research. In order to achieve this, the following paragraphs summarise relevant theories that underpin these antecedents. Six antecedents of turnover intention were distinguished in this chapter: distributive justice, procedural justice, interactional justice, workload, emotional exhaustion and job satisfaction. Based on these theories, a preliminary conceptual model is presented at the end of this chapter (in *Figure 1*). In *Chapter 3*, this preliminary conceptual model is assessed for its applicability in the context of subsidised lawyers in the Netherlands. After that assessment, by means of a qualitative study (*Study 1*), a modified conceptual model is designed (in *Figure 1*). That modified conceptual model is needed to establish a valid and reliable questionnaire to conduct the quantitative study in *Chapter 4 (Study 2)*.

There is no general theory for turnover intention that describes what the antecedents of turnover intention are. However, there are some theories which can be used to identify the antecedents, such as the Conservation of Resources Theory (Hobfoll, 1989) and the Job Demand-Resources model (Bakker & Demerouti, 2007). On the basis of these theories, the antecedents of turnover intention in general are described in this chapter.

2.1. Conservation of Resources theory - Hobfoll

The **Conservation of Resources Theory** of Hobfoll (1989) (hereafter: “COR theory”) is “*based on the supposition that people strive to retain, protect and build resources and that what is threatening to them is the potential or actual loss of these valued resources*” (Hobfoll, 1989, p. 513). Resources are conditions, objects, personal characteristics or energy that empower someone to achieve their goals and personal well-being (Hobfoll, 1989). Examples of such resources are control, support and money (Hobfoll et al., 2018). When someone feels like they might lose one of their resources or that they fail to receive enough return on their investment of resources, they experience stress (Hobfoll, 2001). For example, when someone experiences a lack of control in their life, stress will occur. This stress will lead to emotional exhaustion: “*feelings of fatigue that develop as one’s emotional energies become drained*” (Byrne, 1991, p. 584).

This theory is not focused solely on organisational contexts, but on people in their daily life. However, there are multiple researchers who applied the COR theory on

organisational research (Abbas et al., 2021; Marchand & Vandenberghe, 2016; Campbell et al., 2013). In the next paragraph follows a discussion of the antecedents of turnover intention that emerge in the literature based on the COR theory.

2.1.1. Organisational justice and emotional exhaustion

The first antecedent of turnover intention that is derived from the COR theory, is **organisational justice**. Campbell et al. (2013) stated, amongst others (Colquitt et al., 2001; Hobfoll, 2001), that **organisational justice** affects the assessment of available resources in the form of support. Campbell et al. (2013) found that organisational justice can lead to **emotional exhaustion** of the employees. When an employee experiences low levels of organisational justice, they might experience high levels of emotional exhaustion. This emotional exhaustion could lead to the employee trying to protect their remaining resources, which could lead to higher turnover intention (Arshadi & Shahbazi, 2013; Hobfoll, 1989). There are multiple studies in which the researchers found a negative relationship between organisational justice and turnover intention (Wang et al., 2020; Nadiri & Tanova, 2010; Osman et al., 2016; Loi et al., 2006; Cohen-Charash & Spector, 2001). Organisational justice consists of distributive, procedural and interactional justice. Distributive justice is the ‘perceived fairness of the outcomes’ (Nadiri & Tanova, 2010). There is a high degree of distributive justice when there is a strong relationship between *payment and merit*. Procedural justice is the ‘perceived fairness of the means used to determine those outcomes’ (Nadiri & Tanova, 2010), so there is procedural justice when employees have a say in the *decision-making processes* and when the employees are treated fairly. Interactional justice concerns the ‘fairness of interpersonal treatment’ (Nadiri & Tanova, 2010). This type of organisational justice is high if the employees are *treated with dignity and respect*.

The way in which organisational justice influences turnover intention, varies per study. Nadiri and Tanova (2010) and Loi et al. (2006) found that organisational justice positively influences job satisfaction, which in turn negatively influences turnover intention. Osman et al. (2016) found a negative direct relationship between all three forms of organisational justice and turnover intention. Organisational justice is relevant for the preliminary conceptual model for this research, as multiple studies found a significant relationship between organisational justice and turnover intention. The contradictions in the findings about the way in which organisational justice influences turnover intention, make it interesting to add organisational justice to the preliminary conceptual model. Next to

organisational justice, emotional exhaustion was included in the preliminary conceptual model, as organisational justice can influence turnover intentions via emotional exhaustion (Campbell et al., 2013).

Given that organisational justice is a perception of the fairness of certain aspects of their work, it is difficult to separate the causes from the determinants. For example, someone may perceive a high level of distributive justice when they feel like their level of pay is fair. This question, if the level of pay is fair, is a factual question. The answers on that question alone, are concrete enough to offer tools to lower turnover intention through organisational justice. Therefore, *the separate causes of organisational justice were not included* in the preliminary conceptual model.

2.1.2. *Job satisfaction*

The second antecedent of turnover intention to emerge from the COR theory, is **job satisfaction**. Employees' job satisfaction may be influenced by their resources (Marchand & Vandenberghe, 2016). When someone experiences a high level of job satisfaction, they might have lower turnover intentions. This negative effect of job satisfaction on turnover intention emerged in multiple studies (Cohen, 1999; Parry, 2008; Ghapanchi & Aurum, 2011; Carmeli & Weisberg, 2006). Job satisfaction can be defined as "*the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values*" (Locke, 1969, p. 316). Job satisfaction can be influenced by, for example, the work itself, supervision, co-workers, pay, and promotional opportunities (Bowling et al., 2018; Abdulla et al., 2011; Calisir & Gumussoy, 2007; Nadiri & Tanova, 2010; Loi et al., 2006). Multiple studies found a significant relationship between job satisfaction and turnover intention (Cohen, 1999; Parry, 2008; Ghapanchi & Aurum, 2011; Carmeli & Weisberg, 2006). Nadiri and Tanova (2010) and Loi et al. (2006) found that job satisfaction mediates the relationship between organisational justice and turnover intention. Therefore, it is relevant to put job satisfaction as a mediator in the conceptual model of this research.

However, when designing the conceptual model for this specific research, it had to be decided whether the *overall* job satisfaction would be measured or the job satisfaction regarding *specific aspects* of the job (e.g. supervision, co-workers, pay) (Bowling et al., 2018; Berings et al., 2008). The latter was chosen: the different facets of the job with which the respondent may be more or less satisfied, were measured. The reason for this more extensive measurement of job satisfaction, is that it gives a better indication of how someone really

feels about their job (Bowling et al., 2018). If it becomes clear how satisfied the respondents are with the different facets of the job, it is easier to offer concrete tools to influence their turnover intention by changing their job satisfaction, which is the final goal of this research.

2.2. Job Demand-Resources model – Bakker and Demerouti

Next to the COR theory, the Job Demand-Resources model of Bakker and Demerouti (2007) (hereafter “JD-R model”) is useful in the search for the antecedents of turnover intention. The COR theory was the basis for the JD-R model; the JD-R model is a more work-specific theory of organisational stress (Hobfoll et al., 2018).

2.2.1. Workload

The antecedent of turnover intention that is based on the JD-R model, is **workload**. Workload has a resource-depleting effect (Hobfoll et al., 2018), which causes employees to experience higher turnover intentions (Abbas et al., 2021). This effect of workload also has been substantiated by other studies. Christis (1999) defines workload as work-related stress caused by inappropriate content and organisation of the work. When a person experiences a high workload, they feel that there is not enough time to do all the work, in a quantitative or qualitative manner. Quantitative workload is present when there are too many tasks to do within a certain timeframe. Qualitative workload occurs when a person encounters too many issues when doing the tasks, to be able to accomplish them in time (Christis, 1999). Next to Bowling et al. (2015), many other studies have found a direct positive relationship between workload and turnover intention (e.g. Xiaoming et al., 2014; Ghapanchi & Aurum, 2011; Wu et al., 2018). On the other hand, there are studies that found an indirect relationship between workload and turnover intention, namely via job satisfaction (Abdulla et al., 2011; Calisir & Gumussoy, 2007). Therefore, it is interesting to include workload in the preliminary conceptual model for this research, with a direct relationship with turnover intention and an indirect one via job satisfaction as a mediator.

Workload arises when there are not enough job resources and too many job demands, according to the Job Demand-Resources model (e.g. Bakker & Demerouti, 2007). Examples of job demands are: quantitative task demands, emotional load, level of difficulty, physical effort, control problems and task ambiguity. Job resources are: autonomy, contact opportunities, management, organisational tasks, feedback opportunities and skill opportunities (Schouteten, 2020; Demerouti et al., 2001). These job demands and job

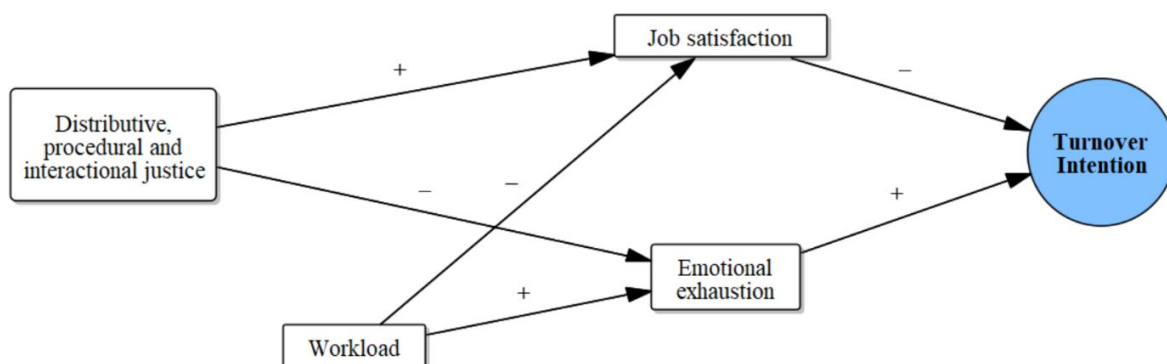
resources can be seen as tools to regulate the workload of workers, and therefore as concrete tools to control turnover intention. Also, Babakus et al. (2008) found that job demands can trigger emotional exhaustion, and that job resources can reduce emotional exhaustion. Therefore, emotional exhaustion could be a mediator between workload and turnover intention. The variable workload is added to the preliminary conceptual model since workload has been found to influence turnover intention (Abbas et al., 2021; Xiaoming et al., 2014; Ghapanchi & Aurum, 2011; Wu et al., 2018; Hobfoll et al., 2018; Abdulla et al., 2011; Calisir & Gumussoy, 2007).

2.3. Preliminary conceptual model - based on the theories

When reviewing relevant models that relate to turnover intention, there are six possible antecedents of turnover intention: emotional exhaustion, distributive justice, procedural justice, interactional justice, job satisfaction and workload. In response to some contradictory findings in the literature, it is unclear whether all of these antecedents have a direct relationship on turnover intention or indirect via another antecedent. Therefore, job satisfaction and emotional exhaustion will act as mediators between organisational justice and workload and the independent variable turnover intention. The relationships between the antecedents as discussed above can be translated to the model as shown in *Figure 1*.

Figure 1

Preliminary conceptual model based on the literature research



The arrowheads in *Figure 1* indicate the direction of the expected relationship. The “+” and “-” indicate if the relationship is expected to be positive or negative. A negative relationship (“-”) means that if one variable changes in one direction, the other variable changes in the other direction. A positive relationship (“+”) means that when one variable changes in one direction, the other variable changes in the same direction.

In the next chapter, it is tested whether this preliminary conceptual model based on general literature, or an adaptation of it, is useful for examining the antecedents of turnover intention among subsidised lawyers in the Netherlands.

3. Study 1: Which antecedents from general turnover intention research are applicable for subsidised lawyers in the Netherlands?

In *Chapter 2*, the possible antecedents of turnover intention from the literature were discussed. These antecedents were derived from the COR theory (Hobfoll, 1989) and the JD-R model (Bakker & Demerouti, 2007). These theories together form a picture of the antecedents of turnover intention in general, but the preliminary conceptual model in *Figure 1* is not readily applicable for subsidised lawyers in the Netherlands. The purpose of this chapter is to assess whether the preliminary conceptual model derived from the literature in *Chapter 2* is relevant subsidised lawyers. Therefore, this chapter will conclude an answer to the research question “*Which antecedents from the research on turnover intention in general are applicable for subsidised lawyers in the Netherlands?*”. This verification is needed because there has not been a lot of research on turnover intention within this professional practice yet.

3.1. Research method

A qualitative interview analysis is a good fit for this research, as interviews are useful to get a better understanding of the feelings and opinions of some subsidised lawyers in order to understand the phenomenon of turnover intention better (Vennix, 2019). This understanding is needed for this research, as there has been no research on these specific feelings and opinions of subsidised lawyers in the Netherlands. Without that knowledge it is impossible to assess the applicability of the preliminary conceptual model for these subsidised lawyers. Semi-structured interviews with open ended questions were used, to collect in-depth information about the feelings and experiences of the subsidised lawyers regarding their turnover intentions. Due to the Covid-19 crisis, the interviews were conducted online, via the platform Zoom.

