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違反心理契約，未滿足期望，工作不滿，社會文化適應以及台灣越南移工人的離職意願

Psychological Contract Violations, Unmet Expectations, Job Dissatisfaction, Sociocultural Adaptation and Intention to Leave of Vietnamese Migrant Workers in Taiwan

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移工人的離職意願

Psychological Contract Violations, Unmet Expectations, Job
Dissatisfaction, Sociocultural Adaptation and Inteneion to Leave of
Vietnamese Migrant Workers in Taiwan

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MBA RECOMMENDATION LETTER

準碩士推薦函

本校企業管理學系管理科學碩士班研究生 阮氏安兒 君在本系修業 年，已經完成本系碩士班規定之修業課程及論文研究之訓練。

1、在修業課程方面：阮氏安兒 君已修滿 39 學分，其中必修科目：研究方法、策略管理專題、應用統計、企業倫理專題 等科目，成績及格(請查閱碩士班歷年成績)。

2、在論文研究方面：阮氏安兒 君在學期間已完成下列論文：

(1)碩士論文：違反心理契約，未滿足期望，工作不滿，社會文化適應以及台灣越南移工人的離職意願

(2)學術期刊：2020第四屆永續發展與綠色科技研討會(2020SSDGT)及1st international conference on Sustainable Development Goals: Climate Change and Green Technology (ICSDGs)

本人認為 阮氏安兒 君已完成南華大學企業管理學系管理科學碩士班之碩士養成教育，符合訓練水準，並具備本校碩士學位考試之申請資格，特向碩士資格審查小組推薦其初稿，名稱：違反心理契約，未滿足期望，工作不滿，社會文化適應以及台灣越南移工人的離職意願，以參加碩士論文口試。

指導教授：阮安兒 簽章

中華民國109 年 11 月 2 日

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There have been so many people who have inspired me throughout this academic journey. I dedicate this thesis to individuals who have played a vital role in completing this thesis.

Firstly, I would like to devote my indebted thankfulness to my supervisors Professor Hsin-kuang Chi , for his guidance, kindness, patience, time, and utmost effort during the whole process of my dissertation writing process.

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To my supportive and understanding family: Mom, and Elder Sister. Thank you all for your sacrifices, love, and support when I needed it the most. Thanks for always being by my side and believing in me, all of those things have encouraged me to take the next step on the road of my life.

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南華大學管理學院企業管理學系管理科學碩士班

109 學年度第 1 學期碩士論文摘要

論文題目：違反心理契約，未滿足期望，工作不滿，社會文化適應以及台灣越南移工人的離職意願

研究生：阮氏安兒

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論文摘要內容：

越南勞動，戰爭無效者和社會事務部的報告顯示，2019 年共有 147,387 名越南人在海外工作，其中約 54,480 名越南人或 37% 在台灣工作。另外，在台灣工作的越南工人非法離開合同去工作的人數佔離開台灣合同的外國工人總數的近 50%。因此，如何維持台灣地區外勞的就業，經濟及工業利益，以及減少負面利益是重要的課題。本研究旨在闡明心理契約違規，未滿足期望，工作不滿，社會文化適應和越南移民在台灣離職意圖之間的關係。主要動機是找到那些有意離開的強烈因素。這項研究的樣本包括目前在台灣工作的 290 名越南移民工人。本研究採用定量研究方法來考察變量之間的關係。這項研究的結果表明，違反心理契約對未滿足的期望和工作不滿意有重大影響。此外，工作不滿對他們的休假意圖和社會文化適應有重要影響。此外，研究發現，社會文化適應可以介導工作不滿與離職意向之間的關係。

關鍵詞： 違反心理契約、未滿足期望、工作不滿、離職意願、
社會文化適應、越南、移工人

Title of Thesis: Psychological Contract Violations, Unmet Expectations, Job Dissatisfaction, Sociocultural Adaptation and Intention to Leave of Vietnamese Migrant Workers in Taiwan

Department: Master Program in Management Sciences, Department of Business Administration, Nanhua University

Graduate Date: January, 2021

Degree Conferred: M.B.A

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ABSTRACT

The report from the Ministry of Labour, War Invalids and Social Affairs of Vietnam showed that a total of 147,387 Vietnamese worked overseas in 2019, with about 54,480, or 37 percent worked in Taiwan. In addition, the numbers Vietnamese workers working in Taiwan have left their contracts illegally to work accounted for nearly 50% of the total foreign workers leaving the contract in Taiwan. Therefore, how to maintain the employment of foreign workers in Taiwan, economic and industrial benefits and reduce the negative benefits is an important issue. This study aims to clarify the relationship among Psychological Contract Violations, Unmet expectation , Job Dissatisfaction, Socialcultural Adaption and Intention to Leave of Vietnamese migrant workers in Taiwan. The primary motive was to find those factors which are strong predictors of Intention to leave. The sample for this study included 290 Vietnamese migrant workers who are currently working in Taiwan. This study using quantitative research methods to examine the relationship among variables. The findings of this study revealed that Psychological Contract Violations have significant effect on Unmet Expectations and Job Dissatisfaction. In addition, Job Dissatisfaction has significant effect on their Intention to Leave and Sociocultural Adaptation.

Furthermore, the study found that Sociocultural Adaptation mediates the relationship between Job Dissatisfaction and Intention to leave.

Keyword: Psychological Contract Violations, Unmet Expectation, Job Dissatisfaction, Intention to Leave, Sociocultural Adaptation, Vietnam, Migrant workers



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CHAPTER ONE

INTRODUCTION

1.1 Research Background and Motivation

According to the report from the Ministry of Labour, War Invalids and Social Affairs of Vietnam showed that a total of 147,387 Vietnamese worked overseas in 2019, with about 54,480, or 37 percent worked in Taiwan. Taiwan is the second-largest employer of Vietnamese overseas workers behind Japan. Taiwan has become a sought-after destination for Vietnamese seeking jobs overseas ever since it lifted a 10-year ban on certain categories of Vietnamese workers in 2015. However, since 2004, Vietnamese workers working in Taiwan have left their contracts illegally to work, with a rate of about 8% compared to the number of Vietnamese workers present in Taiwan and accounted for nearly 50% of the total foreign workers leaving the contract in Taiwan. In 2019, Taiwan's National Immigration Agency (NIA) arrested 413 migrant workers for working illegally, with the majority being Vietnamese and Indonesian nationals, primarily in factories and construction sites. Meanwhile, the proportion of Vietnamese workers who leave their contracts illegally to work and the situation of charging fees that are too high compared with the regulations has not improved. The cause of this situation is partly due to profit-driven activities, lax inspection of labor export enterprises and the state management of these enterprises is not really effective. Based on the previous studies, this study focus on the main factors influencing the intention to leave of workers (psychological contract violations, unmet expectations, job dissatisfaction, sociocultural adaptation).

One of the main factors that direct influences on worker's intention to leave is job dissatisfaction. Following Ellenbecker et al. (2008), job dissatisfaction as

the degree to which an employee dislikes his/her job is important because it has a strong positive relationship with the worker's intention to leave – that is, the higher the level of job dissatisfaction, the more likely an employee is to leave on the job. Lui et al. (2015), the job dissatisfaction of employees has been shown to affect employee' turnover. Job satisfaction is a critical factor in attracting and retaining a skilled workforce. The extant scholarly thought substantiates a positive relationship among employee satisfaction, customer satisfaction, and corporate performance (Harter, Schmidt, & Hayes, 2002; Huang, Li, Meschke, & Guthrie, 2015; Symitsi, Stamolampros, & Daskalakis, 2018). Larrabee et al. (2003) found that job dissatisfaction was a substantial predictor of intentions to leave and high job dissatisfaction increase turnover among employees. Therefore, it is necessary to know the influence factors of job dissatisfaction to intention to leave of workers.

Following Porter and Steers' (1973) seminal paper, numerous studies examined the met expectations hypothesis, culminating in the Wanous et al. (1992) meta-analysis. This analysis indicated that unmet expectations are strongly associated with decreased job satisfaction and organizational commitment, and are also negatively associated with more distal outcomes like intentions to remain and job performance. The other factor that effect on worker's job dissatisfaction is psychological contract violations. Psychological contract between employees and the company is a critical constitutive part of the employment relationship (Bal et al., 2008). Psychological contract violations, which refers to “...the employee's perception regarding the extent to which the organization has failed to fulfill its promises or obligations ...” (Zhao et al., 2007, p. 649), results in negative emotions, attitudes, and behaviors (Bal et al., 2008; Zhao et al., 2007). The prior research proposes that psychological contract violations also outcome in feelings of resentment and suspicion, which increases job dissatisfaction as well (Robinson

and Rousseau, 1994; Rousseau, 1989). Following Turnley and Feldman (2000), psychological contract violations lead to unmet expectations, that unmet expectations lead to job dissatisfaction, and that, in turn, job dissatisfaction directly influences laborers' behaviors. Shaffer and Harrison (1998) found support for the hypothesis that there is a relationship between job dissatisfaction and adaptation. Lee and Liu (2007) showed that adaptation was the strong forecaster of intent to leave the company.

Finally, In the study of foreign workers in Taiwan, most studies focus on macroeconomic views, such as the government's foreign labor policy, national legislation, regulations, policies, the brokerage system. There is not much research that focuses on job dissatisfaction and intention to leave of migrant workers. This is the motivation for me to conduct this study.

1.2 Research Objectives

There are seven main purposes of this study

- To examine the relationship among the following variables: psychological contract violations, unmet expectations, job dissatisfaction, sociocultural adaptation and intention to leave;
- To analyze the impact of psychological contract violations on unmet expectations and job dissatisfaction;
- To analyze the impact of unmet expectations on job dissatisfaction;
- To analyze the impact of job dissatisfaction on sociocultural adaptation and intention to leave;
- To analyze the impact of sociocultural adaptation on intention to leave;
- To investigate the mediation effects of sociocultural adaptation on the relationship of job dissatisfaction and intention to leave;

- To identify the sources of differences based on demographic characteristics such as gender, education, marital status, job longevity, time to work in Taiwan, and income.

1.3 Research Contribution

This study significantly contributes to research about the worker's Intention to leave, especially Vietnamese migrant workers in Taiwan. One of the main factors that directly influences on worker's intention to leave is job dissatisfaction. In the study of foreign workers in Taiwan, most studies focus on macroeconomic views, such as the government's foreign labor policy, national legislation, regulations, policies, the brokerage system. There is not much research that focuses on job dissatisfaction and intention to leave of migrant workers. The results of this study help us better understand the worker's intention to leave and the real reason workers quit their jobs. Based on the result of this study, future studies can research ways to improve the quality of work and job satisfaction for migrant workers, reducing the number of workers quitting and illegal labor.

1.4 Subject and Research Scope

Based on above discussion, the scope of study developed as presented in the table below as detail:

Table 1- 1 The Scope of the Study

Items	Scope of The Study
Types of research	The nature of the study is quantitative research. A literature view was conducted to review the theoretical research included approach, research framework, and hypotheses. Research methodology was designed to collect data and to analyze data to test the hypotheses and to find the result.
Key Issue	Examine the relationship among the following variables: psychological contract violations, unmet expectations, job dissatisfaction, sociocultural adaptation and intention to leave
Independent Variables	Psychological contract violations
Dependent Variables	Intention to leave
Mediating variable	Unmet expectations, job dissatisfaction, and sociocultural adaptation.
Research Study Location	Taiwan
Analyzed Unit	Vietnamese legal migrant workers
Research Method and Data analysis	Quantitative approach questionnaire survey, using SPSS version 22 to analyze the data

Source: This study

1.5 Procedure and Research Structure

The research flow, as shown in Figure 1.1, includes research background and motivation, literature research, hypothesis development, research model, questionnaire design, data collection, data analysis and test, results and discussion, and conclusion and discussion.

