

A Modeling-Based Examination of Determinants Influencing Work Satisfaction Among High Court Lawyers

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ABSTRACT

The objective of this study is to examine the direct and indirect relationships between work satisfaction and work performance among lawyers. Specifically, the study investigates the association between work satisfaction and work performance of lawyers working in both private practice and government legal institutions serving in High Courts. Primary data were collected from High Court lawyers across selected jurisdictions. As the determinants of work satisfaction vary across institutional and professional contexts, it is essential to employ measurement approaches that are contextually appropriate for the High Court legal environment. The statistical data analysis techniques employed in this study include descriptive statistics—such as measures of central tendency (mean, median, and mode)—to summarize the distribution of the data. Bivariate statistical methods, including the correlation coefficient, as well as multivariate analysis techniques, were also applied. Graphical representation and advanced modeling were conducted using SPSS and AMOS. The findings reveal that factors such as the attitude of seniors, work satisfaction, workplace harassment, and age group are significantly and positively associated with job performance among lawyers serving in High Courts. work performance was also found to be strongly related to the type of chamber, though the relationship was negative. Furthermore, female High Court lawyers were more likely to report work dissatisfaction compared to their male counterparts. The results also indicate that women lawyers tended to exhibit lower job performance, which in turn negatively influenced their overall work satisfaction.

Keywords: High Court Lawyers; work Satisfaction; work Performance; Workplace Harassment; Senior Attitude; Gender Differences; Statistical Analysis; SPSS; AMOS

INTRODUCTION

Work Satisfaction

Work satisfaction refers to a person's sense of fulfillment and contentment at work, serving as a motivating factor to continue performing effectively. It is distinct from general self-satisfaction or happiness and specifically relates to one's relationship with the organization that provides compensation. Work satisfaction reflects the overall perception of achieving goals and objectives within the professional setting. It denotes the level of contentment that employees experience in their roles, which strongly influences

performance. Positive attitudes and perceptions toward one's employment are central to work satisfaction Judge, T. A., et al (2020). Work satisfaction is widely discussed in the literature on organizational behavior. Numerous studies indicate that higher work satisfaction reduces absenteeism and enhances productivity. The literature also examines various dimensions and determinants of work satisfaction; however, the impact of each factor can vary across different contexts and organizational settings. Strategies for improving organizational performance include investment in technology, accumulation of resources, and optimization of other organizational capacities. Effective human resource management practices also play a critical role in enhancing organizational output by fostering greater work satisfaction among employees Zhu, Y. (2013).

A lot of attention is paid to the problem of work satisfaction in structural and professional labor. This is due to the fact that many experts believe that labor market performance, including effort output, struggle, employee absenteeism, and staff turnover, is impacted by work satisfaction trends. Work satisfaction is seen to be a significant predictor of an employee's motivations or decisions to accept a position, as well as a significant factor in determining general pleasure. In daily life, work happiness is also crucial. Employers have a big impact on the individuals who work for them, and some of these effects may be seen in how employees feel about their jobs Locke, E. A. (1969).

Because of this, work happiness is a priority for both employers and employees. Maintaining levels of satisfaction might depend on communication on both an individual and expert level. It takes full form, enabling workers to be transparent, cooperative, reliable, and, when required, combative. A corporate nation's importance is connected to work happiness because it offers ethics and rules on topics like appropriate levels of employee engagement and structural goals. It should come as no surprise that higher feelings of security might promote employee happiness once a workplace culture has been established Tietjen, M. A., & Myers, R. M. (1998).

Gender and work satisfaction

After a ten-year break, women are three times more likely than males to have paid for law school, and after a five-year disruption, they are twice as likely. The justifications for the existence of law school do not alter based on gender. Together, men and women acquired similar abilities throughout their time in law school. Additionally, sentiments regarding the positive aspects of the occupation and the stress associated with it were measured by both men and women. Research on how attorneys feel about their work varies depending on their gender. According to some, both male and female attorneys are often content with their professions, however female lawyers are less happy with job predictions and work setting Mobley, G. M., et al (1994).

This indicates that attorneys' attitudes toward their work may not differ much from those of other professions. Inequalities in family role opportunities may be linked to gender inequalities in employment choices. Both male and female law students have identified a wide range of opportunities for their future responsibilities as husbands and parents. Due to disparities in work potential, men and women who perform the same professions may have varying degrees of work satisfaction. Like other professionals, public protectors are mostly excluded from the analysis. Oversight Although most innocent attorneys manage their caseloads after beginning practice, they may be mentored Hagan, J., & Kay, F. (2007).