3.2. Sample

Four semi-structured interviews were conducted. Two respondents were people who recently quit their job as subsidised lawyers. The other two respondents were lawyers that continued to work in that profession. The interviewees differed in gender (two female, two male), age (45, 46, 54 and 60 years old) and jurisdictions in which they worked (social

security law, family law, criminal law, asylum and refugee law and healthcare law), in order to include different perspectives. After conducting the interviews, the interviews were recorded on paper, using non-verbatim transcription. Then, the interviews were colour-coded in order to distinguish the different antecedents.

3.3. Discussion of the results of Study 1

3.3.1. Organisational justice

One respondent compared their salary to that of a lawyer of a commercial firm and said, “*If you [get to take home 4 tons a year], that is indeed more appreciation*” (“*Als je 8 ton per jaar omzet en daarvan 4 mee naar huis mag nemen, is dat inderdaad meer waardering*”, Respondent 4 (ex-lawyer). This appreciation can be linked to feelings about ‘treatment with dignity and respect’, which is related to interactional justice, a form of organisational justice. As this antecedent emerged in the interviews, organisational justice is applicable to this research.

3.3.2. Job satisfaction

When asked what the two ex-subsidised lawyers (Respondent 1 and 4) thought of their job, they stated to be unsatisfied about a few things. One respondent said “... *and the pay is also very meager*” (“... *en ik vind de belonging ook heel karig*”, Respondent 4 (ex-lawyer). Another respondent stated that they have “... *too little money to hire people to do [administrative tasks] for [them]*” (“... *Ik heb minder geld om mensen in te huren om dat voor me te doen*”, Respondent 4 (ex-lawyer)), so it differs per lawyer how many administrative tasks they have to do. Another respondent stated that they “... *would rather work on substantive work than sit around doing the administration*” (“... *ik werk liever inhoudelijk dan dat ik de administratie zit te doen*”, Respondent 2 (active lawyer)). These results show that some respondents are unsatisfied about their tasks. As the job satisfaction varies between the interviewees on different facets, job satisfaction is applicable to this research.

3.3.3. Workload

One respondent indicated that there was a quantitative workload because “*Work has to be taken home, in the weekend*” (“*Er gaat werk mee naar huis, in het weekend*”, Respondent 1 (ex-lawyer)). Another respondent said “*We get the complex cases where people*

really cannot work it out together [...] and that takes an enormous amount of work” (“*Wij krijgen de complexe gevallen waarin mensen het toch echt niet samen kunnen regelen [...] en daar gaat gigantisch veel werk in zitten*”, Respondent 3 (active lawyer)), which indicates a high qualitative workload because there are issues which make the tasks last longer. Because some interviewees implied that their workload was high, workload is an applicable antecedent to this research.

3.3.4. Added antecedent: intrinsic motivation

Next to the antecedents that were already put in the preliminary conceptual model based on the literature in *Chapter 2*, there was another antecedent that emerged from the interview analysis. One respondent said that they did this work “*To make the world a better place*” (“*Om de wereld net iets mooier te maken*”, Respondent 1 (ex-lawyer). Another respondent stated that “*To do work that I consider meaningful, in a society with a flawed system, the need to do something about this makes me choose this [job]*” (“*Om werk te doen dat ik zinvol acht, in een maatschappij waar het systeem eigenlijk niet deugt, de noodzaak om daar iets aan te doen maakt dat ik hiervoor koos*”, Respondent 2 (active lawyer). The respondents stated that they feel like their work is important, which corresponds to the concept of intrinsic motivation. Van den Broeck et al. (2009) state that intrinsic motivation is the purest form of autonomous motivation. Someone with high levels of intrinsic motivation wants to do their work because they find the work enjoyable and they feel like the participation on its own is a reward (Pelletier et al., 1995). Someone can develop intrinsic motivation when they feel like their work is important (Sellgren et al., 2009).

In order to determine the place of this antecedent in the conceptual model and the possible relationships, literature about intrinsic motivation and turnover intention was examined. The way in which intrinsic motivation influences turnover intention is debatable. Dysvik and Kuvaas (2010) found a direct negative relationship between intrinsic motivation and turnover intention, while Ghapanchi and Aurum (2011) found that intrinsic motivation was an indirect antecedent of turnover intention. These last researchers stated that intrinsic motivation influences job satisfaction, which in turn influences turnover intention (Ghapanchi & Aurum, 2011). For this research, it is interesting to examine the direct effect of intrinsic motivation, as well as the indirect effect of intrinsic motivation via job satisfaction. In order

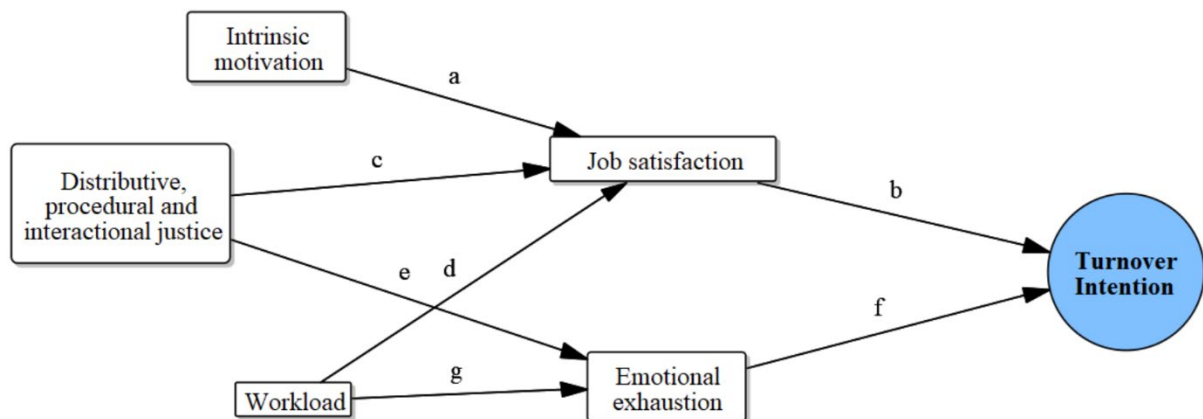
to keep the conceptual model clear, the separate causes of intrinsic motivation were not included in the model, as was also done for the other variables.

3.4. Conclusion of Study 1: applicable antecedents of turnover intention for subsidised lawyers in the Netherlands

The conclusion from this qualitative analysis, is that all the possible antecedents in *Figure 1* are applicable to subsidised lawyers in the Netherlands because all these antecedents emerged in the interviews. However, the antecedent intrinsic motivation had to be added to the conceptual model, as this antecedent kept coming back during the interviews. Now that all of the antecedents of turnover intention of the preliminary conceptual model are discussed and seem to be applicable to this research, the final conceptual model was designed and operationalized in the next chapter. Seven antecedents of turnover intention were derived from the literature review of *Chapter 2* and the interview study of *Chapter 3*. These antecedents are: emotional exhaustion, distributive justice, procedural justice, interactional justice, job satisfaction, workload and intrinsic motivation. These antecedents are applicable for subsidised lawyers in the Netherlands, which forms an answer to the first research question. This concludes the qualitative part of this research, resulting in the modified conceptual model shown below in *Figure 2*. The letter of the arrows correspond to the hypotheses in *Table 1* under *Paragraph 3.5*.

Figure 2

Conceptual model based on the literature research and Study 1



3.5. Hypotheses based on the final conceptual model

In *Table 1*, all the hypotheses are shown. These hypotheses correspond to the conceptual model in *Figure 2* and form the base of the quantitative analysis in *Chapter 4 (Study 2)*.

Table 1

Hypotheses – based on literature review and Study 1

Name	Variables	Positive/negative/mediation	Explanation
A	Intrinsic motivation → job satisfaction	Positive	If intrinsic motivation increases, job satisfaction increases
A'	Intrinsic motivation → turnover intention	Negative	If intrinsic motivation increases, turnover intention decreases
B	Job satisfaction → Turnover intention	Negative	If job satisfaction increases, turnover intention decreases
AB	IM → JS → TI	Mediation	JS mediates the relationship between IM and TI
C	Organisational justice → job satisfaction	Positive	If organisational justice increases, job satisfaction increases
C'	Organisational justice → turnover intention	Negative	If organisational justice increases, turnover intention decreases
CB	OJ → JS → TI	Mediation	JS mediates the relationship between OJ and TI
D	Workload → job satisfaction	Negative	If workload increases, job satisfaction decreases
D'	Workload → turnover intention	Positive	If workload increases, turnover intention increases

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DB	W → JS → TI	Mediation	JS mediates the relationship between W and TI
E	Organisational justice → emotional exhaustion	Negative	If organisational justice increases, emotional exhaustion decreases
F	Emotional exhaustion → turnover intention	Positive	If emotional exhaustion increases, turnover intention increases
EF	OJ → EE → TI	Mediation	EE mediates the relationship between OJ and TI
G	Workload → emotional exhaustion	Positive	If workload increases, emotional exhaustion increases
GF	W → EE → TI	Mediation	EE mediates the relationship between W and TI

Note. TI: turnover intention, EE: emotional exhaustion, OJ: organisational justice, JS: job satisfaction, W: workload, IM: intrinsic motivation

4. Study 2: quantitative analysis – the methodology

This chapter provides the methodology to conduct the quantitative analysis of this research. This is a discussion of the methodological choices that were made to achieve valid and reliable results. An operationalization is also presented, to indicate how the different concepts were measured.

4.1. Research method

The aim of this research was to offer tools to counteract the turnover intention of subsidised lawyers in the Netherlands, by gaining insight in the antecedents of their turnover intention. This research aimed to make statements about a large population: all the subsidised lawyers in the Netherlands. A quantitative study is a good fit for this research, as a quantitative study makes it possible to collect a lot of data. Also, as opposed to an observation or interview for example, a researcher does not intervene in the research with a quantitative research design. This type of research design enables the researcher to be an outsider, so that the research could be as objective as possible. Furthermore, a quantitative study enables the researcher to make statements that are as generalizable as possible. For this research, a questionnaire was sent out to investigate the antecedents of turnover intention of the participants. To overcome response bias, the participants were made aware that the questionnaire was anonymous (Vennix, 2019).

The questionnaire for this research is based on the conceptual model as generated in the previous chapter. To maximize the validity and reliability of this research, the questions of the questionnaire were derived from existing questionnaires so that the concepts were properly operationalized as it fits the definitions for this research. This way, the questionnaire was designed to be as objective as possible, so that I influenced the results as little as possible as a researcher. However, existing questionnaires from previous studies about turnover intention were not completely applicable to this research, as they did not focus on the same research population (e.g. Maslach and Jackson (1981) focused on educators, and Niehoff and Moorman (1993) focused on a movie theatre management company. In order to develop the most relevant questionnaire possible that fits the population of this research, a qualitative interview analysis (*Study 1*) was conducted to gather in-depth information about the relevant topics. Based on this qualitative study, it was concluded that all of the antecedents that were found in the literature review in *Chapter 2* were relevant for this research. This way, *Study 1*

enhanced the validity of *Study 2* because this way, only the relevant topics for the population of this research are measured in the questionnaire.

The questionnaire produced descriptive primary data to answer the research question. With the quantitative research design, this research method corresponds to existing research on turnover intention (e.g. Perreira et al., 2018; Park & Min, 2020), which shows that this is an appropriate research design for this research too.

4.2. Operationalisation

4.2.1. Questions derived from existing questionnaires

This paragraph gives indicators that represent the concepts of the conceptual model derived from the previous chapter. The conceptual model contains seven concepts, which are the possible antecedents of turnover intention in this research: distributive justice, procedural justice, interactional justice, intrinsic motivation, job satisfaction, emotional exhaustion and workload. These variables are measurable with a questionnaire with questions derived from different questionnaires. The questions are shown in *Appendix 1*. In order to ensure that every question was relevant to the subsidised lawyers, some words from the original questions were changed. For example, a lot of questions used the words ‘this organisation’, but this questionnaire used the words ‘my job as a subsidised lawyer’ or ‘my job’, because not all subsidised workers work in an organisation. For some questions, the ‘irrelevant’ answer option was added if the question could be irrelevant to some of the respondents. For example questions about co-workers; some lawyers work alone, without co-workers. Also, the word ‘employee’ was changed to ‘lawyer’, so that it is clear that the questions were referring to lawyers. The questionnaire consists of seven parts, including demographic questions. A justification for the choice of these questions follows below.

1. Demographic information

The respondents were asked about their age, gender, field of law and how long they have been working as a subsidised lawyer. This way, it could become clear if the respondents were evenly distributed amongst the different groups (e.g. age groups), which is important for the representativeness of the sample and the generalizability of the results. The different fields of law were derived from the VSAN website, so that they correspond to the fields of law where subsidised lawyers could be employed.