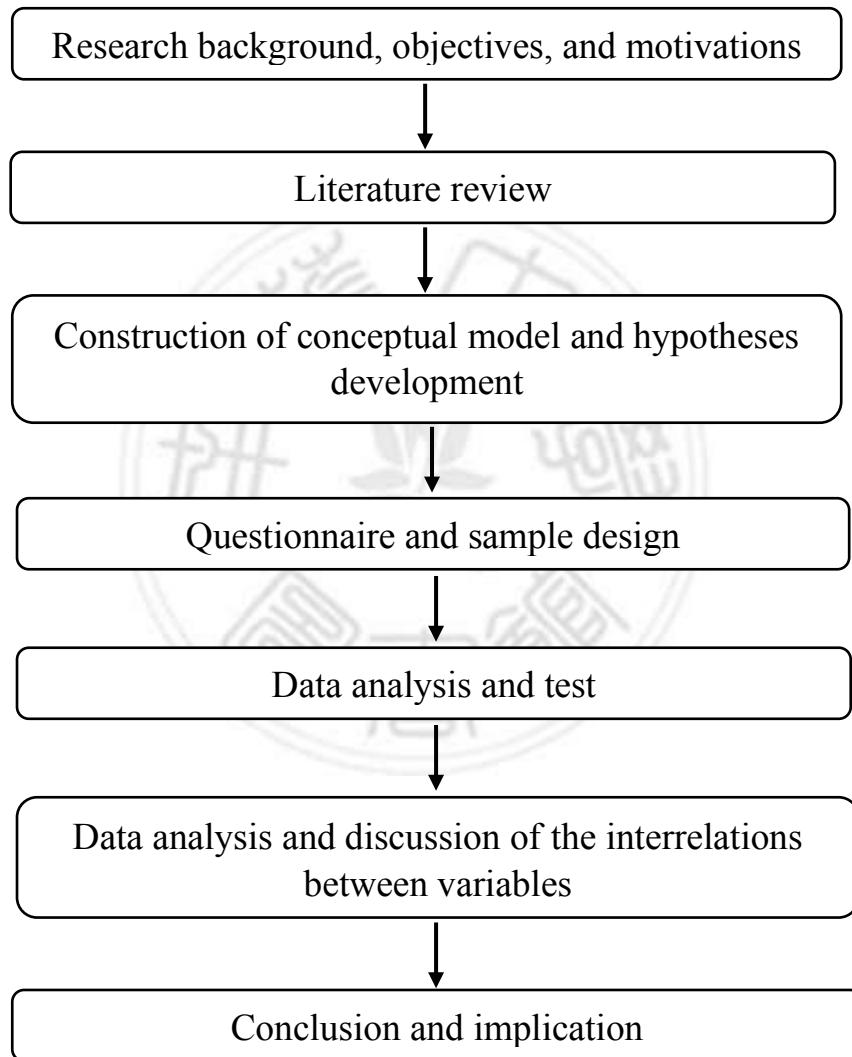


Figure 1 - 1 The research procedure

Source: This study

The research report includes five chapters which are summarized in the following manner:

Chapter 1: Introduction

This chapter describes the research background and motivation, objectives, structure of the study. Also, major variables are proposed and conceptual framework is presented.

Chapter 2: Literature review

In this chapter, the previous literature related to Psychological contract violations, Met Expectations, Job Dissatisfaction, Sociocultural adaptation and Intention to leave is described to support this study. The definition of each research constructs is also discussed, and finally, the hypotheses are proposed to integrate the results of previous studies.

Chapter 3: Research design and methodology

This chapter outlines the conceptual model, construct measurement, and research design for this study. Sampling plan, questionnaire design and data collection procedures have been presented.

Chapter 4: Research analysis and results

The beginning part of this chapter shows the basic characteristics of respondents, descriptive statistics of research items, and factor analysis and reliability test results of each items of research constructs. This chapter presents the outcome of data analysis by using factor analysis and reliability test, independent sample t-test, correlation, and regression.

Chapter 5: Conclusions

In chapter 5, significant findings and conclusions are summarized in this chapter. Suggestions and practical implication of the result will be presented for the future research.

CHAPTER TWO

LITERATURE REVIEW

In this chapter, there will be discussion about selected studies and theories related to research objectives and hypotheses. The chapter focuses on these categories: theoretical background; literature of Psychological contract violations, Unmet expectations, Job dissatisfaction, Sociocultural adaptation and Intention to leave; and the relationship among variables.

2.1 Theoretical Background

2.1.1 Theory of Psychological contract

Several theoretical perspectives have been used to understand both how psychological contracts develop and why employees perceive psychological contract violations, most of these theories, in one way or another, focus on the construct of discrepancy of expectations. In particular, socialization theory, social information processing theory, social exchange theory, control theory, and cognitive dissonance theory all help inform our understanding of how psychological contracts develop and why perceived psychological contract violations occur. In addition, the exit, voice, loyalty, and neglect typology provides a specific framework for understanding employees' responses to psychological contract violations.

In terms of how psychological contracts develop, it is clear that individuals generally form the expectations that comprise their psychological contracts from two sources: their interactions with organizational representatives and their perceptions of the organization's culture. During "anticipatory socialization," organizational agents (recruiters, direct supervisors, human resource managers) make specific promises to employees about what they can expect from the

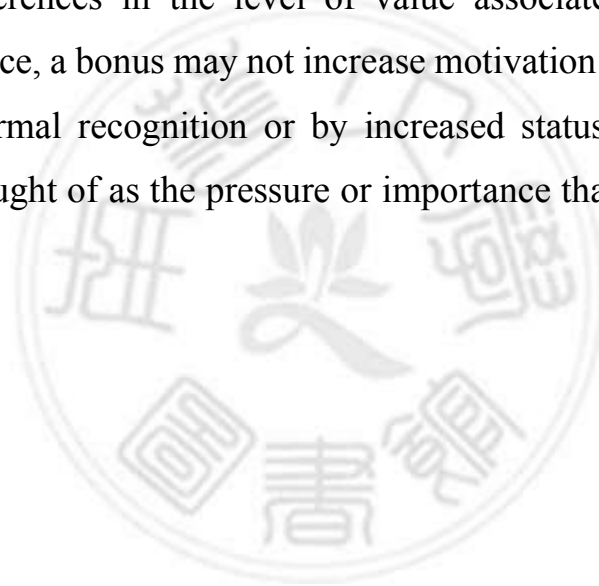
organization (Feldman, 1976; Van Maanen, 1976). Second, employees' perceptions of their organization's culture and standard operating procedures also shape employees' beliefs regarding their psychological contracts.

2.1.2 Expectancy theory

The Expectancy Theory of Motivation is best described as a process theory, originally developed by Vroom (1964). Expectancy Theory provides an explanation of why individuals choose one behavioral option over others. The idea with this theory is that people are motivated to do something because they think their actions will lead to their desired outcome (Redmond, 2009). "Expectancy theory proposes that work motivation is dependent upon the perceived association between performance and outcomes and individuals modify their behavior based on their calculation of anticipated outcomes" (Chen & Fang, 2008). In other words, it can help explain why a person performs at a particular level. This has a practical and positive potential of improving motivation because it can, and has, helped leaders create motivational programs in the workplace. This theory provides the idea that an individual's motivation comes from believing they will get what they desire in the form of a reward. Expectancy theory is classified as a process theory of motivation because it emphasizes individual perceptions of the environment and subsequent interactions arising as a consequence of personal expectations. Expectancy theory generally is supported by empirical evidence (Tien, 2000; Vansteenkiste et al., 2005).

Vroom's Expectancy Theory is based on these three components: expectancy, instrumentality, and valence. Expectancy can be described as the belief that higher or increased effort will yield better performance. This can be explained by the thinking of "If I work harder, I will make something better". Conditions that enhance expectancy include having the correct resources

available, having the required skill set for the job at hand, and having the necessary support to get the job done correctly. Instrumentality can be described as the thought that if an individual performs well, then a valued outcome will come to that individual. Some things that help instrumentality are having a clear understanding of the relationship between performance and the outcomes, having trust and respect for people who make the decisions on who gets what reward, and seeing transparency in the process of who gets what reward. Valence means "value" and refers to beliefs about outcome desirability (Redmond, 2010). There are individual differences in the level of value associated with any specific outcome. For instance, a bonus may not increase motivation for an employee who is motivated by formal recognition or by increased status such as promotion. Valence can be thought of as the pressure or importance that a person puts on an expected outcome.



2.2 Conceptualization of Research Construct

2.2.1 Psychological contract violations - PCV

The legal foundation of a labor relationship is an unbreakable contract that specifies the responsibility and rights of both the employer and the laborer. And in most countries, this contract is normally in written form. Despite, researchers have indicated that both parties, especially laborers, will trust that some other obligations and rights are worthy although they are not spelled out in the written contract. Therefore, laborers will form a psychological contract. Psychological contracts encompass all explicit or implicit commitments and obligations of the working relationship, which today's written contracts cannot cover due to physical impossibility. Psychological contracts shape the attitudes and behaviors of the employees starting from the employment relationship and working throughout the process. In recent years, psychological contract has emerged as a widely researched concept in order to better understand the expectations of employees and employers (Bal, De Lange, Jansen, & Van Der Velde, 2008; Dağlı, 2016).

Nonetheless, employees often perceive that their organization has failed to adequately fulfill that contract. Psychological contract breach happens when employees perceive that the company has failed in an attempt to fulfill its promise. (Rousseau, 1989). Rousseau & Greller (1994); Rousseau & Parks (1992), prior research on psychological contracts concentrated on the formation of contracts and the result when laborers believe that the contract was not achieved. Morrison and Robinson (1997) showed that there should be two separate concepts that emerge when the psychological contract is not achieved. The first concept is the perception that one's company has failed to fulfill one or more mission composing one's psychological contract, which is cognitive in nature, reflecting a mental calculation of what one has received relative to what one was promised, that is,

psychological contract violation. Another concept is the emotional and affective state as “feelings of betrayal and deeper psychological distress . . . the victim experiences anger, resentment, a sense of injustice and wrongful harm” (Rousseau, 1989, p.129), that is, psychological contract violations.

Coming into the 21st century, psychological contract violation (PCV), which “refers to the sense of anger and betrayal that an employee feels when he/she believes that the organization has failed to keep its promises” (Suazo, 2009, p.142). Porath & Erez (2007) and Restubog et al. (2015) found that psychological contract violations are an emotional state that is mostly comprised of negative emotions such as frustration, anger, and feelings of betrayal, which can lead to a number of negative behavioral and organizational outcomes. Some studies (Cassar & Briner, 2011; Raja, Johns, & Ntalinais, 2004; Suazo, 2009; Suazo, Turnley, & Mai-Dalton, 2005) have confirmed that psychological contract violations are the more immediate antecedent of job outcomes in the way that it would mediate the effect of psychological contract violations on laborers reactions.

2.2.2 Unmet Expectations - UME

The met-expectations hypothesis was well accepted and received considerable attention from researchers in the early stages of management research (Ababneh, 2016; Irving & Meyer, 1995; Merritt, 2007). According to Porter & Steers (1973), Unmet expectations are the difference between what laborers actually meet in the job and what they expected to encounter. Merritt (2007), Unmet-expectations refers to “one’s perception of the extent to which one’s expectations prior to organizational entry (person factor) are not compatible with what is actually experienced in the organizational environment (situation factor) at a given point in time” (Merritt, 2007, p.7). Bottger (1990), the term ‘unmet expectations’ has been widely applied to explain a range of perceptions

including the experience of work after entry to an organization, post-entry preferences, Major, Kozlowski, Chao, & Gardner (1995), the discrepancy between pre-entry expectations and post-entry experiences, and also a reaction between the two (Irving & Meyer, 1994).