Lawyer's Gender and work Satisfaction

The relationship between a lawyer's gender and job satisfaction is examined in this section. During their time in law school, both men and women had similar experiences. Additionally, opinions of the competitive nature of the work and the stress it causes were identical for men and women. Additionally, satisfaction

with relationships with judges and other attorneys does not differ by gender. In contrast, women placed a higher importance on teamwork than did men when it came to workplace satisfaction. Lastly, women who had children did not report feeling more stressed Hagan, J., & Kay, F. (2007).

Limitations on independence, however, might arise from several sources. Clients may interfere with freedom by requiring certain chores to be completed regardless of their worth. One's independence may also be restricted by courts and prosecutors. Despite the fact that attorneys possess a wide range of skills, their work is uninteresting Mobley, G. M., et al (1994).

Impact of Work Satisfaction on Job Performance

The quality of an individual's work is largely determined by how effectively they fulfill their responsibilities. Factors such as physically demanding tasks, employee morale, stress levels, long working hours, and both training and innate abilities (e.g., dexterity or numerical proficiency) all play a role in influencing work satisfaction. Poor working conditions and excessive stress can lead to unhealthy behaviors, such as smoking or poor dietary habits, which in turn reduce work satisfaction. Conversely, well-designed work environments, lower stress levels, and supportive supervisors contribute positively to enhancing work satisfaction Chiu, C. (1998).

Work satisfaction not only affects individual performance but also influences overall workplace productivity and safety. It encompasses a range of strategies and interventions drawn from industrial-organizational (I-O) psychology aimed at improving employee fulfillment and efficiency. These strategies include recruitment and selection, training and development, and motivational practices. Additionally, removing barriers that prevent employees from contributing to organizational goals and providing opportunities for active engagement can have a direct, positive impact on work satisfaction Azmat, G., & Ferrer, R. (2017).

Workplace Discrimination

Discrimination refers to the unfair treatment of an individual based on a protected personal characteristic. In the workplace, discrimination can manifest in various forms, including unfair treatment by colleagues or supervisors. Studies have shown that minority female lawyers are more likely to perceive discrimination based on race, gender, and age. Furthermore, workplace discrimination against minority female lawyers has been linked to lower levels of work satisfaction Mobley, G. M., et al (1994).

Workplace discrimination occurs when an employee is treated unfairly due to their gender, sexuality, race, religion, disability, parenthood, or other protected characteristics. Treating someone differently from their colleagues in such cases may constitute a legal violation. Direct discrimination arises when an individual is treated less favorably compared to others. For example, refusing to hire a qualified candidate because of the assumption that they may start a family constitutes direct discrimination Chiu, C. (1998). Indirect discrimination occurs when workplace policies or practices disadvantage certain groups of employees Levinson, J. D., & Young, D. (2010). Examples include paying some employees less without justification, selecting certain employees for redundancy based on protected characteristics, failing to provide reasonable accommodations for disabled workers, dismissing someone for reporting discrimination, or denying a new parent's request for flexible working hours. For instance, requiring all employees to work on Sundays may disadvantage Christian employees who observe Sunday as a day of worship Cook, K. Z. (2017).

Despite the importance of employment equality, research on workplace discrimination and harassment has been fragmented, with limited focus on variations due to social class or local workplace relationships.

Discrimination can take many forms, such as unfair promotion or demotion practices, termination, and harassment—types most likely to surface in formal legal complaints after hiring. Analyses using alternative data sources, such as official demographic records or discrimination case materials, help address gaps in the literature by providing insights into diverse discriminatory practices Solutions, S. (2016).

Gender and Workplace Discrimination Among Lawyers

Attorneys, particularly women of color, often experience discrimination when they are assigned tasks such as document preparation and legal research instead of trial work or depositions. They are frequently excluded from both formal and informal networking opportunities and are less likely to receive desirable assignments, such as high-profile client work or key client-service responsibilities. Such workplace discrimination can negatively impact lawyers' overall work satisfaction by affecting their physical and emotional well-being. When lawyers are consistently denied opportunities for professional growth and recognition, they may choose to leave the profession in search of workplaces where they are valued and treated fairly Stage, F. K., Carter, H. C., & Nora, A. (2004).