2. Turnover intention

Turnover intention was measured with three questions of the scale of Nissly et al. (2005), because they measure whether and how eager a respondent is to leave their job as a subsidised lawyer, which translates into turnover intention.

3. Emotional exhaustion

Emotional exhaustion was measured with questions based on the scale of Maslach and Jackson (1981). This questionnaire is, amongst others, used by Byrne (1991) and Hur et al. (2015). A selection of the questions of the scale of Maslach and Jackson (1981) was used, because those questions measure if the respondent feels like they are emotionally exhausted from their job. The original questionnaire contained the question “*Working with people all day is really a strain for me*” and “*Working with people directly puts too much stress on me*”. Those two questions were deleted because lawyers do not work with people all day. The question “*I feel I’m working too hard on my job*” was also left out of the questionnaire, as that question has too much overlap with the concept of workload, which is already measured separately.

4. Organisational justice

I merged the antecedents distributive justice, procedural justice and interactional justice into one variable: organisational justice, so the three forms of justice were not measured separately. This makes the analysis more manageable, with a conceptual model with six variables in total. Organisational justice was measured with questions from the questionnaire of Niehoff and Moorman (1993). This is the scale that Nadiri and Tanova (2010) used in their research on the relationship between organisational justice and turnover intention.

The chosen questions measure distributive justice well because they measure the perceived fairness of the outcomes of the job (Nadiri & Tanova, 2010), which is the definition of distributive justice. The question ‘I get paid for the hours I work’ was added, in order to better integrate the factor ‘pay’ into the questionnaire. The question ‘I think that my level of pay is fair’ is not enough to integrate this factor, as it has been said many times that the lawyers are not paid for all their hours (SP, 2019; Commissie Van der Meer, 2017; NovA, 2015; Commissie Wolfsen, 2015; NOS, 2018a, 07:14-07:57).

The questions of Niehoff and Moorman (1993) with which procedural justice was measured, had to be changed a little to be better applicable to this research. A lot of the

questions contained the words ‘general manager’, but not every subsidised lawyer has a manager. Some lawyers work alone or they collaborate on an equal level with other lawyers, so the words ‘general manager’ were changed to ‘supervisor’. In the questionnaire, it was explained that the word ‘supervisor’ refers to the person or organisation that decides about the job aspects (pay, promotion et cetera) of the respondents. This may also be the LAB, because for the lawyers who work without a direct supervisor, their only supervisor is the LAB. The chosen questions measure procedural justice adequately because they measure the perceived fairness of the outcomes (Nadiri & Tanova, 2010). As ‘outcomes’ and ‘job decision’ are vague terms, the questionnaire explained in the questionnaire what is meant by those terms. The example was given that ‘job decisions’ are decisions about promotion, payment and merit. In their questionnaire, Niehoff and Moorman (1993) had another question: *“To make job decisions, my general manager collects accurate and complete information”*. This question was not included in the questionnaire, because it is too similar to the second question: *“My supervisor makes sure that all employee concerns are heard before job decisions are made”*.

Lastly, the questions measure the fairness of interpersonal treatment, which is the definition of interactional justice (Nadiri & Tanova, 2010). In their questionnaire, Niehoff and Moorman (1993) used nine questions to measure interactional justice. Not all those questions were included in order to keep the questionnaire relevant to the context of the subsidised lawyers. The questions that were left out, were less applicable to subsidised lawyers than the questions that were not left out. For example, Niehoff and Moorman (1993) asked if their respondents felt that their general manager treated them with kindness and consideration. This is difficult to measure for subsidised lawyers, as they often do not have direct contact with their supervisor like the LAB.

5. Job satisfaction

Job satisfaction was measured by measuring the satisfaction about different facets of the job. Job satisfaction was measured with questions from Beehr et al. (2006), as Bowling et al. (2018) found that this scale had high levels of internal consistency, reliability, construct validity. The chosen questions capture exactly what needed to be measured for job satisfaction, namely whether the respondents are satisfied with the five facets of their job: the work itself, supervision, co-workers, pay and promotion. The original questionnaire measured every facet with five questions, but two questions per facet were left out. The reason for this is that the two remaining questions are very similar to the questions already asked. For

example, for ‘work itself’, the questionnaire added the question “*All in all, I am very satisfied with the things I do at work*”. This question is very similar to the question “*Overall, I am very pleased with the types of activities that I do on my job*”. The omission of these similar questions also ensured that the questionnaire did not get too long.

6. Workload

The causes of workload, namely the job demands and job resources, were integrated in the variable workload itself, so they were not measured separately. By doing this, workload is defined as the balance between job demands and job resources. Workload was measured with questions from the questionnaire of Schouteten (2020). Question 44-47 measure the workload in total. Questions 48-62 measure the job demands, with the type of demand in parentheses. Question 63-80 are questions about the job resources, with the type of resource added in parentheses. In the questionnaire of Schouteten (2020), every job demand and every job resource was measured with 1-6 questions each. For this research, every job demand and job resource was measured with a maximum of three questions each, so that the questionnaire did not get too long. These particular questions were chosen because they captured the biggest part of the job demand or job resource, in order to get a complete picture as possible of every cause of workload.

7. Intrinsic motivation

Intrinsic motivation was measured with questions from Tremblay et al. (2009) and Morgeson and Humphrey (2006). Tremblay et al. (2009) used 18 questions to measure motivation but only those questions were used for this questionnaire that reflect the definition of intrinsic motivation as used in this research. The first four questions are derived from Tremblay et al. (2009). These questions were used because they measure if the respondent feels like their work is important, which is an aspect of intrinsic motivation (Sellgren et al., 2009). The last two questions that were added, are derived from Morgeson and Humphrey (2006). These questions were added because they measure task significance (Hackman & Oldham, 1975), which is an important aspect of intrinsic motivation (Janssen et al., 1999) that could play a role for subsidised lawyers in the Netherlands (SP, 2019, p. 5).

4.2.2. *Likert scale questions*

Every question was formulated in the form of a Likert scale. This gave the respondents multiple choices to answer how they felt regarding the question, instead of only letting them give a black and white answer. Also, Likert scales can be seen as an interval scale, even though there are some discussions about this (e.g. Wu & Leung, 2017; Wigley, 2013). According to Wu and Leung (2017), the more points a Likert scale has, the closer it is to an interval scale rather than an ordinal one. Wu and Leung (2017) therefore proposed an 11-point Likert scale. The questionnaire for this research however, used a 7-point Likert scale. With 7 points, each point got assigned an unambiguous term: (1) strongly disagree, (2) disagree, (3) somewhat disagree, (4) neutral, (5) somewhat agree, (6) agree and (7) strongly agree. With an 11-point Likert scale it is difficult to assign each point a term, so it would be difficult for the respondents to choose between a 7 and an 8 for example. A 7-point Likert scale offers the necessary nuance, as opposed to a scale with less points, and is still comprehensible to the respondents. Also, even though some of the existing questionnaires had a 4- or 5-point Likert scale, this questionnaire used a 7-point Likert scale for every question, so that the respondents did not get confused by changing answer options. An example of a question from the questionnaire is: “*In the next few months I intend to leave my job as a subsidised lawyer*”. This question will measure turnover intention and has six answer options according to the 7-point Likert scale. The complete questionnaire, with 86 questions, can be found in *Appendix 1*.

4.3. **Sample**

An email with the link to the online questionnaire was sent to all the subsidised lawyers that are affiliated with the VSAN (Vereniging Sociale Advocatuur Nederland: the Dutch association of subsidised lawyers). The VSAN is the “*largest professional association in the Netherlands for the legal aid profession*” (VSAN, n.d.), with currently 411 members. The reason that the questionnaire was only sent to the members of the VSAN, was because there is no reason to assume that it is not a representative sample for all the subsidised lawyers in the Netherlands. It is an umbrella interest group for subsidised lawyers, which any subsidised lawyer in the Netherlands can join.

The national secretariat of the VSAN sent out this email to their members on the 31st of March 2022. The only inclusion criterion for this research was that participants provided legal assistance through subsidised cases, whether these were, for example, 10 or 90 percent

of their total number of cases. Dutch lawyers can choose to do only legal aid cases, or also commercial cases. For this research it was important to include all lawyers who worked on legal aid cases at all, so that could be examined what the reasons are for dropping these cases.

In order to reduce a non-response bias (Vennix, 2019), a follow-up reminder was sent to the members of the VSAN on the 14th of April 2022. Unfortunately, this did not yield a lot of respondents. To get more respondents, the VSAN posted the message with the questionnaire on their LinkedIn account, which I also shared on my personal account.

The questionnaire took about 10 minutes to fill in, but the participants could take as much time as they needed. This way, they could really think about their answers, which ensures the validity of the results. Before the participants could continue to the next page of questions, they had to fill in all the previous questions. The questionnaire was filled in by 68 subsidised lawyers. Four responses were excluded because these respondents did not fill in any of the questions. No respondents answered the same answer for every question, so no responses were deleted because of straightlining. Because the questionnaire was also shared on LinkedIn by the VSAN, there was a need to check for outliers to make sure no one outside of the research group, filled in the questionnaire. There were no outliers, so this data preparation left 64 responses. The data from Qualtrics was imported into SPSS IBM Statistics version 28.0.1.0.

4.3.1. Representativeness of the sample

To test the representativeness of the sample, the distribution of the sample regarding the age groups and the field of law was compared to the distribution of the Dutch subsidised lawyers in total. Unfortunately, the answer options did not match the existing data of the population. The VSAN did not have insight into the age and field distribution of the subsidised lawyers, and the LAB used a different scale than the questionnaire that was used for this research. Therefore, a chi-square test for representativeness was not possible and the representativeness could only be evaluated visually. The age distribution in percentages (see *Appendix 4*) is already clear enough to see that the sample was not really representative. In the population, the age groups until the age of 65 were more similar in size than those of the sample. In the sample, there were a lot more respondents that were older than 51, namely 31.8 percent of the sample. In the population, the age groups of over 55 years old were the smallest groups, with 19 and 7 percent of the population. The age group from 20 until 30

years old, was very underrepresented with its 1.5 percent of the sample. This means that the sample is not very representative for the population.

The representativeness regarding the distribution of the fields of law is also debatable. Again, the VSAN did not have any data on this distribution of all the subsidised lawyers. The LAB did have this data for the year 2020, but the LAB used other names for the field of law groups than the VSAN and the answer options in the questionnaire. To make a useful comparison between the groups, some groups of the data of the LAB were merged. For example, the LAB used the groups ‘rental’ and ‘housing’ separately, so these were merged to match the group ‘housing and renting’. This way, the percentages of lawyers in the population and sample that work in the field of law ‘housing and renting’ could be compared to each other. The distribution can be seen in *Appendix 4*. Some groups of the population and sample seem well represented: ‘general practice’, ‘inheritance law’, ‘family, family life and youth’, ‘psychiatric patient law’, ‘debts’, ‘housing and renting’. Other groups however, such as ‘migration and asylum’ are overrepresented, with 3.7 percent in the population and 22.7 percent in the sample. There are also some groups underrepresented, like ‘police and justice’, with 19 percent in the population and 7.6 percent in the sample. Overall, the level representativeness of the sample is questionable.

4.4. Research ethics and conduct of the researcher

4.4.1. Research ethics

Before participants could begin with the questionnaire, they were informed that their data would be used for this research only, that their participation was voluntary and that they could stop and withdraw their participation and consent at any time (see *Appendix 3*). Their confidentiality and anonymity were guaranteed by never using their personal data and by deleting their personal data as soon as possible. The participants were also given my contact information so they could ask any questions that could arise during or after their participation. In addition, participants were informed about the goals of this research, so that they were aware of what they were contributing to by completing the questionnaire. Besides, the participants were informed about the possible implications of how the findings of this research may be applied in practice: the findings give insight in the antecedents of turnover intention in the sector of subsidised lawyers in the Netherlands. This research benefits the participants because it is in their interest that their working conditions and values are

improved, so that they are less likely to quit. This research is also in the interest of the VSAN because the VSAN represents the interests of the litigants who are assisted by the subsidised lawyers. Lastly, the participants were given the option to indicate whether they would like to receive the definitive version of this research by email. This way, the research transparency will be guaranteed, because this gives the participants a chance to evaluate the research and outcomes. In conclusion, this research was conducted according to the research ethics, by considering all above-mentioned aspects.