Prior studies (Wanous, Poland, Premack, & David, 1992) of the general labor force have suggested that unmet expectations are positively associated with job dissatisfaction, and intention to leave of workers. Particularly, Turnley & Feldman (2000), unmet expectations have been found to mediate the connection between a labor's beliefs about job conditions and performance outcomes such as intent to remain in the organization. Most research used either difference scores or direct retrospective measures to assess unmet expectations. These measures of discrepancy have received widespread criticism in various literatures, including the met expectations literature, because they lead to potentially inaccurate interpretation of results (Colella, DeNisi, & Wanous, 1994; Cronbach & Furby, 1970; Edwards, 1991; Hom et al. , 1999; Irving & Meyer, 1994, 1995; Johns, 1981).

2.2.3 Job dissatisfaction

Job dissatisfaction (or satisfaction) is an emotional reaction to a value judgment by individual labor. If his/her professional values are perceived as being content, he will meet the pleasurable emotion of enjoyment; if they are taken in as exasperating, he/she will experience the displeasing emotion of dissatisfaction. According to Locke (1976), the fervor of these emotional responses will depend on the amount of the values whose fulfillment is being facilitated or frustrated by the work experience. Following Spector (1997), Job dissatisfaction as "the extent to which people dislike or like their jobs" (Spector 1997, p. 2). Job dissatisfaction as the feeling that labor has about his/her job or a general attitude against work or

a job and it is influenced by the perception of one's profession (Reilly, 1991). J.P. Wanous and E.E. Lawler (1972) refers to job dissatisfaction is the sum of job facet dissatisfaction across all aspects of a job.

According to Spector (2000), job dissatisfaction in terms of how workers feel about their jobs and dissimilar aspects of their jobs. Ellickson & Logsdon (2002) assist this view by defining job dissatisfaction as the extent to which workers dislike their work. Job dissatisfaction, defined as the degree to which an employee dislike his/her job (Ellenbecker et al., 2008). As Mahmoud (2008) indicated, job dissatisfaction and satisfaction not only depend on the kind of job, but it also depends on the expectation what's the job supply to a worker. Job dissatisfaction is a complex phenomenon with multi-facets, it is influenced by factors like salary, working environment, autonomy, communication, and organizational commitment (Lane, Esser, Holte and Anne, 2010).

Previous research (Farrell, 1983; Hirschman, 1970; Rusbult, Farrell, Rogers, & Mainous, 1988; Withey & Cooper. 1989) propose that workers respond to work dissatisfaction in one of four paths: loyalty, exit, voice, and neglect. First, employees may remain in the organization but respond passively to their job dissatisfaction by accepting the status quo without raising any objections or making any suggestions for improvements (loyalty). Second, and unchanging with the turnover research, the dissatisfied workers may leave an organization altogether in response to their job dissatisfaction (exit). Third, dissatisfied employees may choose to remain in their organization and actively try to improve conditions, actively searching for and coming up with new ways of doing things and advocating changes to make things better (voice). Lastly, employees may remain in the organization and exhibit passive withdrawal behaviors as such as putting forth less effort (neglect).

2.2.4 Sociocultural Adaption

Adaptation occurs when individuals migrate from their own countries or cities to new countries or cities (i.e. international or internal migration). Sociocultural adaptation is defined “in terms of behavioral competence” and is “strongly influenced by factors underpinning culture learning and social skills acquisition” (Ward & Kennedy, 1999, p. 661).

According to Rui and Wang (2015), sociocultural adaptation as a culture shock created in the process of an individual adjusting to a dissimilar culture in an overseas country. Following Collie et al. (2015), sociocultural adaptation as individual psychological point up relief, Stilianos et al. (2017), when facing sociocultural shock in dissimilar environments, to cut conflict and stress at the job or outside of the job, and achieve psychological comfort and ease. From one specific culture to another culture, an individual had to readjust to cultural differences and change the accustomed lifestyles and thinking principles; in the sociocultural experience, an individual would acquire distinct perception changes and physical and mental changes (Abdullah et al., 2015). This process was referred to as a sociocultural adaptation. Krishnan and Kirubamoorthy (2017) considered sociocultural adaptation as the interaction among individuals with a distinct culture.

Hofstede (1980) suggested that the culture of one country has a great influence on the values and work attitudes of employees in the country. Enterprises must have the concept of "Cross-Culture Management" when they manage foreign workers from different cultures. In order to avoid problems related to foreign workers, organizations need to understand the background, characteristics and values of different cultures within the organization, recognize differences between

the cultural background and the environment or organizational culture faced by the enterprise, analyze opportunities and threats.

2.2.5 Intention to leave

Following Theron, Barkhuizen, & Du Plessis (2014), intention to leave is described as a worker's subjective estimation of the possibility of leaving the company in the short-term. According to (Dollar & Broach 2006), intention to quit a job is defined as an individual's stated intention to leave the organization within some specific period of time. Intention to quit is the idea of leaving the company and seeking employment elsewhere (Takawira, Coetzee, and Schreuder 2014). Li, Kim, & Zhao (2017) had used the turnover intention model attempted to describe worker' turnover behavior and first adopted intention to quit as the measure of turnover behavior. Prior studies (Griffeth, Hom, & Gaertner, 2000) proved that intention to quit is one of the powerful predictors and an immediate precursor of employee turnover.

As Peterson (2004) notes, workers' intention to stay/leave goals, commitment, and dissatisfaction and has highlighted the importance of shortening costs of turnover as a basic part of strategic human resource development. The costs caused due to workers turnover are not only non-monetary, but also monetary, i.e. loss of knowledge and skills, loss of productivity, lower productivity, and new competitive pressures (Kodwani and Kumar 2004). They further said that it is not only the organization that stands to lose in case of a high rate of workers attrition, but also the workers themselves suffer on account of the loss of seniority, experience, stress, readjustment, and uncertainty.

In addition, Mobley et al. (1978); Bannister and Griffith (1986), turnover can be explained as a process in which job dissatisfaction is the first step, followed by intention to quit, which finally, in some cases, can result in an actual turnover.

The process is, of course, of varying duration in time and does not necessarily have to follow a direct line. An individual may move back and forth between job dissatisfaction and intention to quit or remain in this 'borderland' for longer periods.

2.3 Hypotheses Development

2.3.1 The Relationship among Psychological contract violations, Unmet expectations and Job dissatisfaction

Following Turnley and Feldman (2000), psychological contract violations lead to unmet expectations, that unmet expectations lead to job dissatisfaction, and that, in turn, job dissatisfaction directly influences laborers' behaviors. Psychological contract violations were more power related to workers' intention to leave. Robinson (1996) tested whether unmet expectations mediated the relationships between psychological contract violations and workers' job dissatisfaction. The results suggest that unmet expectations quite mediated the relationship between psychological contract violations and work performance and partially mediated the relationship between psychological contract violations and intention to remain with the corporation.

Rousseau (1989, 1995), advocates of psychological contract study contend that psychological contract violations involve not only the experience of unmet expectations, but also something deeper and more emotional. Specifically, psychological contracts require an section of trust, a sense of relationship, and a belief in the existence of a promise of future benefits that one party has already 'paid for'. Therefore, psychological contract violations are thought to produce "more than just unmet expectations" (Rousseau, 1989). Psychological contract violations harm the very foundation of the relationship that exists between the worker and the organization.

The prior research proposes that psychological contract violations also outcome in feelings of resentment and suspicion, which increases job dissatisfaction as well (Robinson and Rousseau, 1994; Rousseau, 1989). Previous studies (Wanous, Poland, Premack, & David, 1992) of the general labor force have suggested that unmet expectations are positively associated with job dissatisfaction, and intention to leave of workers. Based on the literature review, I develop a set of hypotheses about the influence of psychological contract violations and unmet expectations on job dissatisfaction of Vietnamese migrant workers in Taiwan:

Hypothesis 1. Psychological Contract violations have significant effect on Unmet Expectations

Hypothesis 2. Psychological Contract Violations have significant effect on Job Dissatisfaction

Hypothesis 3. Unmet Expectations have significant effect on their Job Dissatisfaction

2.3.2 The Relationship among job dissatisfaction, intention to leave and sociocultural adaptation

Griffeth, Hom, & Gaertner (2000) identified workers turnover and job dissatisfaction as one of the most important. Job dissatisfaction, defined as the degree to which an employee dislike his/her job, is important because it has a strong positive relationship with the worker's intention to leave – that is, the higher the level of job dissatisfaction, the more likely an employee is to leave on the job (Ellenbecker et al., 2008). Employees with lower performance appraisal satisfaction are more likely to be dissatisfied with their job, less committed to their work, and to be considering quitting their jobs (Kuvaas, 2006). Due to job dissatisfaction, 35.5% of the nurses intended to leave their current job, and of

these, 33.1%, the nursing profession (Sasso, 2019). Previous studies have been conducted to resolve the relationships among work attitudes, behaviors, and job intentions. Of particular attention to researchers is the unclear empirical linkage between turnover and job dissatisfaction. Following Mobley (1982), job dissatisfaction has a direct effect on intention to leave of workers. Porter and Steers (1973) determine this and contend that certain context-based facets of dissatisfaction (pay, promotion, supervision, and co-workers) have a substantial impact on workers' intentions to leave. But, even so, Blau and Boal (1989) found in their review of the research that dissatisfaction facets alone are only able to rate for an average of 15% of the variance in absenteeism and turnover. Dissatisfaction with job can cause bad job performance, reduce productivity, and employee turnover. The most correlate of work dissatisfaction is intention to leave. Workers who are satisfied with their job tend to remain in their works. Prior studies have found power evidence to support the positive relationship between job dissatisfaction and turnover behavior in staff. Larrabee et al. (2003) found that job dissatisfaction was a substantial predictor of intentions to leave and high job dissatisfaction increase turnover among employees.

Shaffer and Harrison (1998) found support for the hypothesis that there is a relation between job dissatisfaction and adaptation. In the Black's study (Black, 1988), a threefold split was initially proposed: general adjustment, interaction adjustment, and work adjustment. General adjustment refers to expatriate comfort with non-work factors like food, language, transportation, entertainment etc; interaction adjustment refers to comfort associated with interaction of expatriates with host country nationals inside and outside the workplace; and work adjustment refers to expatriate comfort with the job. Findings showed a clear implication that foreign workers who do not adapt properly to their international assignment will

not perform as well, will psychologically withdraw, and will likely quit (return early). Sociocultural adaptation between cultures influences the satisfaction in work and life (Tsen, 2018). Some studies suggest that expatriates will be more satisfied if they are successfully adapted to the host country's environment, feeling psychologically comfortable and comfortable, and reducing stress and stress on work or non-work (Mendenhall and Oddou 1985; Sullivan & Bhagat, 1992). According to Bhaskar-Shrinivas et al. (2005) & Hechanova et al. (2003), a positive relationship is frequently found between job dissatisfaction and adaptation; in particular between job and general adaptation, and job dissatisfaction.

According to Alfonso et al. (2004), there are dissimilar in turnover factors and turnover process of worker those from a different area, different enterprise nature, different industries, and different cultural background. The reason for this dissimilarity is not yet produced an in-depth study. Prior intention studies based on organization and workers are from the same cultural area. However, they know that there are dissimilar in turnover factors and turnover processes of workers from different cultural backgrounds. Thus, if staffs and organizations are from dissimilar cultural backgrounds, cultural factors should also affect turnover intention and behavior. Following Hongvichit (2015), cultural factors can directly affect the turnover matter of Lao workers who work in an oversea enterprise. Sociocultural adaptation is not a small hurdle but it's one of the most important factors which is able to determine worker to quit or stay, particularly for organization and worker is from the dissimilar cultural background. The two affected work areas of repatriation adaptation are performance and turnover (Black et al., 1992). Based on their study and experience, they found that failing to pay attention to repatriation adaptation could lower performance, and that “when expatriates adjust effectively during repatriation, they are better

performers” (Gregersen and Black, 1995). “High repatriation adjustment leads to high job performance. Furthermore, high commitment to the organization after repatriation leads to high intentions to stay with the firm” (Black et al., 1999). Lee and Liu (2007) showed that repatriation adaptation was the power predictor of intention to leave the organization for Taiwanese repatriates after repatriation. The repatriates who perceived a higher level of repatriation adaptation had a lower intention to leave.