Objectives

The objectives of the study are:

- To examine the relationship between work satisfaction and job performance of young lawyers practicing in High Courts.
- To investigate the impact of workplace discrimination on work satisfaction and job performance among High Court lawyers.
- To analyze the descriptive statistics of the key factors affecting work satisfaction and job performance of High Court lawyers.

REVIEW OF LITERATURE

Previous research highlights that work satisfaction significantly influences lawyers' job performance, productivity, and retention, and is shaped by factors such as work environment, supervisory support, workload, and professional growth opportunities. Workplace discrimination, particularly against minority and female lawyers, negatively impacts work satisfaction and performance through unequal assignments, exclusion from networking, and biased evaluations. Studies also show that satisfied lawyers are more engaged and committed, while those experiencing discrimination are more likely to consider leaving the profession. Although extensive research exists on work satisfaction and discrimination in general, limited studies focus specifically on High Court lawyers, emphasizing the need for context-specific investigation to understand how work satisfaction, workplace discrimination, and gender dynamics affect their professional performance Streiner, D. L. (2005).

In Sri Lanka, researchers investigated gender differences in work satisfaction among university librarians using a survey research design. The main objective of the study was to examine the impact of gender on work satisfaction among library professionals at Sri Lankan universities. The study focused on five key variables: job, coworkers, pay, advancement, and supervision. The participants included 125 library professionals from 15 universities affiliated with the University Grants Commission, and all members of the population were given the opportunity to participate in the research.

Job performance is influenced by a variety of factors, including organizational growth, expansion, and productivity. Healthy working conditions for employees promote consistent performance, reduce the risk of accidents and injuries, and lower healthcare costs. Conversely, common health issues can place a financial and productivity burden on organizations. For example, obesity increases the risk of falls, heart disease, musculoskeletal problems, and even hearing loss. Assessments such as fitness-for-work and personality tests can help predict an employee's potential performance to some extent. However, numerous factors affect actual job performance, and the consequences of these factors may not become apparent until performance is already impacted. Organizations have long been interested in understanding the complex relationship between work satisfaction and job performance.

Arshad (2020) The study examined the effects of gender discrimination in the workplace on job performance and work satisfaction, considering factors such as promotions, pay, supervision, autonomy, influence, challenges, performance evaluations, feedback, instrumentality, and job security. A quantitative research approach was employed to collect the data. The study's sample consisted of 500 employees from various banks in Islamabad and Wah Cantt, Pakistan, of whom 300 responded and completed the questionnaire.

A study compared male and female public defense lawyers in terms of work values, career aspirations, work perceptions, and factors influencing work satisfaction. The research found that men and women shared similar work values, career goals, and perceptions of their roles. Both genders reported relatively high work satisfaction because they valued the positive aspects of their work. However, differences emerged in the factors associated with satisfaction: for men, work satisfaction was linked to peer support and job prestige, while for women, it was associated with opportunities for professional growth and manageable workloads. These differences highlight aspects of workplace discrimination, as women's satisfaction depended more on equitable access to opportunities and fair distribution of work, rather than marital status, which showed no effect.

MATERIALS AND METHODS

Data

Primary data for this study were collected from lawyers practicing in High Courts, and SPSS and AMOS software were used for data analysis. Surveys were distributed via mail, phone, and the Internet. The data were collected from 550 lawyers during their first two to three years of practice following graduation from law school. The total sample size was 550, representing new attorneys practicing in three different geographic regions across Punjab, Pakistan. A stratified random sampling technique was employed to ensure that the sample reflected the broader population of new High Court lawyers. Lawyers were selected from three major High Court jurisdictions in Punjab, including the principal Bar associations of the Okara district.

Data Type

The primary data of young lawyers in the High Courts.

Data Management

SPSS and Amos graphics software are used to analyze this research.

Data Analysis Techniques

Following statistical data analysis techniques will be used in this study:

1. Descriptive Statistics
2. Bivariate Analysis
 - Correlations
3. Multivariate Analysis
 - Factor Analysis
 - Structural Equation Modeling
 - Path Analysis

Descriptive Statistics

Descriptive statistics are used to summarize and describe how data is distributed. Measures of central tendency, such as the mean, median, and mode, provide a summary statistic that represents the center of the data distribution. Along with central tendency, it is important to report the spread of the data using measures of variability, such as the standard deviation, which is calculated as the square root of the average squared deviations from the mean. Descriptive statistics provide concise coefficients that summarize a dataset, whether it represents a sample or the entire population, and typically include both measures of central tendency and variability. Measures of central tendency indicate the central point of the data distribution. In contrast, inferential statistics allow researchers to draw conclusions about a population based on sample data. For example, inferential statistics can help estimate the beliefs or behaviors of a population from sample observations. This study used inferential statistics to determine whether observed differences between groups were statistically significant or occurred by chance. Thus, while descriptive statistics describe the characteristics of the data, inferential statistics are employed to make generalizations beyond the observed dataset (Altman and Bland, 2005).