4.5. Validity of the questionnaire

The fact that the questionnaire for this research was derived from existing valid questionnaires, helps to ensure the validity of this questionnaire. However, some questions of the existing questionnaires for the individual variables were left out, because they did not fit with the research group or because the questionnaire would be too long. The valid scales from the existing questionnaires were not used in their entirety, so it is important to measure the validity of the new scales that were used for this research. With a confirmatory factor analysis, the validity of this questionnaire was tested and ensured. The assumptions for factor analysis are met and there are no outliers. The sample size of 64 is big enough, although according to Field (2018) a sample size of 300 would be better. The adequacy of the sample size was tested with the Kaiser-Meyer-Olkin Test (KMO Test) and Bartlett's Test of Sphericity (Field, 2018), for which the results can be seen in *Appendix 5*.

The items of the variable workload were split in two: job demands and job resources. Otherwise, correlation matrix would be nonpositive definite. This means that there were too many items and not enough data to run the KMO test and further analyses for the variable workload. The correlation matrix stayed nonpositive definite for the items of job resources, which means that it was likely that there was something else wrong with the number of respondents for those items. This was the case, because for five of the 18 items, more than 31 respondents answered 'not applicable' (question 69-73, see *Appendix 1*). This answer option counts as a 'missing answer'. Without these items with many missing answers, the KMO Test result for job resources was 0.620. The KMO Test result for job satisfaction could be increased to 0.614 by omitting three items that had more than 32 'missings' (question 41-43, see *Appendix 1*). The KMO Test result for intrinsic motivation could be increased to 0.622 by omitting question 85 (see *Appendix 1*). In order to ensure that the KMO Test results were all

higher than 0.6, the items that corresponded to questions 69-73, 41-43 and 85 (see *Appendix I*) were deleted from the dataset. Removing these items did not change anything substantive about the items. Only parts of the variables were removed from the scale: the part of workload regarding daily management, the part of job satisfaction regarding promotion and one question for intrinsic motivation. The remaining items still covered the full load of variables, because the adjusted scales still measured what they needed to measure based on *Chapter 2* and *Paragraph 4.2*. The Bartlett's Test of Sphericity was significant for all item groups, so all assumptions for the factor analysis were met.

Lastly, all communalities after extraction were higher than 0.2 (see *Appendix 6*) so no further items needed to be deleted from the dataset. A full factor analysis was not possible due to the small number of respondents and high number of items. Instead, the scree plot and total variance explained were used to confirm that the item workload should be split into job demands and job resources. This meant that there had to be seven variables in total, which also follows from the scree plot and the total variance explained.

Based on the validity analysis, it would be most logical to use seven factors, so seven variables, for the mediation analysis. In *Paragraph 4.2*, workload was operationalized to measure workload as the “*balance between job demands and job resources*”. However, in response to the KMO Test results, scree plot and total variance explained, it was better to measure job demands and job resources separately. This means that for the rest of this research, there are seven variables instead of six. Those variables are: turnover intention, emotional exhaustion, organisational justice, job satisfaction, job demands, job resources and intrinsic motivation.

4.6. Cronbach's Alpha: reliability of the variable scales

After measuring and ensuring the validity of the questionnaire, it was necessary to ensure the reliability of the scales. There is a debate about what value the Cronbach's alpha of a scale should be in order for it to be a reliable scale (Field, 2018). Kline (1999) states that a value of 0.7 to 0.8 is appropriate, but Nunally (1978) states that values of 0.6 suffice in early stages of research. For this research, the minimum value of the Cronbach's alpha was set at 0.6, as this is the first research on the topic of turnover intention for subsidised lawyers in the Netherlands. This was the case for every variable, except for the scales for the variables

job satisfaction and intrinsic motivation. For the scale for job satisfaction, two questions could be deleted to make the Cronbach's alpha high enough. These were the questions "I would be more content with my job if I were doing tasks that are different from the ones I do now" and "I am more satisfied with my co-workers than with almost anyone I have ever worked with before". For the scale for intrinsic motivation, the following question was deleted to make the Cronbach's alpha high enough "I do my work because this is the type of work I chose to do to attain a certain lifestyle". The Cronbach's alphas for the six variables are shown in *Appendix 9*.

Based on the factor analysis and reliability analysis, the questions of the questionnaire were calculated into seven variables. The only way that the variables changed with regard to the conceptual model in the operationalization for this research, was that the variable workload was split into a variable for job demands and a variable for job resources. The new conceptual model and hypotheses are displayed in *Figure 3* and *Table 2*.

Figure 3

Definitive conceptual model after factor analysis

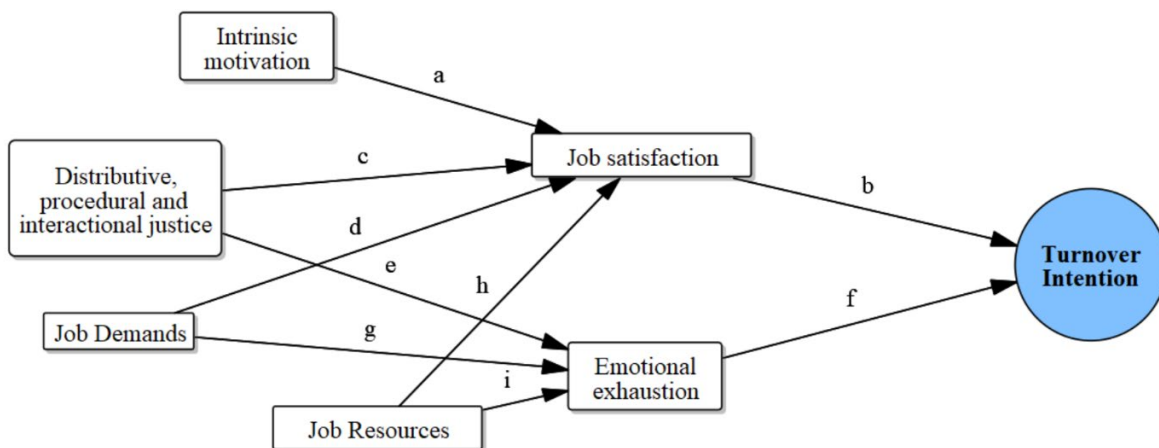


Table 2

Hypotheses after factor analysis

Name	Variables	Positive/negative/mediation	Explanation
A	Intrinsic motivation → job satisfaction	Positive	If intrinsic motivation increases, job satisfaction increases
A'	Intrinsic motivation → turnover intention	Negative	If intrinsic motivation increases, turnover intention decreases
B	Job satisfaction → Turnover intention	Negative	If job satisfaction increases, turnover intention decreases
AB	IM → JS → TI	Mediation	JS mediates the relationship between IM and TI
C	Organisational justice → job satisfaction	Positive	If organisational justice increases, job satisfaction increases
C'	Organisational justice → turnover intention	Negative	If organisational justice increases, turnover intention decreases
CB	OJ → JS → TI	Mediation	JS mediates the relationship between OJ and TI
D	Job demands → job satisfaction	Negative	If job demands increases, job satisfaction decreases
D'	Job demands → turnover intention	Positive	If job demands increases, turnover intention increases
DB	JD → JS → TI	Mediation	JS mediates the relationship between JD and TI

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E	Organisational justice → emotional exhaustion	Negative	If organisational justice increases, emotional exhaustion decreases
F	Emotional exhaustion → turnover intention	Positive	If emotional exhaustion increases, turnover intention increases
EF	OJ → EE → TI	Mediation	EE mediates the relationship between OJ and TI
G	Job demands → emotional exhaustion	Positive	If job demands increases, emotional exhaustion increases
GF	JD → EE → TI	Mediation	EE mediates the relationship between JD and TI
H	Job resources → job satisfaction	Positive	If job resources increases, job satisfaction increases
H'	Job resources → turnover intention	Negative	If job resources increases, turnover intention decreases
HB	JR → JS → TI	Mediation	JS mediates the relationship between JR and TI
I	Job resources → emotional exhaustion	Negative	If job resources increases, emotional exhaustion decreases
IF	JR → EE → TI	Mediation	EE mediates the relationship between JR and TI

Note. JD: job demands, JR: job resources, TI: turnover intention, EE: emotional exhaustion, OJ: organisational justice, JS: job satisfaction, W: workload, IM: intrinsic motivation

4.7. Assumptions for the mediation analysis - regression analysis

After the data preparation, the seven variables were created, based on the confirmatory factor analysis (see *Paragraph 4.5*) and the reliability analysis (see *Paragraph 4.6*). These variables were be used in the further analyses. To test the hypotheses (see *Table 2*) that correspond to the conceptual model (see *Figure 3*), a mediation analysis was necessary. This was done with the PROCESS Macro v4.1 by Andrew F. Hayes. This Macro is a regression-based approach, so before conducting the analysis, the assumptions for regression analysis should be discussed.

The assumption that the variables are normally distributed, was met (see *Appendix 10*). The second assumption for regression analysis is that all the variables are numeric. This assumption is met because all variables are of interval measurement scale. The assumption that there should be a linear relationship between the independent and dependent variables is also met because all scatter plots are random or linearly distributed (see *Appendix 11*). Furthermore, there is no or little multicollinearity (see *Appendix 12*). The last assumption, that the residuals are homoscedastic, is also met because the points are equally distributed from the horizontal line in the Scatterplot (see *Appendix 13*).

Now that all the assumptions for regression analysis are discussed and were met, a mediation analysis with the PROCESS Macro was suitable for this research. The results of the mediation analysis are shown in the next chapter, after discussing whether the control variables gender, age and years of work experience needed to be included in the mediation analysis.

5. Study 2: quantitative analysis – the results

In this chapter, the results of the mediation analysis are shown. These results determine whether the hypotheses are supported or not. Before conducting the mediation analysis with the seven variables, it was necessary to examine whether the control variables gender, age and years of work experience had to be included in the mediation analysis as covariates. This is discussed in *Paragraph 5.1*, after which the mean scores of the variables are shown in *Paragraph 5.2*. In *Paragraph 5.3*, the results of the mediation analysis are presented.

5.1. Control variables

5.1.1. Control variable gender

An ANOVA analysis was used to assess whether the variable gender had to be included in the mediation analysis. All assumptions for an ANOVA analysis were met. The variables were normally distributed (see *Appendix 10*). The ANOVA analysis indicated that there is no significant difference between men and women on turnover intention ($F(1, 62) = 0.380, p = 0.540$), so it was not necessary to include gender in the mediation analysis.

5.1.2. Control variable age and experience

With the Spearman's correlation coefficient, it was determined whether the control variables age and experience needed to be included in the mediation analysis. There is no significant correlation between participant ratings of age and turnover intention ($r(62) = 0.169, p = 0.181$). The same goes for experience and turnover intention ($r(62) = 0.200, p = 0.113$). With no significant correlation between these variables and turnover intention present, it was not useful to include the variables age and experience in the mediation analysis.

5.2. Mean scores of the variables

Appendix 14 shows the mean scores of the variables that were used in the mediation analysis. With a mean score of 5.65, the respondents scored highest on intrinsic motivation. This score leans towards the answer option 'agree' of the questionnaire. Job resources has, with 2.84, the lowest mean score, which tends towards the answer option 'somewhat disagree'. With a mean score of 3.49, the responses answered in between 'somewhat

disagree' and 'neutral' for the questions about turnover intention. The mean scores and the fact that on average, the respondents indicated that they 'somewhat agreed' with the questions about turnover intention, is an interesting result to discuss in the next chapter. If the respondents did not experience any turnover intentions, the chance is smaller that there are any significant relationships between the other variables and turnover intention.

5.3. Mediation analysis – hypothesis testing

In this paragraph, the results of the mediation analysis are shown. All mediation hypotheses and most other hypotheses are not supported because there is no significant relationships between the variables (see *Table 3* and *Table 4*). An important note is that there is no significant effect of any of the variables on turnover intention. This means that, based on these results, nothing can be said about turnover intention and its antecedents.

There are only two significant relationships between the variables. With these significant relationships, two of the hypotheses are supported: organisational justice positively influences job satisfaction (hypothesis C), and job demands positively influences emotional exhaustion (hypothesis G). The positive effect coefficient of hypothesis C corresponds with the hypothesis that there is a positive relationship between these variables. So, when a respondent experiences higher level of organisational justice, the level of job satisfaction is also higher. Almost 17 percent of the change in job satisfaction is accounted for by organisational justice ($R^2 = .169$, $F(1, 56) = 11.405$, $p = .001$), see *Appendix 15*. In hypothesis G, the effect coefficient is positive. This positive relationship means that, if job demands increases, emotional exhaustion also increases. 20 percent of the change in emotional exhaustion is accounted for by job demands ($R^2 = .205$, $F(1, 54) = 13.933$, $p = .001$), see *Appendix 15*.

One other relationship is significant but did not lead to a supported hypothesis. 8 percent of the change in job satisfaction is accounted for by job resources ($R^2 = .080$, $F(1, 53) = 4.732$, $p = .034$), see *Appendix 15*. However, the effect coefficient is negative, meaning that the relationship between job resources and job satisfaction is negative. If job resources increases, job satisfaction decreases. This does not correspond with hypothesis H, which predicted that the relationship would be positive. Therefore, hypothesis H is not supported, but it is an interesting result to discuss in the next chapter.