The previous studies indicated that sociocultural adaptation and job dissatisfaction are related to intention to leave the organization. Based on the literature review, I develop a set of hypotheses about the influence of job dissatisfaction and sociocultural adaptation on intention to leave of Vietnamese migrant workers in Taiwan:

Hypothesis 4. Job Dissatisfaction has significant effect on their Intention to Leave.

Hypothesis 5. Job Dissatisfaction has significant effect on Sociocultural Adaptation.

Hypothesis 6. Sociocultural Adaptation has significant effect on their Intention to Leave.

2.3.3 The Mediating effect of Sociocultural Adaptation on relationship between Job Dissatisfaction and Intention to Leave

Guo Ying et al. (2005) believe that adaptation is the environment and people coordinate with each other to achieve a balanced state. Zhou Lin Gang et al. (2005) mentioned “When the role of individual and the environment changed dramatically will break the original balance”. The further explanation by Yu Wei and Zheng Gang (2005) mentioned that “Psychologically unbalanced

phenomenon, will inspire individuals to restore the balance between them and the environment”. Those who enter a completely different cultural environment will face the role conversion process. This conversion caused by psychological imbalance makes individuals need to be adjusted in order to rebalance the state.

Sam and Berry (2010) believe that the cultural adaptation process will be a cultural and psychological change. On the cultural level, the individual’s collective activities and social customs will change. On the psychological level, the daily behavior criterion and the stress experience. In the process, the individual usually takes integration, assimilation, separation or marginalization coping strategies. Previous cross-cultural adaptation studies based on individuals unable (or do not want) to leave the environment as a basic condition. However, in the present study, individuals (employees) able to leave the cultural environment (working environment of foreign enterprise) at any time, this cultural environment is also a non local cultural environment. Therefore, once the individuals (employees) are not adapted to the cultural environment (working environment in foreign enterprise), the individuals (employees) may have thought of leaving the environment and then generate turnover intention.

Hongvichit (2015) show that there is linear correlation between Sociocultural Adaptation index and turnover intention index and there is a strong negative correlation. This means that the cultural factors can directly affect to the turnover issue of Lao employees who work in foreign enterprise. Sociocultural Adaptation is not a small obstacle but it’s one of the most important factors which is able to determine employees to leave or stay, especially for employees and organization are from different cultural background.

Based on the literature review, I develop a hypothesis about the mediating effect of Sociocultural Adaptation on relationship between Job Dissatisfaction and Intention to leave:

Hypothesis 7. Sociocultural Adaptation mediates the relationship between Job Dissatisfaction and Intention to leave



CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

In this chapter, the conceptual model and construct measurements of research constructs included Psychological contract violations, Unmet expectations, Job dissatisfaction, Sociocultural adaptation and Intention to leave are introduced. After that, hypotheses to be tested and the research design, data collection, and data analysis techniques are described.

3.1 The Conceptual Model

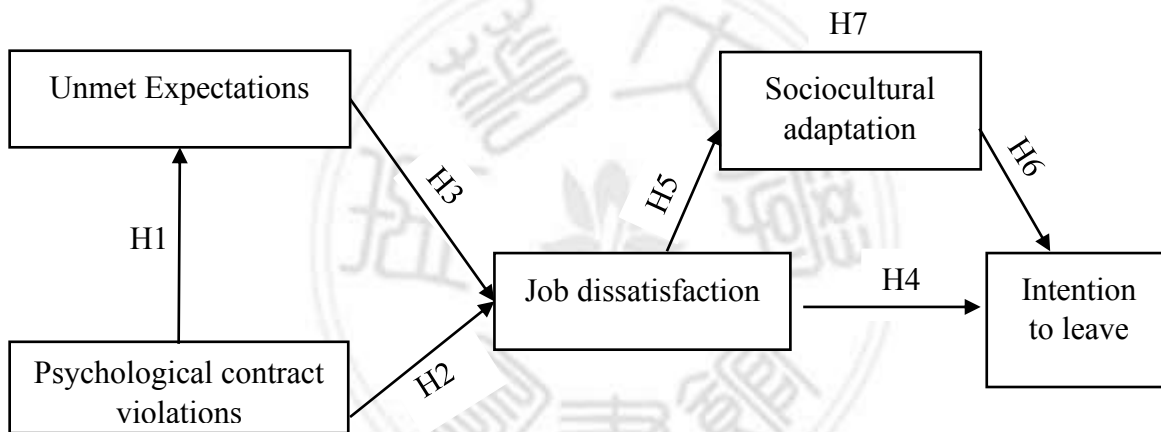


Figure 2- 1 The framework model

Source: This Study

According to the research model, the hypotheses for this study are:

Hypothesis 1. Psychological Contract Violations have significant effect on Unmet Expectations

Hypothesis 2. Psychological Contract Violations have significant effect on Job Dissatisfaction

Hypothesis 3. Unmet Expectations have significant effect on their Job Dissatisfaction

Hypothesis 4. Job Dissatisfaction has significant effect on their Intention to Leave.

Hypothesis 5. Job Dissatisfaction has significant effect on Sociocultural Adaptation.

Hypothesis 6. Sociocultural Adaptation has significant effect on their Intention to Leave.

Hypothesis 7. Sociocultural Adaptation mediates the relationship between Job Dissatisfaction and Intention to leave

3.2 Instrument

In this study, respondents were asked to express their opinions using a seven-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = neutral, 5 = somewhat agree, 6 = agree and 7 = strongly agree).

There is a survey conducted to collect data for variables of the study. The research questionnaire with 40 items is developed to obtain the responses from Vietnamese migrant workers in Taiwan. The research questionnaire was divided into two parts. In the first section of questionnaire, a series of socio-demographic queries were included to identify respondents' longevity of working at their current job, times to work in Taiwan, gender, age, education, marital status, and income. The second part consisted of five constructs: Psychological contract violations (5 items), Unmet Expectations (13 items), Job Dissatisfaction (7 items), Sociocultural adaptation (10 items), Intention to leave (5 items).

3.3 Construct Measurement

Under the purposes of this study, five major constructs are operated: (1) Psychological contract violations, (2) Unmet expectations, (3) Job dissatisfaction, (4) Sociocultural adaptation and (5) Intention to leave. Demographic is also

proposed to moderate job dissatisfaction and intention to leave of worker. A survey questionnaire is designed for this study as well.

3.3.1 Psychological contract violations - PCV

To measure Psychological contract violations, five items was designed base on Robinson and Morrison (2000). In this question section, respondents were asked to express their opinions using a seven-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = neutral, 5 = somewhat agree, 6 = agree and 7 = strongly agree). The list of questionnaire items for construct Psychological contract violations was mention below:

Table 3- 1 Measurement Items of Psychological Contract Violations

Psychological Contract Violations	[PCV1]	I have not received everything promised to me in exchange for my contributions	Robinson and Morrison (2000)
	[PCV2]	My firm has broken many of its promises to me	
	[PCV3]	I feel betrayed by my firm	
	[PCV4]	I feel extremely frustrated by how I have been treated by my firm	
	[PCV5]	I feel that my firm has violated the contract between us	

Source: This Study

3.3.2 Unmet expectation

To measure unmet expectation, thirteen items was designed base on Maden et al. (2016) and Kim (2011) with three factors: Pay (4 items), Job (5 items), and Working environment (3 items). In this question section, respondents were asked to express their opinions using a seven-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = neutral, 5 = somewhat agree, 6 = agree and

7 = strongly agree). The list of questionnaire items for construct unmet expectation was mention below:

Table 3- 2 Measurement Items of Unmet Expectation

Unmet Expectation	Pay	[PE1]	My income (salary, bonus and benefits) was not what I expected	Maden et al. (2016) and Kim (2011)
		[PE2]	Social welfares were not what I expected	
		[PE3]	The overtime working hours was not what I expected	
		[PE4]	The deducted service charges was not what I expected	
	Job	[JE1]	Types of work or kinds of job task were not what I expected	
		[JE2]	Training programs or/and opportunities to enhance competency were not what I expected	
		[JE3]	Demands/pressure of the job were not what I expected	
		[JE4]	All in all, I am disappointed in this job	
		[JE5]	My experiences in this job have been worse than I originally expecte	
	Working environment	[WE1]	The working conditions were not what I expected	
		[WE2]	Treatment of managers was not what I expected	

Table 3- 2 Measurement Items of Unmet Expectation (Continue)

		[WE3]	Organization and supervisor supports were not what I expected	
		[WE4]	Job security was not what I expected	

Source: This Study

3.3.3 Job dissatisfaction

To measure job dissatisfaction, seven items was designed base on Zhou and George (2001) and Kankaanranta et al. (2007). In this question section, respondents were asked to express their opinions using a seven-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = neutral, 5 = somewhat agree, 6 = agree and 7 = strongly agree). The list of questionnaire items for construct job dissatisfaction was mention below:

Table 3- 3 Measurement Items of Job Dissatisfaction

Job Dissatisfaction	[JD1]	In this firm, I do not find real enjoyment in my work	Zhou & George (2001) and Kankaanranta et al. (2007)
	[JD2]	In this firm, I do not feel that I am happy in my work	
	[JD3]	In this firm, I do not feel satisfied with my present job	
	[JD4]	I feel stress with my current job	
	[JD5]	I feel my employer do not care my demand or my voice	
	[JD6]	I feel fear with my current job in this firm	
	[JD7]	In general, I don't like my job in this firm	

Source: This Study

3.3.4 Sociocultural adaptation

To measure Sociocultural adaptation, ten items was designed base on Black (1988). In this question section, respondents were asked to their sociocultural

adaptation using a seven-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = neutral, 5 = somewhat agree, 6 = agree and 7 = strongly agree). The list of questionnaire items for construct sociocultural adaptation was mention below:

Table 3- 4 Measurement Items of Sociocultural Adaptation

Sociocultural Adaptation	SA1	I can adjust my job and responsibilities	Black (1988)
	SA2	I can adjust to work with my Taiwanese supervisor/employer	
	SA3	I can adjust to work with my Taiwanese co-workers	
	SA4	I can adjust to the transportation system in Taiwan	
	SA5	I can adjust to working with Taiwanese outside your company	
	SA6	I can adjust to the food in Taiwan	
	SA7	I can adjust to the weather in Taiwan	
	SA8	I can adjust to interacting with Taiwanese in general	
	SA9	I can adjust to generally living in Taiwan	
	SA10	I can adjust to the entertainment available in Taiwan	

Source: This Study

3.3.5 Intention to leave

To measure Intention to leave, five items was designed base on Frye et al. (2020). In this question section, respondents were asked to express their opinions using a seven-point Likert scale (1 = strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = neutral, 5 = somewhat agree, 6 = agree and 7 = strongly agree). The list of questionnaire items for construct intention to leave was mention below:

Table 3- 5 Measurement Items of Intention to leave

Intention to leave	IL1	I often think about leaving my present job	Frye et al. (2020)
	IL2	If I have opportunity, I will move to a new company	
	IL3	I often think about going out to work without a labor contract	
	IL4	I intend to quit working at my company in near future	
	IL5	Even if given the chance, I will not work in Taiwan anymore when I expire	

Source: This Study

3.3.6 Demographics

The demographic characteristics had designed to investigate the dissimilar features among every respondents, who took part in this survey. According to others studies in the past, the individual demographic features could be measured by the following indicators:

- Gender of the respondent;
- Age of the respondent;
- Education of the respondent;
- Marital status of the respondent;
- Current job longevity of the respondent;
- Time to work in Taiwan of the respondent;
- Income of the respondent;

3.4 Translation

To collect data for research, the respondent is Vietnamese migrant workers in Taiwan. Therefore, Vietnamese language plays an important role in data collection. In typically, the survey was designed by English, after that, the second

language - Vietnamese was used to translate all question items into Vietnamese. It is easier for respondents to answer quickly. The last but not the least step is to translate the questionnaire items back to English to recheck the correction.