Bivariate Analysis

Bivariate statistics examine the relationship between two variables simultaneously. Correlation is a statistical technique used to determine whether a relationship exists between two variables and to assess the strength and direction of that relationship. While descriptive statistics summarize the characteristics of a single variable, inferential statistics explore relationships between two or more variables. In this context, bivariate analysis employs inferential methods to study how one variable is associated with or influences another. Correlation indicates the extent to which two variables vary together. When both variables move in the same direction, the relationship is described as a positive correlation, whereas movement in opposite directions indicates a negative correlation. A positive correlation occurs when an increase in one variable is associated with an increase in the other, while a decrease in one corresponds to a decrease in the other (Binder, 1984).

$$r = \frac{\sum (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum (x_i - \bar{x})^2 \sum (y_i - \bar{y})^2}}$$

Multivariate Analysis

Multivariate Analysis (MA) is a statistical technique for analyzing data that includes many types of measurements or observations. It might also refer to issues in which more than one dependent variable is evaluated at the same time as other variables.

Structural equation modeling

Structural Equation Modeling (SEM) is a statistical technique used to assess and analyze relationships between observed and latent variables. It examines linear causal relationships while accounting for measurement error, making it more comprehensive and powerful than traditional regression analysis. SEM comprises a set of multivariate statistical tools designed to analyze complex structural relationships among variables. Widely applied in the social and behavioral sciences, SEM allows for the estimation of multiple equations simultaneously, incorporates multiple indicators for underlying constructs, and accounts for measurement error. By integrating factor analysis and multiple regression, SEM enables researchers to examine structural relationships between measured variables and latent constructs. This method is preferred because it allows the estimation of multiple interrelated dependencies within a single analytical framework (Bollen and Noble, 2011).

Factor Analysis

Factor analysis is a statistical technique used to reduce a large number of observed variables into a smaller set of underlying dimensions. It is commonly applied to simplify data structures, such as reducing the number of variables in regression models. Factor analysis explains the variability among correlated variables in terms of a limited number of unobserved variables, known as factors. It models the relationships among observed variables and their covariance structure through these latent factors. There are two main types of factor analysis: exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). The technique aims to identify underlying factors that account for variance in the observed variables, with some factors explaining more variance than others, indicating a stronger representation of the associated variables. Another important output of factor analysis is the factor score, which represents an individual's position on the identified factors. (Harman, 1976).

Path Analysis

Path analysis is a form of multiple regression analysis used to examine the relationships between a dependent variable and two or more independent variables in order to test causal hypotheses. This technique helps determine both the strength and significance of causal relationships among variables. Structural Equation Modeling (SEM) has gained widespread recognition among researchers across various disciplines for analyzing complex relationships. One of the most commonly used SEM approaches is covariance-based SEM, which has been implemented in several statistical software packages. SEM integrates exploratory factor analysis and regression analysis to provide a comprehensive understanding of structural relationships among variables. Traditionally, researchers computed mean scores for observed items representing each factor to analyze relationships; however, advanced software such as AMOS enables more robust modeling and clearer presentation of results, thereby enhancing the interpretation and communication of findings (Afthanorhan, W. S. and Ahmad, 2014).

RESULTS AND DISCUSSION

The Results and Discussion section of a research study presents the outcomes obtained from data analysis and interprets their meaning in relation to the research objectives. The results portion reports the statistical findings objectively, including tables, figures, and key numerical values, without interpretation. The discussion part explains these findings, examines their implications, compares them with previous studies, and highlights their theoretical and practical significance. This section also addresses unexpected results, explains possible reasons for observed patterns, and discusses how the findings contribute to existing literature.