Lastly, hypothesis A and I are not supported, but the p-value was lower than .1. This means that, for hypothesis A, there is only a 10% chance that intrinsic motivation does not influence job satisfaction. The possible relationship between intrinsic motivation and job satisfaction is positive, which means that an increase in intrinsic motivation would probably lead to an increase in job satisfaction. For hypothesis I, this means that there is only a 10% chance that job resources does not influence on emotional exhaustion. For hypothesis I, the possible relationship is positive instead of negative, like the hypothesis predicted. This means that, if job resources increases, emotional exhaustion also increases. Even though the relationship is not significant for this research, it is an interesting result to discuss in the next chapter. All these results are discussed in relation with the methodology, context and literature in the next chapter.

Table 3

Mediation relationships – test results

Relationship	Total effect	Direct effect	Indirect effect	Confidence interval		t-statistics	conclusion
				Lower Bound	Upper Bound		
IM → JS → TI (Hypothesis AB)	-0.370 (.125)	-0.327 (.191)	-0.042	-0.280	0.093	-1.558	No mediation
OJ → JS → TI (Hypothesis CB)	-0.054 (0.796)	0.054 (.814)	-0.108	-0.283	0.190	-0.260	No mediation
JD → JS → TI (Hypothesis DB)	-0.157 (0.516)	-0.216 (.381)	0.059	-0.070	0.320	-0.654	No mediation
OJ → EE → TI (Hypothesis EF)	-0.073 (.714)	-0.084 (.677)	0.011	-0.048	0.074	-0.369	No mediation
JD → EE → TI (Hypothesis GF)	-0.157 (.516)	-0.128 (.640)	-0.029	-0.290	0.212	-0.654	No mediation
JR → JS → TI (Hypothesis HB)	0.026 (.930)	0.067 (.829)	0.093	-0.117	0.367	0.088	No mediation
JR → EE → TI (Hypothesis IF)	0.026 (.930)	0.071 (.818)	-0.045	-0.193	0.111	0.088	No mediation

Table 4
Direct relationships – test results

Relationship and hypothesis	Effect coefficient	p-value	Conclusion
IM → JS (Hypothesis A)	0.313	.061	Not significant with $\alpha = 0.05$, but $p < 0.1$
IM → TI (Hypothesis A')	-0.370	.125	n.s.
JS → TI (Hypothesis B)	-0.136	.507	n.s.
OJ → JS (Hypothesis C)	0.425	.001	Significant effect
OJ → TI (Hypothesis C')	-0.044	.828	n.s.
JD → JS (Hypothesis D)	-0.257	.134	n.s.
JD → TI (Hypothesis D')	-0.157	.516	n.s.
OJ → EE (Hypothesis E)	-0.090	.559	n.s.
EE → TI (Hypothesis F)	-0.119	.484	n.s.
JD → EE (Hypothesis G)	0.601	.001	Significant effect
JR → JS (Hypothesis H)	-0.427	.034	Significant effect
JR → TI (Hypothesis H')	0.026	.930	n.s.
JR → EE (Hypothesis I)	0.400	.065	Not significant with $\alpha = 0.05$, but $p < 0.1$

6. Overall discussion and conclusions

In this chapter, the research questions and results are discussed. This discussion leads to certain contributions to existing knowledge and practical implications. This includes a critical reflection on the limitations of this research and expands in the recommendations for future research.

6.1. Answer to the research questions

This research had two research questions. The first question was “*Which antecedents from the research on turnover intention in general are applicable for subsidised lawyers in the Netherlands?*”. This question was answered with the literature review in *Chapter 2* and the qualitative ‘*Study 1*’ as presented in *Chapter 3*. The antecedents from research on turnover intention that are applicable to subsidised lawyers in the Netherlands are: emotional exhaustion, distributive justice, procedural justice, interactional justice, job satisfaction, workload and intrinsic motivation. This led to the second research question: “*What are the key antecedents of turnover intention of subsidised lawyers in the Netherlands?*”. In *Chapter 4*, the quantitative ‘*Study 2*’ was used to test whether the antecedents from general research were actually the antecedents of turnover intention of subsidised lawyers in the Netherlands. In the methodology and preliminary analyses, the conceptual model from *Chapter 3* was changed for *Chapter 4*. A mediation analysis was used to determine whether the following seven variables were antecedents of turnover intention: emotional exhaustion, organisational justice, job satisfaction, job demands, job resources and intrinsic motivation. Unfortunately, the quantitative analysis showed no results that could help answer the second research question, as no relationships between any of the variables and turnover intention were significant. Most other predicted relationships between the variables were also insignificant.

6.2. Discussion of the significant results

The most striking result was the significant relationship between job resources and job satisfaction. Hypothesis H was not supported because the relationship was negative instead of positive like predicted (Marchand & Vandenberghe, 2016; Calisir & Gumussoy, 2007). I checked if the items were incorrectly coded in SPSS but that was not the case, so the reason for this opposite kind of relationship is likely to be a contextual reason. Maybe, subsidised lawyers have a lot of room to decide how they want to do their work and also take up all this room. This could mean that they spend more time than is needed on their tasks, which leads

to less satisfaction about their job. This would also explain why the almost significant relationship between job resources and emotional exhaustion (hypothesis I) is the opposite way as predicted as well. Based on the literature, it was expected that more job resources would lead to less emotional exhaustion, but the results showed that more job resources lead to more emotional exhaustion. It is possible that lawyers take up too much of their job resources, for example by deciding only by themselves how and when to perform their tasks, so that they do not effectively execute those tasks. This may lead to more emotional exhaustion and less job satisfaction.

Furthermore, the results showed a significant positive relationship between organisational justice and job satisfaction (hypothesis C: Nadiri & Tanova, 2010; Loi et al., 2006). This significant finding showed that organisational justice can enhance positive feelings of subsidised lawyers such as job satisfaction, but not decrease negative feelings like emotional exhaustion and turnover intention. A link can be made between this result and Herzberg's Two-Factor Motivation-Hygiene Theory (Herzberg, 1966). This theory assumes that there are two types of factors in an organisation: motivators and hygiene factors. Motivators such as recognition, responsibility and career advancement, can only lead to more satisfaction. Hygiene factors, such as salary and other working conditions, cannot motivate an employee but only lead to job dissatisfaction if they are not above a certain level. So hygiene factors can only lead to negative feelings, and motivators can only lead to positive feelings (Herzberg, 1966). In line with Herzberg's theory (1966), organisational justice can be seen as a motivator, as it can enhance job satisfaction but not increase negative feelings like emotional exhaustion. This means that the lawyer's feelings towards their voice in decision making processes and whether they are treated with respect, can only make them happy when they perceive them to be fair. If they feel that those things are unfair, it will not make them leave their job or experience emotional exhaustion because they accept the low levels of justice. It can, however, make them more satisfied with their job if they perceive higher levels of justice. The message of this outcome is that the aspects of organisational justice, such as feelings towards recognition and voice in decision making, should be increased in order to increase positive feelings such as job satisfaction of subsidised lawyers. However, Herzberg (1966) sees an unfair salary, which is a component of organisational justice, as a hygiene factor. It might not be correct to view organisational justice in total as a motivator, as some components might actually be hygiene factors. More research on organisational justice and job satisfaction of subsidised lawyers is needed to make general statements about

organisational justice being a motivator. Also, the fact that the small sample size of *Study 2* could be the reason that organisational justice did not have a significant relationship with negative feelings such as emotional exhaustion, might weaken the link with the Two-Factor Motivation-Hygiene Theory.

The second and last supported hypothesis, is hypothesis G. This hypothesis predicted that there would be a positive relationship between job demands and emotional exhaustion (Babakus et al. (2008). If job demands, like the quantitative task requirements or levels of difficulty of the tasks increase, subsidised lawyers experience higher levels of emotional exhaustion. This relationship can also be linked to the Two-Factor Motivation-Hygiene Theory (Herzberg, 1966), as job demands can be seen as a hygiene factor. Job demands can only lead to negative feelings such as emotional exhaustion, but not change positive feelings such as job satisfaction. However, more research is needed to view job demands in total as a hygiene factor, as the relationship between job demands and job satisfaction could also have been significant with a bigger sample size. If job demands significantly influences job satisfaction, job demands cannot be seen as a hygiene factor, as this means that job demands can also decrease to positive feelings.

6.3. Discussion of the insignificant results

Before discussing the results in relation to the methodology, context and literature, the mean scores of the variables need to be discussed. As shown in *Appendix 14*, on average, respondents answered questions about turnover intention somewhere in between ‘somewhat disagree’ and ‘neutral’. This means that the respondents of *Study 2* did not experience high turnover intentions. If the respondents score low on turnover intention, it makes sense that more relationships were insignificant. On average, respondents answered questions about emotional exhaustion with ‘somewhat disagree’. Low levels of emotional exhaustion are not expected to lead to low levels of turnover intention, so based on the mean scores, it is logical that the relationship between these variables is insignificant. On the other hand, the mean score of intrinsic motivation was high; on average, respondents answered ‘agree’ on the questions of intrinsic motivation. Based on *Study 1* and the literature review, it was expected that high levels of intrinsic motivation would lead to low levels of turnover intention. It is remarkable that the relationship between intrinsic motivation and turnover intention was insignificant.

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There are a few methodological reasons for the small number of significant findings. For example, the sample size of 68 subsidised lawyers is small. A bigger sample size would possibly have led to more significant relationships. For example, hypothesis A and I, which had a p-value lower than .1, would have been significant.

A second methodological reason for the small number of significant relationships, is that the factor analysis was not fully conducted, which means that the variables were not optimally composed. The scales were based on existing questionnaires, so the validity is partly ensured, but a full factor analysis would have been better. However, this was not possible due to the low number of respondents and high number of items. A larger sample size or smaller number of items would have been a solution, so that the ratio of sample size to number of items would be better and a factor analysis could have been conducted. A full factor analysis could also have improved the Cronbach's Alpha. The alphas for these variables could not be increased by deleting more items, but a factor analysis could have helped. If the factor analysis would have been conducted, the reliability analysis would have provided better results and more significant relationships could have been found between the variables.

A third methodological reason for the non-significant relationships could be the questions of the questionnaire itself. There were a couple of questions where a lot of respondents answered that the question was not applicable for them (see *Paragraph 4.5*). These were questions about daily supervision, voice in decision making and promotion opportunities. It is likely that a lot of the respondents were self-employed, so that these questions were not applicable. Questions that were not applicable, counted as 'missings'. The items with too many missings, were left out of the analysis with the variables where they belonged to. Then, the variables had fewer items than intended, which detracts from the validity of the questionnaire. Other problematic questions were the questions about supervisors for the variables organisational justice and job satisfaction. An attentive respondent sent me an email telling me that other respondents might have interpreted these questions in the wrong way, because most lawyers do not have a direct supervisor and do not see the VSAN or LAB as their supervisor. These questions might affect the validity of the questionnaire negatively, which could also lead to the small number of significant relationships.

A last methodological reason for the many insignificant relationships is the low level of representativeness of the sample (see *Paragraph 4.3.1*), which also affects the validity of the research negatively.

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Next to the methodological reasons for the low number of significant relationships found in this research, there could be contextual reasons, which can be linked to the literature. The variables from the conceptual model emerged from the COR Theory (Hobfoll, 1989) and the JD-R Model (Bakker & Demerouti, 2007). *Study 1* showed that these variables were applicable to subsidised lawyers. The COR Theory, which assumes *that people are threatened by the possibility to lose their resources, and they will try to retain, protect and build their resources*, might not be the right operating mechanism. *Study 2* showed no significant relationships between the independent variables and turnover intention, so subsidised lawyers might not feel that threat, which manifests itself in emotional exhaustion, in the same way as other workers. For example, it was expected that higher levels of emotional exhaustion would lead to higher turnover intentions (hypothesis F: Arshadi & Shahbazi, 2013; Hobfoll, 1989). *Study 1* gave indications that subsidised lawyers have different motivations for leaving or staying at their job, which leads to the insignificant relationship between emotional exhaustion and turnover intention. One respondent explained that they kept doing their job because they thought it was meaningful to help change the flawed system of legal aid. Another respondent stated that they were a subsidised lawyer to make the world a better place. These results suggest that subsidised lawyers just accept that their work is emotionally exhausting, because they really want to help others, even if its at their expense. The same can count for the relationships between other variables and turnover intention: maybe, they accept the high amount of job demands with lower resources, so that it does not affect their turnover intentions. This is contrary to the findings of Abbas et al. (2021) and Wu et al. (2018). Neither job demands or job resources had a significant effect on turnover intention (hypothesis D' and H').