3.5 Sample Plan and Data Collection

The data in this study was gathered by collecting the questionnaire. A sampling plan is developed to make sure that appropriate types of respondents are included in this study. The survey is conducted on the Vietnamese migrant workers who are currently working in Taiwan. The data collection of the study was conducted from July to August. In total, 376 survey questionnaires were delivered indirectly by social media of Vietnamese (e.g., Facebook, Zalo, Line, etc.) and directly to the Vietnamese migrant workers. After two months, 290 valid questionnaires were received, yielding an effective rate of 77%.

Data collection consisted of five steps. The first step was to identify related research variables through literature review and advice from thesis advisor. The second step was to involve the drafting of the survey questionnaire. The third step was to translate the research questionnaire into Vietnamese and then translate into English one more time to make sure the meaning of the items remained the same. The fourth step was a pilot test of the Vietnamese questionnaire. This trial data is analyzed in reliability test to get internal consistence of each items and factors. An acceptable level of internal consistency would be reflected in α value of no less than 0.70 in this study. The results of the Cronbach's α showed that the questionnaire of each variable had relatively high coefficient α higher than 0.7. The final step was to send the Vietnamese questionnaire directly and indirectly to respondents. Then, after the completely data was return and used for analyzing in the following step.

3.6 Data Analysis Procedure

The nature of the questionnaire is quantitative and the collected data is analyzed by using statistic program named SPSS version 22. To test the hypotheses as developed from this study, the following analytical techniques will be adopted:

- Descriptive Statistic Analysis
- Factor analysis and Reliability test
- Independent Sample t-test
- One way analysis of variance (ANOVA)
- Correlation Analysis
- Multiple Regression Analysis
- Sobel test
- Bootstrapped Confidence Intervals test

3.6.1 Descriptive Statistic Analysis

Descriptive Statistic Analysis is used to understand the characteristics of each variable, it illustrates the means, and standard deviations of each research variable.

3.6.2 Factor Analysis and Reliability Tests

To purify the measurement scales as well as to identify the dimensionality, factor analysis will be applied in this study. After that, item-to-total correlation and internal consistency analysis will be used to confirm the reliability of each research factors.

Factor analysis is applied with the aim of exploring the variance structure of a group of correlation coefficients. Factor analysis not only is used to summarize or cut down data but also exploratory or confirmatory purpose. Factory analysis supposed that a small number of unobserved variables are in charge of for

the correlation among a large number of observed variables. Measurement items which factor loadings are greater than 0.6 will be selected as the member of a certain factor.

Item-to-total correlation defined the correlation of each item to the sum of the remaining items within one factor. Items with a low correlation (in this study, lower than 0.5) will be deleted from further analysis. As for internal consistency analysis, Cronbach's alpha (α) will be entered to test the internal consistency of each factor. According to Hair et al., (1998), if alpha is greater than 0.7, it has high reliability and if alpha is smaller than 0.3, it represents a low reliability.

3.6.3 Independent Sample t-test

Independent sample t-test is used to compare the means of one variable for two group of cases. In this study, it was applied to compare the differences between male and female workers in in the five constructs: Psychological contract violations, Met Expectations, Job Dissatisfaction, Sociocultural adaptation, Intention to leave.

3.6.4 One Way Analysis of Variance (ANOVA)

This study used one-way Analysis of variance as a statistically technique to compare means of two or more samples. The respondents are divided into groups based on demographic variables (e.g. age, income, and education level) of the respondent's personal information. According to Hair et al. (2006), the analysis will be significant with F-value higher than 4, also the p-value lower than 0.05.

3.6.5 Regression Analysis

Simple regression analysis

Simple regression analysis is applied to analyze the relationship between a single dependent variable versus a single independent variable. The simple regression analyze was conducted among independent variables of Psychological

contract violations, Met Expectations, Job Dissatisfaction and Sociocultural adaptation and dependent variable of Intention to leave.

Multiple Regression Analysis

The multiple regression analysis is entered in this study to analyze the relationship between a single dependent variable and several independent variables. Thus, the main purpose is to predict the dependent variable with a set of independent variable. Another goal of this technique is to maximize the overall predictive power of the independent variables representing in the variate. Multiple regression analysis can also meet an objective comparison of two or more independent variables to determine the predictive power of each variate. The analysis will be significant when the R-square higher than 0.1 ($R^2 > 0.1$), correlation higher than 0.3 and F-value is higher than 4. This study conducts the multiple regression analysis to examine the mediating variable of sociocultural adaptation between independent variable of job dissatisfaction and dependent variable of Intention to leave, the mediating variable of unmet expectations between independent variable of psychological contract violations and dependent variable of job dissatisfaction.

CHAPTER FOUR

RESULT AND DISCUSSIONS

4.1 Descriptive Statistics

To have a better understanding of the characteristics of research structure and demographic information, descriptive statistics analysis performed to illustrate the mean and standard deviation for all of the research variables as well as the frequency for demographic information were conducted in this section.

4.1.1 The Characteristics of Respondents

The respondents' characteristics are displayed in Table 4-1. Seven major categories: (1) gender, (2) age, (3) education, (4) Martial status, (5) Current job longevity, (6) Time to work in Taiwan, and (7) Income of Vietnamese migrant workers were collected and measured

Table 4- 1 Characteristic of Respondents in This Research (n=290)

	Item	Description	Frequency	Percentage (%)
1	Gender	Male	143	49.3
		Female	147	50.7
2	Age	18-25 years old	112	38.6
		26-35 years old	149	51.4
		More than 35 years old	29	10.0
3	Education	Lower secondary school	131	45.2
		Upper secondary school	143	49.3
		Bachelor	16	5.5

Table 4- 1 Characteristic of Respondents in This Research (n=290) (Continue)

	Item	Description	Frequency	Percentage (%)
4	Martial status	Single	150	51.7
		Married	100	34.5
		Divorced	40	13.8
5	Job longevity	Less than 2 year	106	36.6
		2-4 years	164	56.6
		More than 4 years	20	6.9
6	Time to work in Taiwan	Less than 2 year	82	28.3
		2-4 years	148	51.0
		More than 4 years	60	20.7
7	Income	Less than 24.000NT	147	50.7
		24.000NT-28.000NT	127	43.8
		More than 28.000NT	16	5.5

Source: This study

Table 4.1 shows that there are 49.3% of respondents are male and 50.7% are female. 38.6% of the respondents are from 18 to 25 years old, 51.4% are from 26 to 35 years old, and 10% are more than 35 years old. 45.2% of the number respondents earned lower secondary school diploma, whereas 49.3% earned upper secondary school diploma, 5.5% are bachelor. 150 respondents are single (51.7%), 100 respondents are married (34.5%), and 40 respondents are Divorced (13.8%). About job longevity, the rate of the respondents has less than 2 years (36.6%) and 56.6% of them are from 2 to 4 years, and 6.9% are more than 4 years. Most of the respondents have time to work in Taiwan is from 2 to 4 years (51%), 36.6%

have less than 2 years, and 20.7% have more than 4 years. For income, 50.7% of the respondents earned income less than 24.000NT, 43.8% have income from 24.000NT-28.000NT, and 5.5% of the respondents earned income more than 28.000NT.

4.1.2 Measurement Results for Relevant Research Variables

The descriptive statistics of the questionnaire items is presented in Table 4.2. The descriptive statistics identifies the mean value, and standard deviation of the research questionnaire. Table 4.2 also illustrates the description of each item. This descriptive analysis recruits 5 items for Psychological contract violations, 13 items for Unmet Expectations (3 factors), 7 items for Job Dissatisfaction, 10 items for Sociocultural adaptation, and 5 items for Intention to leave.

The mean value and standard deviation describe the tendency of the participants for each relevant construct. The overall tendency of our questionnaire participant's opinions are summarized in Tables 4-2.

Table 4- 2 Descriptive Analysis for Questionnaire Items

Item	Descriptions	Mean	Standard Deviation
Psychological contract violations			
PCV1	I have not received everything promised to me in exchange for my contributions	4.55	1.280
PCV 2	My firm has broken many of its promises to me	4.65	1.275
PCV 3	I feel betrayed by my firm	4.60	1.288

Table 4- 2 Descriptive Analysis for Questionnaire Items (Continue)

Item	Descriptions	Mean	Standard Deviation
PCV 4	I feel extremely frustrated by how I have been treated by my firm	4.33	1.273
PCV 5	I feel that my firm has violated the contract between us	4.13	1.282
<i>Unmet expectation</i>			
<i>Pay</i>			
PE1	My income (salary, bonus and benefits) was not what I expected	5.69	1.113
PE 2	Social welfares were not what I expected	5.62	1.174
PE 3	The overtime working hours was not what I expected	5.70	1.140
PE 4	The deducted service charges was not what I expected	5.72	1.131
<i>Job</i>			
JE1	Types of work or kinds of job task were not what I expected	4.89	1.236
JE2	Training programs or/and opportunities to enhance competency were not what I expected	4.94	1.172
JE3	Demands/pressure of the job were not what I expected	4.93	1.303

Table 4- 2 Descriptive Analysis for Questionnaire Items (Continue)

Item	Descriptions	Mean	Standard Deviation
JE4	All in all, I am disappointed in this job	4.92	1.333
JE5	My experiences in this job have been worse than I originally expected	5.28	1.217
<i>Working environment</i>			
WE1	The working conditions were not what I expected	4.55	1.443
WE2	Treatment of managers was not what I expected	4.70	1.320
WE3	Organization and supervisor supports were not what I expected	4.33	1.185
WE4	Job security was not what I expected	4.93	1.276
<i>Job dissatisfaction</i>			
JD1	In this firm, I do not find real enjoyment in my work	4.12	1.450
JD2	In this firm, I do not feel that I am happy in my work	4.16	1.722
JD3	In this firm, I do not feel satisfied with my present job	4.01	1.364
JD4	I feel stress with my current job	4.75	1.157

Table 4- 2 Descriptive Analysis for Questionnaire Items (Continue)

Item	Descriptions	Mean	Standard Deviation
JD5	I feel my employer do not care my demand or my voice	4.24	1.089
JD6	I feel fear with my current job in this firm	4.84	1.112
JD7	In general, I don't like my job in this firm	4.80	1.117
Sociocultural adaptation			
SA1	I can adjust my job and responsibilities	4.77	1.326
SA2	I can adjust to work with my Taiwanese supervisor/employer	5.05	1.132
SA3	I can adjust to work with my Taiwanese co-workers	4.95	1.156
SA4	I can adjust to the transportation system in Taiwan	4.57	1.146
SA5	I can adjust to working with Taiwanese outside your company	4.19	1.062
SA6	I can adjust to the food in Taiwan	3.97	1.219
SA7	I can adjust to the weather in Taiwan	4.37	1.179
SA8	I can adjust to interacting with Taiwanese in general	3.93	1.129
SA9	I can adjust to generally living in Taiwan	4.09	1.226

Table 4- 2 Descriptive Analysis for Questionnaire Items (Continue)

Item	Descriptions	Mean	Standard Deviation
SA10	I can adjust to the entertainment available in Taiwan	4.79	1.020
Intention to leave			
IL1	I often think about leaving my present job	4.85	1.120
IL2	If I have opportunity, I will move to a new company	4.65	1.159
IL3	I often think about going out to work without a labor contract	4.69	1.071
IL4	I intend to quit working at my company in near future	4.67	1.165
IL5	Even if given the chance, I will not work in Taiwan anymore when I expire	3.75	1.217

Source: This study

The results of means and standard deviations indicated that, for the construct of psychological contract violations, respondents tend to be on neutral levels of agreement on the measurement items with mean scores over 4.0 but not greater than 5.0 in a 7-range scale for all 5 items. These results seems to indicate that the respondents have a neither agree nor disagree evaluations that describe psychological contract violations from the company. For the construct of unmet expectation, 13 items with the score from 4.33 to 5.72 to indicate that the respondents have a neither agree nor disagree. About the construct job

dissatisfaction, sociocultural adaptation, and intention to leave have score from 3.75 to 5.05 in a 7 - range scale. The result seems to indicate that the respondents have a neither too high nor too low for all the questionnaire.

