

Relative Study of Adversity Quotient, Job Stress, Work Value, and Turnover Intention of Taiwanese Aborigines Employees

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ABSTRACT

In recent years, it is a common phenomenon in Taiwan that indigenous and non-indigenous employees receive unequal salaries and benefits (Kuo et al., 2013). The disadvantaged position of indigenous employees in the workplace has been an issue of concern for society. Most studies on indigenous employment difficulties focus on the dimensions of job stress, work involvement, work values, and work satisfaction, from the perspectives of organizational identity, ethic awareness, and adaptive strategy. The adversity quotient was rarely used to study the work-related dimension; therefore, this research aims to explore the situations that indigenous employees encounter in their work places in order to analyze the impact between job stress and resignation intention, with adversity quotient and work values as the intervening variables. This study conducted a questionnaire survey and distributed 700 questionnaires, with a total of 630 effective questionnaires retrieved, for an effective response rate of 90%. Statistical analysis software SPSS 18 was used to analyze the data, and the results are, as follows: (1) job stress has positive correlation on adversity quotient; (2) adversity quotient has positive correlation on resignation intention; (3) job stress has positive correlation on resignation intention; (4) adversity quotient has an intermediary effect on job stress and resignation intention; (5) job stress has positive correlation on work values; (6) work values have positive correlation on resignation intention; (7) job stress has no intermediary effect on work values or resignation intention.

This research provides business organizations with measurement of indigenous employees' performance in the face of adversity and ability in crisis control using the measurement of adversity quotient (AQ) on job stress, work values, and resignation intention. The findings can serve as a reference for hiring indigenous employees.

Keywords-Taiwanese Aborigines Employees, Adversity Quotient, Job Stress, Work Value, Turnover Intention

1. INTRODUCTION

Currently, in Taiwan, there are approximately 530,000 indigenous people; 30.33% are in mountain towns, 24.71% live in plains towns, and 45.03% are in cities (Council of Indigenous Peoples, 2014). According to the previous statistics of the Council of Indigenous Peoples, Executive Yuan, more than half of the indigenous people

in Taiwan work in the cities, mostly in New Taipei City, Taipei City, Taoyuan County, Pingtung County, Taitung County, and Hualien County. As they relocate from indigenous towns to work in cities, they will certainly encounter competition with non-indigenous groups. In addition, their work stress will increase in competitive environments, and they face higher prices of goods in cities.

In the research on indigenous labor, indigenous peoples encounter difficulties in the workplace. The researchers probe into governmental policies regarding indigenous people's jobs in recent years. Regarding the social dimension, enterprise owners discriminate against indigenous people, including prejudice and statistical discrimination. Prejudicial statements are, as follows: indigenous people have inferior learning capacity and are late, lazy, irresponsible, and difficult to control (Wu & Huang, 1998; Kuo, Wu, Lai, and Wang, 2010; Li, 2006; Lu, 2002; Wang, 2003).

Due to such discrimination, indigenous people are the minority in the workplace, and are treated unequally. Moreover, some employers might even be unwilling to hire indigenous employees. Regarding statistical discrimination, enterprise owners perceive indigenous employees' work performance upon past experience, and base their cognition on such belief. While they realize that indigenous employees have more powerful physical strength, they think that indigenous employees are irresponsible at work and their knowledge is insufficient, thus, there will be discrimination against current and future indigenous employees.

For instance, they only hire indigenous employees for labor works (Sieh & Chen, 1998). With the stress of prejudice and discrimination, indigenous employees might have turnover intention or be dismissed due to unequal treatment, thus, their employment at a workplace becomes unstable. In addition, the government significantly introduces foreign labor, which lowers the salaries of domestic labor and indirectly influences indigenous people's work opportunities. In order to solve the problems of indigenous people in the workplace, the government establishes the "Indigenous Peoples Employment Rights Protection Act" to address their employment rate in the job market.

According to the "Indigenous Peoples Employment Rights Protection Act", governmental institutions, schools, public