There were two hypotheses that were almost supported (hypothesis A and I). The possible significant relationship between intrinsic motivation and job satisfaction (hypothesis A) is almost in line with the study of Ghapanchi & Aurum (2011) who found that intrinsic motivation influences job satisfaction. These researchers also found that job satisfaction was a mediator in the relationship between intrinsic motivation and turnover intention, but that was not confirmed in this research on subsidised lawyers. Next to this hypothesis, there is a chance that hypothesis I could be supported. The results showed that there was a good chance that job resources significantly influences emotional exhaustion, which would be in line with the findings of Babakus et al. (2008).

6.4. Contribution to knowledge

The goal of this research was to offer tools to counteract the turnover intention of the subsidised lawyers in the Netherlands. *Study 1* of this research confirmed that there are seven antecedents of turnover intention for subsidised lawyers in the Netherlands. By influencing these antecedents, for example by increasing job satisfaction, turnover intention can be countered. Also, *Study 1* showed certain work aspects that the respondents were not happy about: the level of pay, the quantitative workload and the high level of administrative tasks. These findings add to existing studies of the SP (2019) and Commissie Van der Meer (2017). The findings are also a good starting point for future scientific research on turnover intention of subsidised lawyers in the Netherlands.

Study 2 was meant to help confirm the concrete tools with which to counteract turnover intention, but this study showed no significant relationships between the variables and turnover intention. These insignificant results prevented further analysis of the variables to, for example, examine which job resources should be increased to lower turnover intention. Based on the literature and interview study, statements can be made like “*Multiple subsidised lawyers in the Netherlands are not satisfied about their pay and experience a high workload, which could be a reason for their high turnover intentions*”, but the quantitative analysis did not confirm this.

Also, this research contributes to existing knowledge in the sense that it confirms the two significant relationships in the same way as was predicted based on existing literature. There was no research on this population yet, so this research shows that at least some of the relationships are also present in this population. The supported hypotheses C and G add to research on Herzberg’s Two-Factor Motivation-Hygiene Theory (Herzberg, 1966). The results of this research indicate that organisational justice might be a motivator for subsidised lawyers, and that job demands might be a hygiene factor. Organisational justice does not totally correspond to the way Herzberg (1966) describes a motivator, as he views the component of organisational justice 'unfair pay' as a hygiene factor. Nevertheless, these results could add to or change existing research on Herzberg's theory.

Furthermore, this research contradicts existing research by showing a negative relationship between job resources and job satisfaction, as this relationship is normally a positive one. The same counts for the, almost significant, positive relationship between job resources and emotional exhaustion. These two effects of job resources in the opposite way

than normal, can be added to existing models with these variables, after being confirmed by further research.

Lastly, the questionnaire has a contribution to knowledge. Parts of existing were used to compose a questionnaire that would better fit this population. This questionnaire could be a good start for questionnaires that measure the same variables for subsidised lawyers in future research. In *Paragraph 4.2*, it was discussed which questions were used and why they were used, and the questionnaire was better applicable than existing questionnaires.

6.5. Practical implications of the findings

Study 1 of this research showed seven antecedents of turnover intention for subsidised lawyers in the Netherlands. A practical implication of these results is that managers can focus on these antecedents to change turnover intention of their subsidised lawyers. For example, the interview study showed that the respondents were not satisfied with their pay and that they experienced a high workload. A manager can, by increasing pay and decreasing the workload, improve the working conditions and decrease the turnover intention.

Even though *Study 2* of this research gives no concrete tools to decrease turnover intention, it tells us that job satisfaction of subsidised lawyers can be increased by increasing the facets of organisational justice, like the level of pay or the fairness of the rewards. Also, the levels of emotional exhaustion of subsidised lawyers can be decreased by decreasing the specific job demands like the difficulty or quantity of the tasks. These results act as practical implications, because managers or subsidised lawyers can try to influence the lawyers' job satisfaction and emotional exhaustion this way.

The practical implication of the results regarding hypothesis H and I, is that managers and subsidised lawyers themselves should take a closer look at the job resources. If it would indeed be true that the lawyers take up too much room with their tasks, which leads to lower job satisfaction and more emotional exhaustion. This is a problem that should be addressed. A law firm or lawyer could arrange courses for the subsidised lawyers to teach them to use their job resources more effectively.

6.6. Limitations of this research

The generalizability is a limitation of this research, as the results are not readily generalizable to all subsidised lawyers in the Netherlands. The results of *Study 1* should be used as a starting point for future research. The four interviews were very in-depth and with lawyers from different age groups and jurisdictions, but more interviews should be conducted to be able to generalize these results to the entire population. The results of *Study 2* should also be generalized with caution, as the sample size was small and the representativeness of the sample was low.

A second limitation has to do with the questionnaire that was used for this research. Not all questions seemed to be applicable for most subsidised lawyers, especially those about daily supervision, voice in decision making and promotion opportunities. Therefore, terms of validity and reliability, it would not be useful to use those questions in a new research with a small sample size. To reduce the severity of the limitation regarding the non-applicable questions, these questions were left out of the analysis (see *Paragraph 4.5*).

6.7. Recommendations for future research

As the high turnover intentions still are a big problem for subsidised lawyers in the Netherlands, future research on their turnover intention is recommended. Even though this research showed no significant relationships between any of the variables and turnover intention, future research can. The literature review and *Study 1* gave indications that there should be significant relationships between the variables and turnover intention, so future research might confirm these relationships for subsidised lawyers. The conceptual model and questionnaire used for this research are a good starting point for future research. The questionnaire should be examined more closely, as the questionnaire could be improved. Researchers should take a look at the length and number of the questions, as the large number of questions made a full factor analysis impossible. They should also take a look at the content of the questions, especially the questions about supervisors, daily supervision, voice in decision making and promotion opportunities, as a lot of these questions turned out not to be applicable to subsidised lawyers. It might be better to rely less on existing questionnaires and design more questions specifically for this research group by, for example, distinguishing self-employed lawyers. This will increase the reliability and validity of the research. More extensive interviews can help improve the questionnaire. New interviews can also be used to find out the underlying thoughts and motivations of the lawyers regarding their turnover

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intentions. After that, a new quantitative analysis with a bigger sample with a higher level of representativeness, can be used to examine concrete tools to counteract turnover intention of subsidised lawyers. Future research should ensure a larger sample size and a higher level of representativeness, because the composition and size of the sample could be a reason for the small number of significant relationships in this research. This could be done by sending more reminders to the lawyers to fill in the questionnaire, or to approach individual law firms to ask if they have subsidised lawyers that can fill in the questionnaire.

A lot of existing research found significant relationships between the independent variables and mediators and turnover intention, so future research should also focus on the same variables as this research. However, it may be good to include other variables too, such as whether the lawyers are self-employed or not. For this research, the distinction between self-employed and employee lawyers was not made, but it could affect how they perceive certain variables. For example, a lot of lawyers answered the questions about daily supervision with 'not applicable', so the daily supervision-component of organisational justice could not be examined for the respondents. If there is a group of employee lawyers who do work under daily supervision, the relationship between perceived justice about daily supervision can be included in the analysis to counteract turnover intention.

Future research should also look into the Two-Factor Motivation-Hygiene Theory (Herzberg, 1966) regarding the variables organisational justice and job demands. If future research on subsidised lawyers also results in a significant relationship between organisational justice and job satisfaction, but not between organisational justice and negative variables such as emotional exhaustion, organisational justice can be seen as a motivator. If future research finds a significant relationship between job demands and emotional exhaustion for subsidised lawyers, but not between job demands and positive variables such as job satisfaction, job demands can be a hygiene factor. Future research should focus on organisational justice, job satisfaction, job demands and emotional exhaustion and compare those results to the Two-Factor Motivation-Hygiene Theory.

It would also be interesting to zoom in on the variable job resources. This variable had one opposite significant relationship than predicted and one almost significant opposite relationship. Future research should try to see if this phenomena can be confirmed for subsidised lawyers and find out the reasons for this phenomena. This could also have

scientific and practical relevance for other sectors. If this result gets confirmed by future research, existing conceptual models and theories could be changed. Also, an opposite direction of the relationship between job resources and another variable changes the way the outcome variable can be influenced.

6.8. Overall conclusions

Based on the literature and *Study 1*, the applicable antecedents of turnover intention for subsidised lawyers in the Netherlands are: emotional exhaustion, distributive justice, procedural justice, interactional justice, job satisfaction, workload and intrinsic motivation. The quantitative analysis did not show any significant relationships between any of the variables and turnover intention. Only two hypotheses were supported: organisational justice positively influences job satisfaction, and job demands positively influences emotional exhaustion. These results are remarkable in the light of the Two-Factor Motivation-Hygiene Theory (Herzberg, 1966), as organisational justice acted as a motivator, and job demands as a hygiene factor. Due to the small sample size and representativeness of the sample, these results are not readily generalizable. However, this research adds to existing knowledge that there could be significant relationships between some of the variables for subsidised lawyers in the Netherlands, as there was no earlier research like this one on this population. The variables from this research and possibly more variables should be included in future research. The practical implications are that law firms and supervisors should pay attention to the specific facets of organisational justice and job demands, as they could respectively affect job satisfaction and emotional exhaustion. A remarkable significant relationship is the negative relationship between job resources and job satisfaction, which was predicted to be positive. Another notable, almost significant, relationship is the one between job resources and emotional exhaustion, which was predicted to be negative but turned out to be positive. Existing and future research on job resources should pay attention to this. It is possible that the outcomes of job resources differ per sector or do not have an irrefutably positive impact on job satisfaction after all. The practical implications about the results of the analysis with the variable job resources, is that law firms and managers should look into the job resources and see if they can improve the way subsidised lawyers make use of their resources. Also, future research should try to increase the validity, reliability and generalizability of the research by increasing the sample size, improving the representativeness and making the questionnaire better applicable to subsidised lawyers in the Netherlands. Lastly and most

importantly, future research should focus more on subsidised lawyers in the Netherlands, as they experience problems such as high turnover intentions but still are an underrepresented population in turnover intention research.

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Appendix 1: Questionnaire

1. Demographic information

1. *What is your age (20-30; 31-40; 41-50; 51-60; 61-70)*
2. *What is your gender (female; male; other)*
3. *What is your main field of law (general practice; inheritance law; family and family life; youth; purchase, contracts and damages; migration and asylum; education law; accidents and personal injury; government and taxation; police and justice; psychiatric patient law; debts; victims; benefits and allowances; employment and dismissal; housing and renting; other, namely: ...)*
4. *How many years have you been working as a subsidised lawyer (0-5; 6-10; 11-15; 16-20; 21-25; 26-30; 31-35; 36-40; more than 40 years)*

2. Turnover intention

5. *In the next few months I intend to leave my job as a subsidised lawyer*
6. *I would like to work as a subsidised lawyer until I reach retirement age (reverse-coded)*
7. *I occasionally think about leaving my job as a subsidised lawyer*

3. Emotional exhaustion

8. *I feel emotionally drained from my work*
9. *I feel used up at the end of the workday*
10. *I feel fatigued when I get up in the morning and have to face another day on the job*
11. *I feel burned out from my work*
12. *I feel frustrated by my job*
13. *I feel like I'm at the end of my rope*

4. Organisational justice

14. *My work schedule is fair (distributive justice)*
15. *I think that my level of pay is fair (distributive justice)*
16. *I get paid for the hours I work (distributive justice)*

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17. *I consider my workload to be quite fair (distributive justice)*
18. *Overall, the rewards I receive in my job are quite fair (distributive justice)*
19. *I feel that my job responsibilities are fair (distributive justice)*
20. *Job decisions are made by the supervisor in an unbiased manner (procedural justice)*
21. *My supervisor makes sure that all lawyer's concerns are heard before job decisions are made (procedural justice)*
22. *My supervisor clarifies decisions and provides additional information when requested by the lawyers (procedural justice)*
23. *All job decisions are applied consistently across all affected lawyers (procedural justice)*
24. *Subsidised lawyers are allowed to challenge or appeal job decisions made by the supervisor (procedural justice)*
25. *When decisions are made about my job, the supervisor is sensitive to my personal needs (interactional justice)*
26. *Concerning decisions made about my job, the supervisor discusses the implications of the decisions with me (interactional justice)*
27. *The supervisor offers adequate justification for decisions about my job (interactional justice)*
28. *The supervisor explains very clearly any decision made about my job (interactional justice)*

5. Job satisfaction

29. *Overall, I am very pleased with the types of activities that I do on my job (work itself)*
30. *I would be more content with my job if I were doing tasks that are different from the ones I do now (reverse-coded) (work itself)*
31. *I am more satisfied with the types of work I currently do than with almost any other work I have ever done (work itself)*
32. *Overall, I am very pleased with the way my supervisor supervises me (supervision)*
33. *I would be more content with my job if my manager did not work here (reverse-coded) (supervision)*
34. *I am more satisfied with my supervisor than with almost anyone I have ever worked for (supervision)*
35. *Overall, I am very pleased to work with my co-workers (co-workers)*