4.1.3 Factor Analysis and Reliability Tests

In order to identify the dimensionalities and reliability of the research constructs, the measurement items' purification procedure is conducted as necessary. The purification process includes factor analysis that contains factor loading, cumulative explained variance, eigenvalue, and communality of the factors derived from the measurement items. After factor analysis, to identify the internal consistency and reliability of the construct measurement, the item-to-total correlation, Cronbach's alpha, and correlation matrix are calculated. The criteria which adapted from former research (Hair et al., 1998) are also described as follow:

- Factor loading higher than 0.6: any of the factor loading which is less than 0.6 is deleted until all the existing factor with factor loading is equal or larger than 0.6. It means that the item really belong to the factor and are highly correlated;
- Cross-factor loading higher than 0.3: the difference between the highest factor loading and second high factor loading in term of absolute value should be equal or larger than 0.3. It means if the items are already belong to one factor, they should not belong to another factor, they should be designed specifically for only one factor;
- Communality value higher than 0.4;
- Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) higher than 0.5;

- Eigen value higher than 1;
- Explained variance (accumulative) higher than 0.6;
- Criterion for the reliability test: Item-to-total correlation equal or higher than 0.5; Cronbach's Alpha equal or higher than 0.6. Hair et al., (1998) stated that criteria of reaching item-to-total ≥ 0.5 stands for a high degree of internal consistency of items under each dimension, and Cronbach's alpha ≥ 0.7 confirms the reliability of the measurement items.



Table 4- 3 Results of Factor Analysis and Reliability Tests
on Psychological Contract Violations

	Items	Factor loading	Eigen-value	Accumulative Explanation	Item to total correlation	Cronbach's Alpha
Psychological contract violations (KMO = .871)						
PCV1	I have not received everything promised to me in exchange for my contributions	.914	3.962	79.246 %	.855	.934
PCV2	My firm has broken many of its promises to me	.930			.880	
PCV3	I feel betrayed by my firm	.935			.888	
PCV4	I feel extremely frustrated by how I have been treated by my firm	.828			.743	

PCV5	I feel that my firm has violated the contract between us	.838			.756	
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Source: This study

Table 4-3 presents the results of factor loading for measurement of Psychological Contract Violations. There are total five items were selected for further analysis and have one factor. It is shown that they have significant high loading score with all items have factor loading greater than 0.8. PCV3 has the highest factor loading 0.935, and the lowest is PCV4 with factor loading of 0.828. Table 4.3 also shows that the item to total correlation for the construct Psychological Contract Violations are all greater than 0.7, Cronbach's $\alpha = 0.934$, eigen value = 3.962, and the explained variance = 79.246 %. Based on all criteria, I can conclude that the reliability and internal consistency on this factor are acceptable.

Table 4- 4 Results of Factor Analysis and Reliability Tests
on Unmet Expectation

Items		Factor loading	Eigen-value	Accumulative Explanation	Item to total correlation	Cronbach's Alpha
Pay (KMO = .830)						
PE1	My income (salary, bonus and benefits) was not what I expected	.885	3.064	76.599%	.789	.898
PE 2	Social welfares were not what I expected	.879			.778	
PE 3	The overtime working hours was not what I expected	.873			.771	
PE 4	The deducted service charges was not what I expected	.863			.754	

Table 4- 4 Results of Factor Analysis and Reliability Tests
on Unmet Expectation (Continue)

Items		Factor loading	Eigen-value	Accumulative Explanation	Item to total correlation	Cronbach's Alpha
Job (KMO = .778)						
JE1	Types of work or kinds of job task were not what I expected	.689	2.556	63.898%	.498	.809
JE2	Training programs or/and opportunities to enhance competency were not what I expected	Deleted				
JE3	Demands/presure of the job were not what I expected	.850			.698	
JE4	All in all, I am disappointed in this job	.815			.643	
JE5	My experiences in	.833			.675	

	this job have been worse than I originally expecte					
Working environment (KMO = .795)						
WE1	The working conditions were not what I expected	.894	3.123	78.073%	.720	.906
WE2	Treatment of managers was not what I expected	.906			.738	
WE3	Organization and supervisor supports were not what I expected	.857			.592	
WE4	Job security was not what I expected	.876			.626	

Source: This study

The result of factor loading exhibited in Table 4-4 to measure the three types of Unmet Expectation. There were three factors of Unmet Expectation: Pay (PE), Job (JE) and Working Environment (WE). The results showed that for the factor of “Pay,” KMO is 0.830, and the variance explained by this factor was 76.599%.

The Cronbach's alpha (α) value for Pay is 0.898. All variables within this factor had a coefficient of item-to-total correlation (0.754 ~0.789), and a high factor loading (0.863~0.885). For the factor of "Job," KMO is 0.778. There are 5 items that used to explain this factor. The item JE2-Training programs or/and opportunities to enhance competency were not what I expected has item-to-total correlation less than 0.5 so need to delete it to increase reliability. Four items have factor loading greater than 0.6 and the highest is JE3 = 0.850 indicating this item had the highest relation to Job. Four items within this factor had a coefficient of item-to-total correlation (0.498 ~0.698). The Cronbach's alpha (α) value for Job is 0.809. Eigenvalue greater than 1 as shown above. The component had accumulated a total of 63.898% of explained variance which shows these are important underlying factors for this construct. About Working environment (WE), KMO is 0.795. All items have item-to-total correlation greater than 0.5 and factor loading greater than 0.8. Cronbach's α greater than 0.6 (0.906) and Eigenvalue greater than 1 as shown above. The component had accumulated a total of 78.073% of explained variance which shows these are important underlying factors for this construct. Based on all criteria, I can conclude that the reliability and internal consistency of this factor are acceptable.

Table 4- 5 Results of Factor Analysis and Reliability Tests
on Job Dissatisfaction

Items		Factor loading	Eigen-value	Accumulative Explanation	Item to total correlation	Cronbach's Alpha
Job Dissatisfaction (KMO = .827)						
JD1	In this firm, I do not find real	.806	3.754	62.565%	.724	.880

	enjoyment in my work					
JD2	In this firm, I do not feel that I am happy in my work	.843			.768	
JD3	In this firm, I do not feel satisfied with my present job	.787			.698	
JD4	I feel stress with my current job	.780			.672	
JD5	I feel my employer do not care my demand or my voice	Deleted				
JD6	I feel fear with my current job in this firm	.773			.648	
JD7	In general, I don't like my job in this firm	.755			.625	

Source: This study

Table 4-5 presents the results of factor loading for measurement of Job Dissatisfaction. There are seven items that used to explain this construct. The item JD5- I feel my employer do not care my demand or my voice has factor loading less than 0.6 so need to delete it to increase reliability. Six items have factor loading greater than 0.7 and the highest is JD2 = 0.843 indicating this item had the highest relation to Job Dissatisfaction . Six items within this factor had a coefficient of

item-to-total correlation (0.625 ~0.768). KMO is 0.827. Cronbach's α greater than 0.8 and Eigenvalue greater than 1 as shown above. The component had accumulated a total of 62.565% of explained variance which shows these are important underlying factors for this construct. Based on all criteria, I can conclude that the reliability and internal consistency of this factor are acceptable.

Table 4- 6 Results of Factor Analysis and Reliability Tests
on Sociocultural Adaptation

Items		Factor loading	Eigen-value	Accumulative Explanation	Item to total correlation	Cronbach's Alpha
Sociocultural Adaptation (KMO = .857)						
SA1	I can adjust my job and responsibilities	.701	4.412	49.025%	.606	.870
SA2	I can adjust to work with my Taiwanese supervisor/ employer	.662			.565	
SA3	I can adjust to work with my Taiwanese co-workers	.716			.627	
SA4	I can adjust to the transportation system in Taiwan	.670			.568	

Table 4- 6 Results of Factor Analysis and Reliability Tests
on Sociocultural Adaptation (Continue)

Items		Factor loading	Eigen-value	Accumulative Explanation	Item to total correlation	Cronbach's Alpha
SA5	I can adjust to working with Taiwanese outside your company	.715			.621	
SA6	I can adjust to the food in Taiwan	.706			.605	
SA7	I can adjust to the weather in Taiwan	.764			.675	
SA8	I can adjust to interacting with Taiwanese in general	.695			.598	
SA9	I can adjust to generally living in Taiwan	.666			.567	
SA10	I can adjust to the entertainment available in Taiwan	Deleted				

Source: This study

Table 4-6 presents the results of factor loading for measurement of Sociocultural Adaptation. There are ten items that used to explain this construct. The item SA10-I can adjust to the entertainment available in Taiwan has factor loading less than 0.6 so need to delete it to increase reliability. Nine items have factor loading greater than 0.6. Nine items within this factor had a coefficient of item-to-total correlation (0.565 ~0.675). KMO is 0.857. Cronbach's α greater than 0.8 and Eigenvalue greater than 1 as shown above. The component had accumulated a total of 49.025% of explained variance. Based on all criteria, I can conclude that the reliability and internal consistency of this factor are acceptable.

Table 4- 7 Results of Factor Analysis and Reliability Tests
on Intention to Leave

Items		Factor loading	Eigen-value	Accumulative Explanation	Item to total correlation	Cronbach's Alpha
Intention to leave (KMO = .830)						
IL1	I often think about leaving my present job	.886	3.031	75.766%	.637	.893
IL2	If I have opportunity, I will move to a new company	.892			.653	
IL3	I often think about going out to work without a labor contract	.863			.571	

Table 4- 7 Results of Factor Analysis and Reliability Tests
on Intention to Leave (Continue)

Items		Factor loading	Eigen-value	Accumulative Explanation	Item to total correlation	Cronbach's Alpha
IL4	I intend to quit working at my company in near future	.841			.524	
IL5	Even if given the chance, I will not work in Taiwan anymore when I expire	Deleted				

Source: This study

Table 4-7 presents the results of factor loading for measurement of Intention to leave. There are five items that used to explain this construct. The item IL5- Even if given the chance, I will not work in Taiwan anymore when I expire has item-to-total correlation less than 0.5 so need to delete it to increase reliability. Four items have factor loading greater than 0.8 and the highest is IL2 = 0.892 indicating this item had the highest relation to Intention to Leave. Four items within this factor had a coefficient of item-to-total correlation (0.524 ~0.653). KMO is 0.830. Cronbach's α greater than 0.8 and Eigenvalue greater than 1 as shown above. The component had accumulated a total of 75.766% of explained variance which shows these are important underlying factors for this construct. Based on all criteria, I can conclude that the reliability and internal consistency of this factor are acceptable.

4.2 Independent Sample t-test

This stage of analysis was aimed at identifying the sources of differences. The independent sample t-test procedure compares means for two groups of cases. For this test, independent sample t-test was conducted to compare the differences between male and female workers on their feeling of Psychological Contract Violations, Unmet Expectations, Job Dissatisfaction, Sociocultural Adaptation, and Intention to Leave. According to Hair et al. (2006), the significant was observed mean scores of the t-test and the significance level of p-values less than 0.05, and t-value is higher than 1.98.

The independent t-test results were present in Table 4-8. It showed that male respondents have higher the mean score in Pay (Unmet Expectation), while female respondents have higher the mean score in Psychological Contract Violations, Job Dissatisfaction, Sociocultural Adaptation and Intention to Leave. However, t-test results indicated that the differences between male and female on each dimension's mean score were not significant.