Table: 1 Correlation coefficient

Correlation	Job Performance	Attitude of senior	Age Group	Personality	Work satisfaction	Qualification	Type of chamber	Harassment	Gender
Job Performance	1								
Attitude of senior	0.754	1							
Age Group	0.84	0	1						
Personality	0.009	0.038	-0.002	1					
Job satisfaction	0.64	0.222	-0.127	0.014	1				
Qualification	0.093	0.09	0.019	-0.015	-0.4	1			
Type of chamber	0	0.027	-0.016	-0.093	0.025	0.015	1		
Harassment	0.204	0.85	0.75	-0.032	0.026	0.028	-0.014	1	
Gender	0.199	0.208	-0.042	0.112	0.185	0.068	0.008	0.65	1

The correlation analysis reveals that job performance is strongly and positively associated with age group, attitude of seniors, and job satisfaction, indicating that experience, supportive senior behavior, and satisfaction at work play a crucial role in enhancing performance. Harassment shows very strong relationships with the attitude of seniors, age group, and gender, suggesting that workplace behavior of seniors and demographic factors significantly influence harassment experiences. Job satisfaction is moderately related to job performance but negatively associated with qualification, implying that higher qualifications may lead to lower satisfaction expectations. In contrast, personality, qualification (except for satisfaction), and type of chamber exhibit negligible correlations with most variables, indicating a limited role in shaping workplace outcomes. Overall, senior attitude emerges as a key factor affecting both performance and harassment, highlighting its importance in improving workplace environment and employee well-being.

Statistical Models

Different regression models are used to find the direct and indirect effects of different variables with job satisfaction and job performance.

Model No.1

This model is used to find out the direct effects of Job performance, attitude of senior and monthly earning of lawyer on job satisfaction.

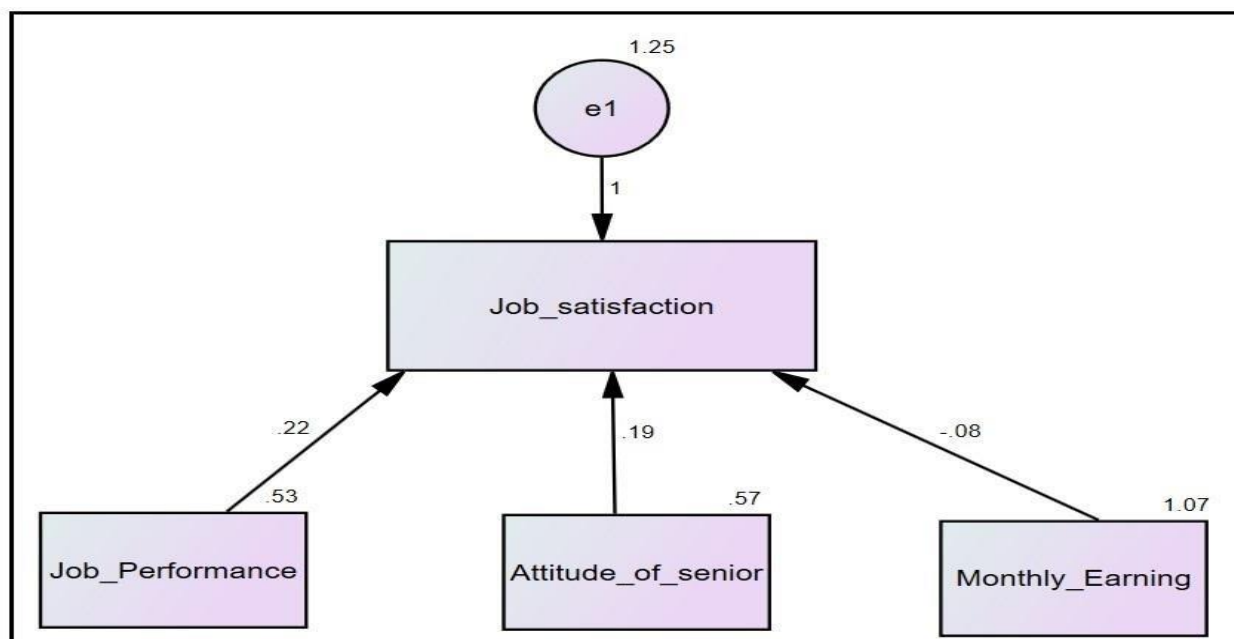


Figure 1: Direct effects model for job performance, attitude of senior and earning

The above model indicates job performance has positive effect on the job satisfaction as the job performance of lawyers will increased there are satisfied with their job. The parameter value 0.22 is the direct effects. The value 0.53 is the variance estimate of job performance and 1.25 is variance estimate of random error. Similarly, attitude of senior and monthly earning of lawyers has positive and negative effects on the job satisfaction respectively.