36. *I would be more content with my job if my co-workers did not work here (reverse-coded) (co-workers)*
37. *I am more satisfied with my co-workers than with almost anyone I have ever worked with before (co-workers)*
38. *Overall, I am very pleased with how much money I earn (pay)*
39. *I would be more content with my job if my pay were not so low (reverse-coded) (pay)*
40. *I am more satisfied with my pay now than I have almost ever been (pay)*
41. *Overall, I am very pleased with my opportunities for promotion (promotion)*
42. *I would be more content with my job if my promotion opportunities were not so poor (reverse-coded) (promotion)*
43. *I am more satisfied with my opportunities for promotion now than with almost any other promotion opportunities I have ever had (promotion)*

6. Workload

44. *My job does not provide sufficient opportunities to meet work requirements*
45. *My workload is greater than my ability to cope with it*
46. *I often have to work overtime to get my work done*
47. *I often have to compromise on the quality of my work to get my work done*
48. *I often have to work extra hard (quantitative task requirements)*
49. *I usually have to work very fast (quantitative task requirements)*
50. *I have a lot of work to do (quantitative task requirements)*
51. *My work is emotionally demanding (emotional strain)*
52. *In my work I am regularly confronted with things that affect me personally (emotional strain)*
53. *My work often puts me in touching situations (emotional strain)*
54. *My work requires constant intensive thinking (level of difficulty)*
55. *I have to remember a lot of information over a long period of time (level of difficulty)*
56. *My work requires me to constantly keep my mind on it (level of difficulty)*
57. *My work is physically very demanding (physical effort)*
58. *My work is often hampered by unexpected situations (control issues)*
59. *I am often hampered in my work by the defects of others (control issues)*

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60. *Significant changes often occur in my tasks (control issues)*
61. *I receive conflicting assignments in my work (task ambiguity)*
62. *I am faced with conflicting expectations (task ambiguity)*

63. *I decide myself when to perform a task (autonomy) (reverse-coded)*
64. *I can regulate my own pace of work (autonomy) (reverse-coded)*
65. *I can choose my own method of working (autonomy) (reverse-coded)*
66. *If I can't figure it out, a colleague can take over work from me (contact possibilities) (reverse-coded)*
67. *If necessary, colleagues help me to finish an assignment (contact possibilities) (reverse-coded)*
68. *I talk at work with colleagues from my own team/department about the work (contact possibilities) (reverse-coded)*
69. *I work under good daily supervision (leadership) (reverse-coded)*
70. *The daily management has a good view of me in my work (leadership) (reverse-coded)*
71. *The daily management takes sufficient account of what I say (leadership) (reverse-coded)*
72. *In case of any problems, I can call in other people from other departments (voice) (reverse-coded)*
73. *I have a say in the decisions of my work team/task group/department (voice) (reverse-coded)*
74. *I discuss with others how tasks are divided (who does what?) (voice) (reverse-coded)*
75. *The information I need usually arrives on time (feedback/information) (reverse-coded)*
76. *I am given sufficient information to work with (feedback/information) (reverse-coded)*
77. *The information I receive is usually correct (feedback/information) (reverse-coded)*
78. *My work is varied (skill opportunities) (reverse-coded)*
79. *My job requires me to learn new things (skill opportunities) (reverse-coded)*
80. *I have the opportunity to develop my skill/professionalism (skill opportunities) (reverse-coded)*

7. Intrinsic motivation

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81. I do my work because this is the type of work I chose to do to attain a certain lifestyle

82. I do my work for the satisfaction I experience from taking on interesting challenges

83. I do my work because it is the type of work I have chosen to attain certain objectives

84. I do my work because it has become a fundamental part of who I am

85. My job has a large impact on other people

86. I think it is important I can make a difference for other people with my work

Appendix 2: Consent form interviews

INFORMATIE- EN TOESTEMMINGSFORMULIER DEELNEMERS > 18 JAAR

U bent uitgenodigd om deel te nemen aan een onderzoeksproject waarin wordt onderzocht wat de antecedenten van de verloopgeneigdheid van sociaal advocaten in Nederland zijn. Dit onderzoeksproject wordt uitgevoerd door Emanuella de Moor (student Strategic Human Resource Leadership) van de Radboud Universiteit.

De procedure omvat het worden geïnterviewd. De vragen gaan over uw ervaringen binnen de sociale advocatuur. Het gesprek duurt ongeveer 45 minuten. Het interview zal worden opgenomen op een geluidsband. Uw contactgegevens (naam, e-mailadres, etc.) worden veilig opgeslagen door de hoofdonderzoeker.

Vertrouwelijkheid van de onderzoeksgegevens

De onderzoeksgegevens zullen anoniem worden gemaakt en veilig opgeslagen volgens de richtlijnen voor het beheer van onderzoeksgegevens van de Radboud Universiteit en conform de Algemene Verordening Gegevensbescherming (AVG). Alle persoonlijke gegevens worden zo snel mogelijk verwijderd. De onderzoekers die betrokken zijn bij dit onderzoek zullen de onderzoeksgegevens gebruiken voor academische publicaties en presentaties. De gegevens worden niet gebruikt voor andere onderzoeken, tenzij ik hiervoor uw expliciet toestemming heb gekregen. Met het oog op de onderzoeksintegriteit zullen de onderzoeksgegevens voor een periode van ten minste tien jaar toegankelijk zijn voor de academische gemeenschap.

Vrijwillige deelname

Uw deelname aan dit onderzoek is vrijwillig. Dit betekent dat u uw deelname en toestemming op elk moment tijdens de periode van het verzamelen van gegevens kunt stopzetten en intrekken, zonder opgave van reden. Tot zes weken na deelname kunt u uw onderzoeksgegevens / persoonsgegevens / contactgegevens laten verwijderen door een verzoek te sturen naar emademoor@gmail.com.

Ik wil u alvast hartelijk danken voor het deelnemen aan dit onderzoek. Uw deelname helpt om de kennis over de antecedenten van de verloopintenties van sociaal advocaten te verbeteren.

Meer informatie

Als u meer informatie over dit onderzoek wil hebben (nu of in de toekomst) of als u klachten heeft over dit onderzoek, neem dan contact op met Emanuella de Moor (telefoon: 06-13796440; e-mail: emademoor@gmail.com).

Meer informatie over de Commissie Wetenschappelijke Integriteit vindt u hier: <https://www.ru.nl/over-ons/overrdboud/integriteitsbeleid/wetenschappelijke-integriteit//>

TOESTEMMING:

Door aan het interview te beginnen geeft u aan dat:

- u deze informatie hebt gelezen en begrepen
- u vrijwillig instemt met deelname
- u ten minste 18 jaar bent

Appendix 3: Consent form questionnaire

INFORMATIE- EN TOESTEMMINGSFORMULIER DEELNEMERS > 18 JAAR

U bent uitgenodigd om deel te nemen aan een afstudeeronderzoek waarin wordt onderzocht wat de mogelijke oorzaken van de verloopgeneigdheid (neiging om ontslag te nemen) van sociaal advocaten in Nederland zijn. Dit onderzoek wordt uitgevoerd door Emanuella de Moor, student Strategic Human Resource Leadership aan de Radboud Universiteit.

De procedure omvat het invullen van een online enquête. De vragen gaan over uw ervaringen binnen de sociale advocatuur. Het invullen van de enquête neemt ongeveer 15 minuten in beslag. Uw contactgegevens (naam, e-mailadres, etc.) worden veilig opgeslagen door de hoofdonderzoeker.

Vertrouwelijkheid van de onderzoeksgegevens

De onderzoeksgegevens zullen anoniem worden gemaakt en veilig opgeslagen volgens de richtlijnen voor het beheer van onderzoeksgegevens van de Radboud Universiteit en conform de Algemene Verordening Gegevensbescherming (AVG). Alle persoonlijke gegevens worden zo snel mogelijk verwijderd. De onderzoekers die betrokken zijn bij dit onderzoek zullen de onderzoeksgegevens gebruiken voor academische publicaties en presentaties. De gegevens worden niet gebruikt voor andere onderzoeken, tenzij ik hiervoor uw expliciet toestemming heb gekregen. Met het oog op de onderzoeksintegriteit zullen de onderzoeksgegevens voor een periode van ten minste tien jaar toegankelijk zijn voor de academische gemeenschap.

Vrijwillige deelname

Uw deelname aan dit onderzoek is vrijwillig. Dit betekent dat u uw deelname en toestemming op elk moment tijdens de periode van het verzamelen van gegevens kunt stopzetten en intrekken, zonder opgave van reden. Tot zes weken na deelname kunt u uw onderzoeksgegevens /persoonsgegevens/ contactgegevens laten verwijderen door een verzoek te sturen naar emademoor@gmail.com.

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Ik wil u alvast hartelijk danken voor het deelnemen aan dit onderzoek. Uw deelname helpt om de kennis over de verloopgeneigdheid van sociale advocaten in Nederland te verbeteren.

Meer informatie

Als u meer informatie over dit onderzoek wil hebben (nu of in de toekomst) of als u klachten heeft over dit onderzoek, neem dan contact op met Emanuella de Moor (e-mail: emademoor@gmail.com).

Meer informatie over de Commissie Wetenschappelijke Integriteit vindt u hier: <https://www.ru.nl/over-ons/overradboud/integriteitsbeleid/wetenschappelijke-integriteit//>

TOESTEMMING:

Door te klikken op de knop 'Doorgaan', begint u met de vragenlijst en geeft u aan dat:

- u deze informatie hebt gelezen en begrepen
- u vrijwillig instemt met deelname
- u ten minste 18 jaar bent

Appendix 4: representativeness of the sample

Age group - distribution of the sample and population

POPULATION		SAMPLE	
Age group	Percentage of lawyers (2020)	Age group	Percentage of lawyers (2022)
Until 35	21	20-3-	1.5
35-45	28	31-40	12.1
45-55	25	41-50	22.7
55-65	19	51-60	31.8
65+	7	61+	31.8

Field of law - distribution of the sample and population

Field of law	POPULATION: Percentage of lawyers (2020)	SAMPLE: Percentage of lawyers (2022)
<i>General practice</i>	3.5	3
<i>Inheritance law</i>	1.9	0
<i>Family, family life and youth</i>	19.7	19.7
Purchase, contracts and damages	13.6	1.5
Migration and asylum	3.7	22.7
Education law	unknown	0
Accidents and personal injury	unknown	4.5
Government and taxation	8.1	0
Police and justice	19	7.6
<i>Psychiatric patient law</i>	2.5	0
<i>Debts</i>	1.2	0
Victims	unknown	3
Benefits and allowances	10.9	13.6
Employment and dismissal	7.6	9.1
<i>Housing and renting</i>	8.5	7.6
other, namely: ...	unknown	7.6

Appendix 5: KMO Test and Bartlett's Test of Sphericity

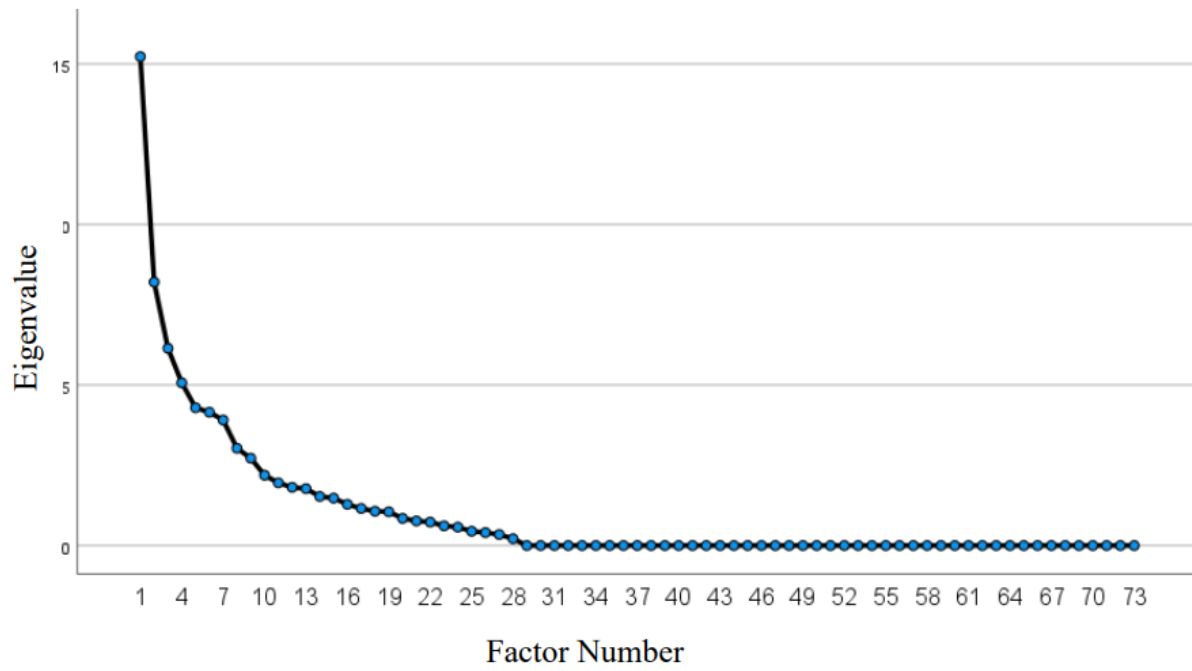
Variable	KMO Test (should be higher than 0.6)	Bartlett's Test of Sphericity (should be: $p < 0.05$)
TI	.645	<.001
EE	.802	<.001
OJ	.790	<.001
JS	.614	<.001
Job demands	.640	<.001
Job resources	.620	<.001
IM	.622	<.001