Table 4- 8 The T-test results comparing Psychological Contract Violations, Unmet Expectations, Job Dissatisfaction, Sociocultural Adaptation, and Intention to Leave

Mean		Male Employees	Female Employees	t-value	p-value
		N=143	N=147		
Psychological Contract Violations		4.36	4.54	-1.312	.191
Unmet Expectations	Pay	5.72	5.64	.646	.519
	Job	4.79	5.21	-3.614	.103
	Working Environment	4.52	4.73	-1.554	.121
Job Dissatisfaction		4.33	4.56	-1.853	.065
Sociocultural Adaptation		4.38	4.49	-1.139	.256
Intention to Leave		4.63	4.80	-1.446	.149

Note: *p<.05, **p<.01, ***p<.001

Source: This study

4.3 One-way Analysis of Variance (ANOVA)

To compare the differences of the dimensions' mean score based on respondent's age, education, marital status, current job longevity, time to work in Taiwan, and income, the One-way ANOVA was conducted. This technique is used to studies involving two or more groups. With the aim of gaining further understanding, one-way ANOVA was performed so as to find the significant difference of Job Dissatisfaction and Intention to Leave among each group. The one-way ANOVA produces a one-way analysis of variance of a quantitative dependent variable by a single factor as known as independent variable. This technique is an extension of the two-sample t-test.

4.3.1 Age of Respondent

Table 4- 9 Results of the Difference of Job Dissatisfaction and Intention to Leave Among Group of Age Levels

Variable	18 to 25 years old (1)	26 to 35 years old (2)	More than 35 years old (3)	F-value	p-value	Differences between group
Job dissatisfaction	4.50	4.37	4.61	.894	.410	N.A
Intention to leave	4.79	4.66	4.72	.547	.579	N.A

Note: *p<.05, **p<.01, ***p<.001

Source: This study

As shown in Table 4-9, There is no significant difference in Job Dissatisfaction and Intention to Leave among different age levels.

4.3.2 Education of the respondent

Table 4- 10 Results of the Difference of Job Dissatisfaction and Intention to Leave Among Group of Education Levels

Variable	Lower secondary school (1)	Upper secondary school (2)	Bachelor (3)	F-value	p-value	Differences between group
Job dissatisfaction	4.45	4.42	4.60	.221	.802	N.A
Intention to leave	4.67	4.71	5.16	1.765	.173	N.A

Note: *p<.05, **p<.01, ***p<.001

Source: This study

As shown in Table 4-10, There is no significant difference in Job Dissatisfaction and Intention to Leave among different education levels.

4.3.3 Marital status of the respondent

Table 4- 11 Results of the Difference of Job Dissatisfaction and Intention to Leave Among Group of Marital Status Levels

Variable	Single (1)	Married (2)	Divorced (3)	F-value	p-value	Differences between group
Job dissatisfaction	4.44	4.45	4.47	.013	.987	N.A
Intention to leave	4.76	4.71	4.58	.495	.610	N.A

Note: *p<.05, **p<.01, ***p<.001

Source: This study

As shown in Table 4-11, There is no significant difference in Job Dissatisfaction and Intention to Leave among different Marital status levels.

4.3.4 Job longevity of the respondent

Table 4- 12 Results of the Difference of Job Dissatisfaction and Intention to Leave Among Group of Current Job Longevity Levels

Variable	< 2 years (1)	2-4 years (2)	> 4 years (3)	F-value	p-value	Differences between group
Job dissatisfaction	4.30	4.53	4.57	1.706	.183	N.A
Intention to leave	4.62	4.77	4.76	.824	.440	N.A

Note: *p<.05, **p<.01, ***p<.001

Source: This study

As shown in Table 4-12, There is no significant difference in Job Dissatisfaction and Intention to Leave among different Current Job Longevity levels.

4.3.5 Time to work in Taiwan of the respondent

Table 4- 13 Results of the Difference of Job Dissatisfaction and Intention to Leave Among Group of Time to Work in Taiwan Levels

Variable	< 2 years (1)	2-4 years (2)	> 4 years (3)	F-value	p-value	Differences between group
Job dissatisfaction	4.35	4.54	4.35	1.210	.300	N.A
Intention to leave	4.46	4.79	4.88	4.117	.017*	(3) > (2) > (1)

Note: *p<.05, **p<.01, ***p<.001

Source: This study

As shown in Table 4-13, There is no significant difference in Job Dissatisfaction among different Time to Work in Taiwan levels. However, there is significant difference in Intention to Leave among different Time to Work in Taiwan levels with F-value = 4.117, and p-value = 0.017*.

Levene's test showed that there is not equal in Intention to Leave among different Time to Work in Taiwan levels with F-value = 0.995, and p-value = 0.371

4.3.6 Income of the respondent

Table 4- 14 Results of the Difference of Job Dissatisfaction and Intention to Leave Among Group of Income Levels

Variable	< 24.000 NT (1)	24.000NT-28.000NT (2)	> 28.000 NT (3)	F-value	p-value	Differences between group
Job dissatisfaction	4.40	4.47	4.73	.780	.459	N.A
Intention to leave	4.75	4.66	4.84	.481	.619	N.A

Note: *p<.05, **p<.01, ***p<.001

Source: This study

As shown in Table 4-14, There is no significant difference in Job Dissatisfaction and Intention to Leave among different Income levels.

4.4 Relationships Among Constructs

4.4.1 Relationships Among PCV, Unmet Expectations, Job Dissatisfaction, Sociocultural Adaptation, and Intention to Leave

To test the hypotheses, data analyses were performed using SPSS, version 22. Descriptive statistics and bivariate correlations among the variables under study are shown in the Table 4-15.

Table 4- 15 Descriptive Statistics and Bivariate Correlations of the Variables

Variables	PCV	UM	JD	SA	IL	Mean	Std.Dev
PCV	1					4.45	1.138
UM	.508***	1				5.10	.670
JD	.787***	.600***	1			4.45	1.051
SA	.699***	.352***	.647***	1		4.43	.822
IL	.572***	.418***	.631***	.479***	1	4.72	.982

Note: 1. * $p < .05$, ** $p < .01$, *** $p < .001$;

2. PCV: Psychological Contract Violations; UM: Unmet Expectations; JD: Job Dissatisfaction; SA: Sociocultural Adaptation; IL: Intention to Leave

The highest mean was for Unmet Expectations (5.10) with a standard deviation of 0.670, while the lowest mean was Sociocultural Adaptation (4.43) with 0.822 of standard deviation. The correlation coefficients shows the bivariate relationships among the variables. The correlation coefficients shows the bivariate relationships among the variables. Correlation showed that Psychological Contract Violations positively correlated with Unmet Expectations ($\beta=0.508$, $p < 0.001$), also positively correlated with Job Dissatisfaction ($\beta=0.787$, $p < 0.001$) supporting H1 and H2, respectively. Moreover, Unmet Expectations positively correlated with Job Dissatisfaction ($\beta= 0.600$, $p < 0.001$). Therefore, H3 is supported, the results were illustrated in the Table 5-1

Table 4- 16 Regression Analysis between among Psychological Contract Violations, Unmet Expectations and Job Dissatisfaction

Independent Variables	Dependent Variables		
	Unmet Expectations	Job Dissatisfaction	
Psychological contract violations	.508***	.787***	
Unmet Expectations			.600***
R ²	.258	.619	.360
Adj-R ²	.255	.618	.358
F-value	100.078	467.690	162.117
P-value	.000	.000	.000
Durbin-Watson	1.864	1.541	1.590
VIF	1.000	1.000	1.000

Note: *p<.05, **p<.01, ***p<.001

Source: This study

To further understand the relationships, linear regressions were used. Table 4-16 presents the results of regression analysis using Psychological contract violations and Unmet Expectations as independent variable and Job Dissatisfaction as dependent variable.

By using stepwise method, the regression results on the Table 4-16 indicates that Unmet Expectations was regressed on Psychological contract violations. As indicated, R-square equals 0.258, and the adjusted R-squared is 0.255, meaning that 25.80% of the variance in Unmet Expectations can be predicted from Psychological contract violations. Note that F= 100.078 (p-value <0.001) and is significant. This indicates that when Psychological contract violations is entered by itself, it is a significant predictor of Unmet Expectations. The next important part of the output to check is regression coefficient Beta (β) = 0.508 (p<0.001) and

statistic is significant. The VIF is 1.000 which means we don't need to concern about multicollinearity. Based on above results, hypotheses H1 is supported.

Similarly, the regression results on the Table 4-16 shows that Job Dissatisfaction was regressed on Psychological contract violations. As indicated, R-square equals 0.619 and the adjusted R-squared is 0.618, meaning that 61.90% of the variance in Job Dissatisfaction can be predicted from Psychological contract violations. Note that $F=467.690$ ($p\text{-value} < 0.001$) and is significant. This indicates that when Psychological contract violations is entered by itself, it is a significant predictor of Job Performance. The next important part of the output to check is regression coefficient Beta (β) = 0.787 ($p < 0.001$) and statistic is significant. The VIF is 1.000 which means we don't need to concern about multicollinearity. Based on above results, hypotheses H2 is supported.

The last column in the Table 4-16 indicated that Job Dissatisfaction was regressed on Unmet Expectations. As shown, R-square equals 0.360, and the adjusted R-squared is 0.358, meaning that 36.0% of the variance in Job Dissatisfaction can be predicted from Unmet Expectations. Note that $F=162.117$ ($p\text{-value} < 0.001$) and is significant. This indicates that when Unmet Expectations is entered by itself, it is a significant predictor of Job Dissatisfaction. The next important part of the output to check is regression coefficient Beta (β) = 0.600 ($p < 0.001$) and is statistically significant. The VIF is 1.000 which means I don't need to concern about multicollinearity. Based on above results, hypotheses H3 is supported.

Table 4- 17 Regression Analysis between among Job Dissatisfaction, Sociocultural Adaptation, and Intention to Leave

Independent Variables	Dependent Variables		
	Sociocultural Adaptation	Intention to leave	
Job Dissatisfaction	.647**	.631***	
Sociocultural Adaptation			.479***
R ²	.418	.399	.229
Adj-R ²	.416	.397	.226
F-value	206.827	190.990	85.585
P-value	.000	.000	.000
Durbin-Watson	1.675	2.244	2.201
VIF	1.000	1.000	1.000

Note: *p<.05, **p<.01, ***p<.001

Source: This study

Similarly, the table 4-17 presents the results of regression analysis using Job Dissatisfaction and Sociocultural Adaptation independent variable and Intention to leave as dependent variable. Based on above results, hypotheses H4, H5, and H6 is supported

4.4.2 The Mediating Effect of Sociocultural Adaptation

To test how Sociocultural Adaptation mediates on the relationship of Job Dissatisfaction and Intention to Leave (H7), the study adopts Baron and Kenny's (1986) approach. According to Baron and Kenny's (1986), there are four steps to check the accession of mediation: firstly, measuring whether the mediator has been in a significant relationship with the independent variable; secondly, to check that whether there is a significant relationship between the independent variable and the dependent variable; next step is to make a test to examine whether the dependent variable being in relate to the mediator, when the independent variable be controlled; the last but not the least step is to establish that there are any the

mediating between the mediator with the independent-dependent variables relationship, the effect of the independent variable on the dependent variable, controlling for the mediator should be zero.