Model No. 2

This model is used to find out the direct effects of attitude of senior, job performance and monthly earning on job satisfaction and also direct effects of attitude of senior and monthly earning on job performance.



Direct and indirect effects model for job performance, attitude of senior and family background. The direct and indirect effects model for job performance, attitude of senior and family background. Attitude of senior has direct and indirect positive effect on the job satisfaction and job performance. The parameter value 0.13 is the direct for job satisfaction and 0.14 is the indirect effect of job satisfaction through job performance. The variable family background of lawyer has positive effects on job satisfaction while negative effects on job performance and the parameter values -0.02 is the direct for job satisfaction and 0.06 is the indirect effect for job satisfaction through job performance.

Model No.3: This model is used to find out the direct effects of sex, family background and age of lawyer on job satisfaction

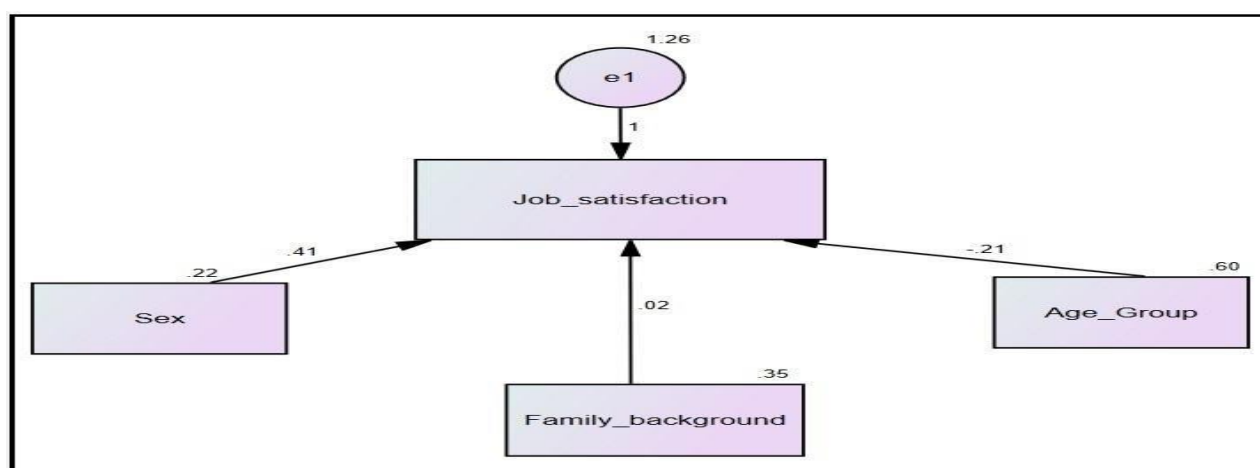


Figure 3: Direct effects model for sex, family background and age of lawyer

The Direct effects model for sex, family background and age of lawyer indicates sex and family background predictors have positive effect on the job satisfaction while age group has negative effects. The parameter values 0.41, 0.02 and 0.21 are the direct effects of sex, family background and age of lawyer on job satisfaction. The values 0.22, 0.35 and 0.60 are the Variance estimates of sex, family background and age of lawyer and 1.26 is variance estimate of random error.

Model No.4

This model is used to find out the direct effects of attitude of senior, job performance and monthly earning on job satisfaction and also direct effects of attitude of senior and monthly earning on job performance.