Appendix 6: communalities after extraction (factor analysis)

Communalities		
	Initial	Extraction
Q63	1,000	,865
Q64	1,000	,969
Q65	1,000	,851
Q66	1,000	,962
Q67	1,000	,951
Q68	1,000	,892
Q74	1,000	,907
Q75	1,000	,936
Q76	1,000	,950
Q77	1,000	,945
Q78	1,000	,849
Q79	1,000	,911
Q80	1,000	,889
Q8	1,000	,967
Q9	1,000	,974
Q10	1,000	,942
Q11	1,000	,889
Q12	1,000	,927
Q13	1,000	,977
Q5	1,000	,915
Q6	1,000	,954
Q7	1,000	,933
Q14	1,000	,864
Q15	1,000	,975
Q16	1,000	,951
Q17	1,000	,900
Q18	1,000	,962
Q19	1,000	,980
Q20	1,000	,916
Q21	1,000	,960
Q22	1,000	,948
Q23	1,000	,803
Q24	1,000	,936
Q25	1,000	,969
Q26	1,000	,954
Q27	1,000	,963
Q28	1,000	,939
Q29	1,000	,912
Q30	1,000	,962
Q31	1,000	,937
Q32	1,000	,965
Q33	1,000	,949
Q34	1,000	,963
Q35	1,000	,904
Q36	1,000	,974
Q37	1,000	,958
Q38	1,000	,952
Q39	1,000	,961
Q40	1,000	,935
Q44	1,000	,919
Q45	1,000	,962
Q46	1,000	,939
Q47	1,000	,961
Q48	1,000	,942
Q49	1,000	,890
Q50	1,000	,957
Q51	1,000	,885
Q52	1,000	,885
Q53	1,000	,953
Q54	1,000	,923
Q55	1,000	,927
Q56	1,000	,940
Q57	1,000	,901
Q58	1,000	,951
Q59	1,000	,845
Q60	1,000	,984
Q61	1,000	,942
Q62	1,000	,946
Q81	1,000	,898
Q82	1,000	,983
Q83	1,000	,941
Q84	1,000	,964
Q86	1,000	,873

Extraction Method: Principal Component Analysis.

Appendix 7: Scree Plot (factor analysis)



Appendix 8: Eigenvalue (factor analysis)

Total Variance Explained (Initial Eigenvalues)			
Component	Total	% of Variance	Cumulative %
1	15,230	20,863	20,863
2	8,208	11,244	32,107
3	6,145	8,418	40,525
4	5,069	6,944	47,469
5	4,294	5,882	53,352
6	4,155	5,692	59,044
7	3,910	5,356	64,399
8	3,031	4,151	68,551
9	2,722	3,729	72,279
10	2,191	3,002	75,281
11	1,954	2,676	77,958
12	1,813	2,484	80,442
13	1,773	2,428	82,870
14	1,529	2,095	84,965
15	1,477	2,024	86,989
16	1,283	1,757	88,746
17	1,156	1,583	90,329
18	1,069	1,464	91,794
19	1,052	1,441	93,234
20	,846	1,159	94,393

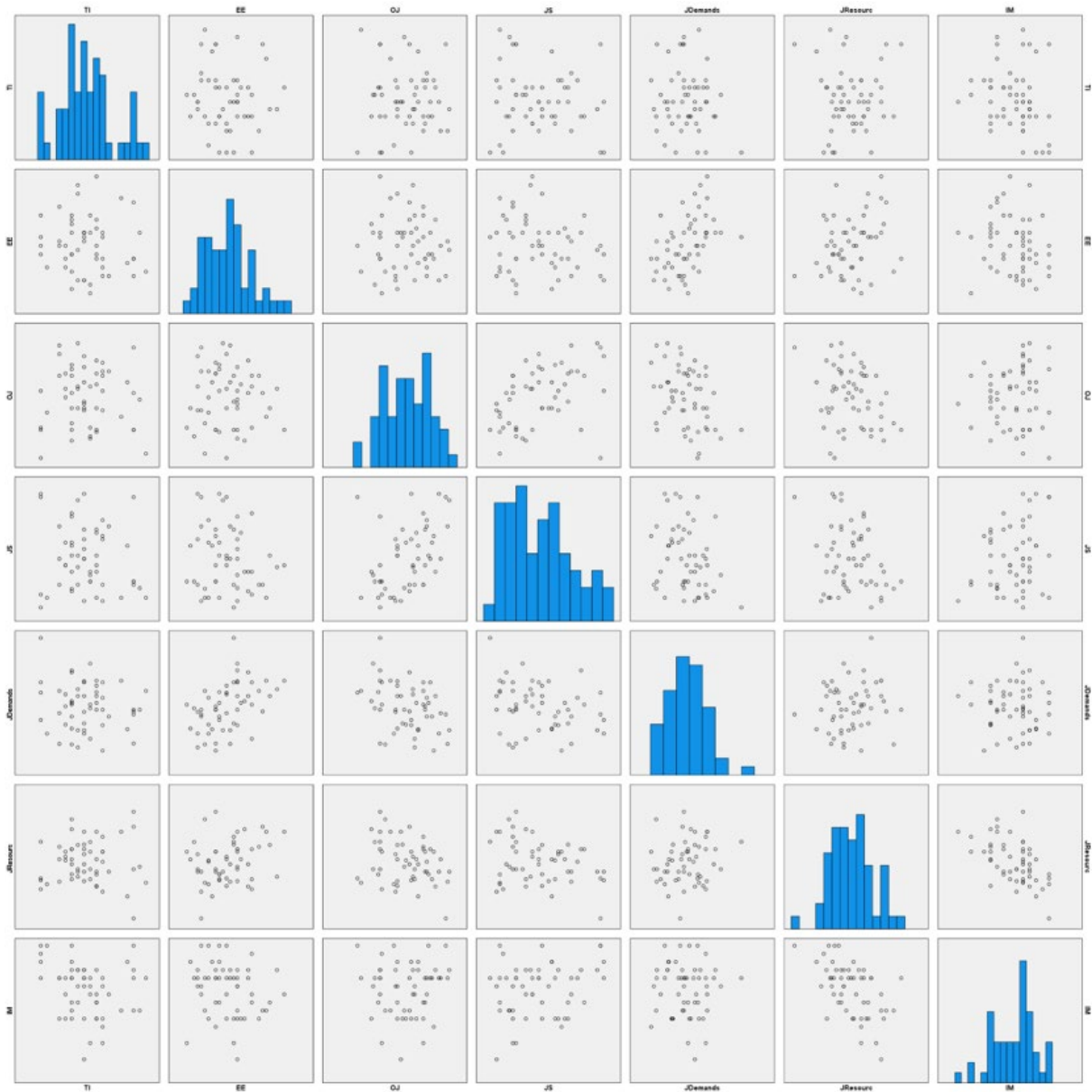
Appendix 9: Cronbach's Alpha's for the scales

Variable	Cronbach's Alpha (original and increased)
Turnover Intention	.629
Emotional Exhaustion	.872
Organisational justice	.897
Job Satisfaction	.736
Job Demands	.846
Job Resources	.729
Intrinsic Motivation	.648

**Appendix 10: Skewness and kurtosis of all variables
(assumption of normally distributed variables)**

Variable	Skewness	Std.	Skewness/Std.	Kurtosis	Std.	Kurtosis/Std.
		Error of	Error of		Error of	Error of
		Skewness	Skewness		Kurtosis	Kurtosis
Turnover	0.366	0.299	1.224	0.022	0.590	0.037
Intention						
Emotional	0.441	0.299	1.475	-0.146	0.590	-0.247
Exhaustion						
Organisational	-0.308	0.304	-1.013	-0.737	0.599	-1.230
Justice						
Job Satisfaction	0.517	0.314	1.646	-0.620	0.618	-1.003
Job Demands	-0.232	0.319	-0.727	1.163	0.628	1.852
Job Resources	0.124	0.322	0.385	-0.143	0.042	-0.186
Intrinsic	-0.460	0.325	-1.415	-0.084	0.639	-0.131
Motivation						

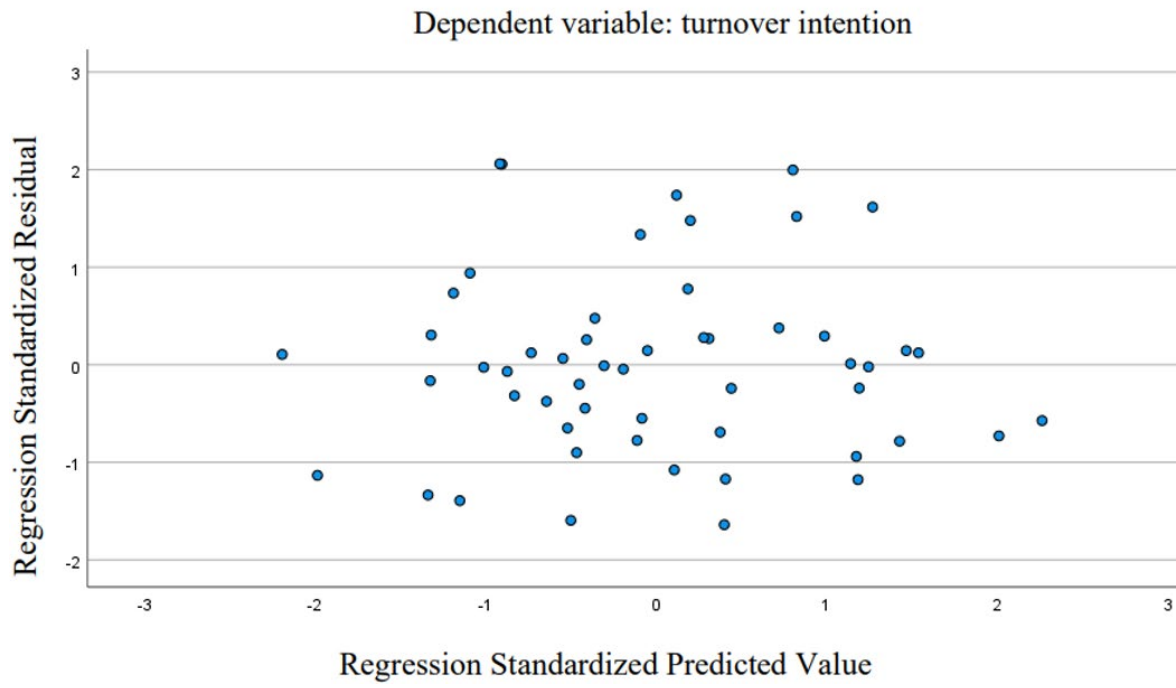
Appendix 11: Scatter Plot Matrix (linear relationship – assumption regression analysis)



Appendix 12: Collinearity statistics (assumption of multicollinearity)

Collinearity Statistics		
Model	Tolerance	VIF
Emotional exhaustion	.713	1.403
Organisational justice	.655	1.526
Job satisfaction	.721	1.387
Job demands	.657	1.522
Job resources	.621	1.609
Intrinsic motivation	.668	1.496
a. Dependent Variable: Turnover Intention		

Appendix 13: Scatter plot (homoscedasticity plot – assumption regression analysis)



Appendix 14: Mean Scores

	N	Minimum	Maximum	Mean	Standard Deviation
Intrinsic Motivation	4	3,50	7,00	5,6528	,80303
Job Demands	6	2,40	7,00	4,8396	,78091
Job Satisfaction	8	3,20	6,70	4,6950	,95511
Turnover Intention	4	1,00	6,67	3,4896	1,33857
Emotional Exhaustion	4	1,50	6,00	3,2865	1,03146
Organisational Justice	2	1,07	4,60	3,0430	,87371
Job Resources	5	1,10	4,38	2,8369	,64991

Appendix 15: SPSS R2 results for (significant relationships)

Relationship	R²	F	Df1	Df2	p
OJ → JS					
(Hypothesis C)	.169	11.405	1	56	.001
JD → EE					
(Hypothesis G)	.205	13.933	1	54	.001
JR → JS					
(Hypothesis H)	.080	4.732	1	53	.034