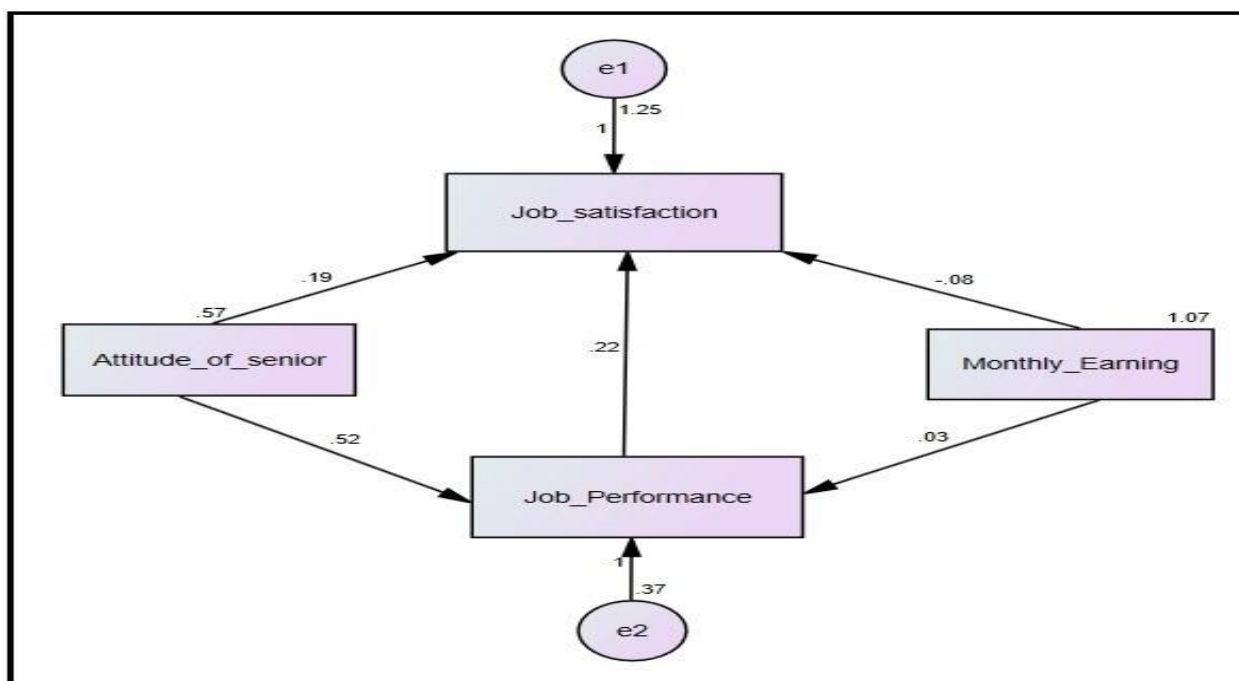


Figure 4: Direct and indirect effects model for job performance, attitude of senior and earning of lawyer

The direct and indirect effects model for job performance, attitude of senior and earning of lawyer indicates attitude of senior has positive effect on the job satisfaction as well as job performance. The parameter value 0.19 is the direct for job satisfaction and 0.52 is the direct effect for job performance of attitude of senior. The variable monthly earning of lawyer has positive effects on job performance while negative effects on job satisfaction and the parameter values -0.08 is the direct for job satisfaction and 0.03 is the direct effect for job performance of monthly earning of lawyer. The values 0.57 and 1.07 are the variance estimates of attitude of senior and monthly earning of lawyer and 1.25 & 0.37 are variance estimate of random error

Table No 2: Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	930.270	696	.147
Deviance	791.820	796	.523

The Pearson Chi-Square test result ($\chi^2 = 930.270$, $df = 696$, $p = 0.147$) indicates that the association between the studied categorical variables is not statistically significant, as the p-value is greater than the conventional significance level of 0.05. Similarly, the Deviance Chi-Square test ($\chi^2 = 791.820$, $df = 796$, $p = 0.523$) also shows a non-significant result, further confirming the absence of a meaningful association between the variables.

CONCLUSION

The overall findings of the study demonstrate that job performance, attitude of seniors, and job satisfaction are closely interrelated, with senior attitude emerging as the most influential factor across all models. The correlation analysis shows that job performance is strongly and positively associated with age group, attitude of seniors, and job satisfaction, while harassment is highly influenced by senior attitude, age, and gender. Structural models further confirm that job performance positively affects job satisfaction, indicating that improved performance enhances satisfaction among lawyers. The attitude of seniors consistently exhibits both direct and indirect positive effects on job satisfaction and job performance, highlighting the critical role of supportive senior behavior in improving workplace outcomes. Monthly earning positively influences job performance but shows a negative direct effect on job satisfaction, suggesting that higher income does not necessarily guarantee satisfaction. Family background and sex display positive direct effects on job satisfaction, whereas age shows a negative effect, indicating varying demographic influences. The goodness-of-fit statistics (Pearson and Deviance Chi-Square tests) are non-significant, confirming that the proposed models adequately fit the data. Overall, the study concludes that improving senior attitude and enhancing job performance are key strategies for increasing job satisfaction and reducing negative workplace experiences, thereby promoting a healthier and more productive professional environment for lawyers.

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