Table 4- 18 Mediation Test of Sociocultural Adaptation between Job Dissatisfaction and Intention to Leave

Variables	Model 1	Model 2	Model 3	Model 4
	IL	SA	IL	IL
JD	.631***	.647***		.553***
SA			.479***	.121***
R ²	.399	.418	.229	.407
Adj-R ²	.397	.416	.226	.403
F-value	190.990	206.827	85.585	98.591
P-value	.000	.000	.000	.000
D-W	2.244	1.675	2.201	2.267
Max VIF	1.000	1.000	1.000	1.718

Note: 1. *p<.05, **p<.01, ***p<.001;

2. JD: Job Dissatisfaction; SA: Sociocultural Adaptation;

IL: Intention to Leave

According to table 4-18, model 1 tested the relationship between Job Dissatisfaction (independent variable) and Job Satisfaction (dependent variable). The results show that Job Dissatisfaction is significant and positively effected to Intention to Leave ($\beta=0.631$, $p<0.001$). Next, Job Dissatisfaction and Sociocultural Adaptation; the results is Job Dissatisfaction significant and positively effected to Sociocultural Adaptation. Finally, Job Dissatisfaction and Sociocultural Adaptation regressed with Intention to Leave ($\beta=0.553$, $p<0.001$; $\beta=0.121$, $p<0.001$) in model 4. The results in model 4 showed that R-square =

0.407 and the adjusted R-square is 0.403, meaning that 40.70% of the variance in Intention to leave can be predicted from Job Dissatisfaction and Sociocultural Adaptation. F-value equals 98.591 (p-value < 0.001) is significant. I don't need to worry about multicollinearity because max VIF is 1.718.

According to the results above, the beta value of Job Dissatisfaction is reduced from 0.631 to 0.553, and both Job Dissatisfaction and Sociocultural Adaptation are significantly related to Intention to leave. Therefore, H7 is supported.

Sociocultural Adaptation provides a partial mediation effect on the relationship between Job Dissatisfaction and Intention to Leave.

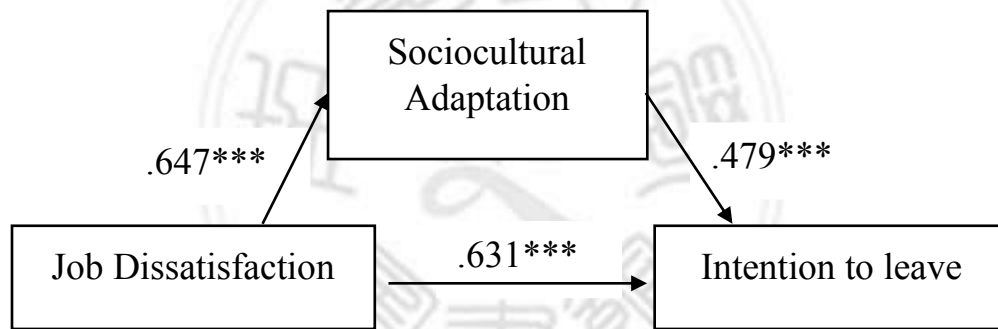


Figure 4- 1 Mediating effect of Sociocultural adaptation on the relationship between Job dissatisfaction Intention to leave (***)p<.001)

According to Preacher and Hayes (2004), the Sobel test and Bootstrapped Confidence Intervals test were applied in this research to modify the mediating effect. Firstly, Job Dissatisfaction was significantly regressed on Intention to leave with $\beta = 0.5899$, Standard Error = 0.0427, t-value = 13.8199 > 1.96 and p-value = 0.0000. Secondly, Job Dissatisfaction was significantly regressed on the mediator Sociocultural Adaptation as well with $\beta = 0.5055$, Standard Error = 0.0352, t-value = 14.3815 > 1.96 and p-value = 0.0000. Thirdly, when Job Dissatisfaction was controlled, the mediator Sociocultural Adaptation was significantly regressed on Intention to leave with $\beta = 0.1445$, Standard Error = 0.0712, t-value = 2.0303 > 1.96 and p-value = 0.043. Fourthly, when mediator was controlled, Job Dissatisfaction was significantly regressed on Intention to leave with $\beta = 0.5169$, Standard Error = 0.0557, t-value = 9.2877 > 1.96 and p-value = 0.0000. The results showed in the table 4-19 below also indicated that Sobel test is significant with the z-value = 2.0056 (higher than 1.96, meaning that $p < 0.05$), on the other hand, value of mediating effect is 0.0731. Besides, Bootstrap confidence intervals (CIs) were determined in order to verify the results of the Sobel test; the results of bootstrapping also presented the same value of mediating effect with CIs are between 95% and 5% (not including 0) and significant. Those provides evidences to prove that there is a partial mediating effect of Sociocultural Adaptation on the relationship between Job Dissatisfaction and Intention to leave. Therefore, H7- Sociocultural Adaptation mediates the relationship between Job Dissatisfaction and Intention to leave received confirmation.

Table 4- 19 The results of regression analysis of the indirect effects of Job Dissatisfaction on Intention to leave

Direct effect and total effect		B	SE	t	p	
JD -> IL		.5899	.0427	13.8199	.000	
JD -> SA		.5055	.0352	14.3815	.000	
SA -> IL, JD is controlled		.1445	.0712	2.0303	.043	
JD -> IL, SA is controlled		.5169	.0557	9.2877	.000	
Indirect effect and significance using the normal distribution						
	Value	SE	LL95%CI	UL95%CI	z	p
Sobel	.0731	.0364	.0017	.1444	2.0056	.0449
Bootstrap results for indirect effects						
	Value	SE	LL95%CI	UL95%CI	Mean	
Effect	.4006	.0530	.2989	.5034	.4001	

Source: This study

CHAPTER FIVE

CONCLUSIONS AND SUGGESTIONS

In this chapter, the results of this study are addressed. Besides, limitation of the study, managerial implication and suggestions for future research are also drawn.

5.1 Research Conclusion

Table 5- 1 The Results of the Testing Hypotheses

Hypotheses		Results
H1	Psychological Contract Violations have significant effect on Unmet Expectations	Supported
H2	Psychological Contract Violations have significant effect on Job Dissatisfaction	Supported
H3	Unmet Expectations have significant effect on their Job Dissatisfaction	Supported
H4	Job Dissatisfaction has significant effect on their Intention to Leave.	Supported
H5	Job Dissatisfaction has significant effect on Sociocultural Adaptation.	Supported
H6	Sociocultural Adaptation has significant effect on their Intention to Leave.	Supported
H7	Sociocultural Adaptation mediates the relationship between Job Dissatisfaction and Intention to leave	Partially supported

The aims of this study are (i) to examine the relationship among the following variables: psychological contract violations, unmet expectations, job dissatisfaction, sociocultural adaptation and intention to leave, (ii) to analyze the impact of psychological contract violations on unmet expectations and job dissatisfaction, (iii) to analyze the impact of unmet expectations on job dissatisfaction, (iv) to analyze the impact of job dissatisfaction on sociocultural adaptation and intention to leave, (v) to analyze the impact of sociocultural adaptation on intention to leave, (vi) to investigate the mediation effects of sociocultural adaptation on the relationship of job dissatisfaction and intention to leave, and (vii) to identify the sources of differences based on demographic characteristics such as gender, education, marital status, job longevity, time to work in Taiwan, and income.

As shown in Table 5-1, all the hypotheses are supported. The first conclusion is Psychological Contract Violations have significant effect on Unmet Expectations. This finding, along with the results of some previous studies. Extant research indicates that Psychological Contract Violations lead to worker's Unmet Expectations (e.g. Robinson and Morrison, 2000; Turnley and Feldman, 2000; Zhao et al., 2007; Aykan, 2014). When workers feel that their organisation has betrayed them and that their efforts are not reciprocated (Bal et al., 2013), they may interpret this as a lack of appreciation of their contributions, which enhances their unmet expectations (Bao et al., 2011; Arshad, 2016; Biswas, 2016). Psychological contract violations are thought to produce "more than just unmet expectations" (Rousseau, 1989). Psychological contract violations harm the very foundation of the relationship that exists between the worker and the organization. According to Balogun (2012), given that PCV is the outcome of discrepancies between worker expectations and organisational actions, it becomes difficult for

workers to stay motivated and keep contributing to organisations which do not guarantee their promises and incentives

This study also shows that Psychological Contract Violations have significant effect on Job Dissatisfaction which is the same study results of Sutton and Griffin (2004), They found a positive relationship between workers' perceived PCV and their job dissatisfaction by arguing that workers' feelings of organizational betrayal diminish their satisfaction with their current jobs. In the face of discrepancies between promised and received outcomes, feelings of inequity may arise among workers and lead to job dissatisfaction (Newell and Dopson, 1996). The results proved that Job Dissatisfaction has significant effect on Sociocultural Adaptation, which are in line with the study of Griffin, L'eplattenier & Fitzpatrick (2008) investigated the relationship between acculturation and job satisfaction Filipino registered nurses, educated in the Philippines, who are working in the United States.

The study proposed a hypothesis which Sociocultural Adaptation played as a mediator toward the relationship between Job Dissatisfaction and Intention to leave. Finally, this hypothesis is supported. The result showed that when Sociocultural Adaptation entered itself, the effect of Job Dissatisfaction on Intention to leave will be significantly reduced. This results are consistent with the findings of Hongvichit (2015) show that there is linear correlation between Sociocultural Adaptation index and turnover intention index and there is a strong negative correlation. This means that the cultural factors can directly affect to the turnover issue of Lao workers who work in foreign enterprise.

About demographic factors, this study found that there is no significant difference in job dissatisfaction and intention to leave in terms of worker's gender,

age, education, marital status, current job longevity, time to work in Taiwan, and income.

5.2 Research Discussions and Implications

In this study, we investigated how Psychological contract violations, Unmet expectations, Job dissatisfaction and Sociocultural adaptation influences the Intention to Leave of Vietnamese migrant workers in Taiwan. In doing so, we extend the debate in the HR literature from “Why do workers leave the company?” to “How do workers leave the company?” by unveiling the deeper underlying mechanisms through which job dissatisfaction is one of the main factors that directly influences on worker's intention to leave. Sociocultural adaptation mediates the relationship between job dissatisfaction and worker's intention to leave. Consistent with our expectations, the findings revealed that Psychological Contract Violations, Unmet Expectations, and Job dissatisfaction is a strong predictor of intention to leave. This finding is consistent with arguments that broken promises and unmet expectations in the form of PCV cause negative attitudinal and behavioural reactions of workers (Conway and Briner, 2002; Suazo, 2009). Specifically, workers develop intentions to leave organizations when they feel that organization have not kept their promises and are not concerned with their well being (Robinson and Rousseau, 1994; Raja et al., 2011; Arshad, 2016; Estreder et al., 2020).

Regarding intermediate mechanisms that explain the relationship between Job Dissatisfaction and Intention to Leave, we found that Sociocultural Adaptation significantly mediates the relationship. Trying to adjust to these differences can make a number of workers feel comfortable, and reduced physiologically stressed. Thus, workers' intention to leave the company will reduce (Froese, F. J., & Peltokorpi, V, 2013).

5.3 Research Limitations and Future Research Suggestion

This study has several limitations. Firstly, due to some difficulties and the period of time that the survey was conducted, the way to choose sample for this study is basically based on convenience, thus the results somewhat can not be representative of the whole Vietnamese migrant workers in Taiwan. Hence, the further study should be done with a larger size and specific sample in order to increase representation of all generational groups. Secondly, the study conducted in the period of Covid-19, thus the income of workers in this period can not be representative of annual income of them. Lastly, after collecting data, we discovered one factor had impact on workers' intention to leave was the support of migrant labor brokers that we overlooked. Therefore, in the future study, we can research about the effect of support of migrant labour brokers on workers' intention to leave.

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APPENDIX

Survey questionnaire in English and Vietnamese:

Psychological contract violations, unmet expectations, job dissatisfaction, sociocultural adaptation and intention to leave of Vietnamese migrant workers in Taiwan

Nanhua University



QUESTIONNAIRE

Dear Sir/Madam,

My name is Nguyen Thi An Nhi, I'm a student who is studying in Business Administration at Nanhua University, Taiwan. This academic questionnaire is to investigate the relationship among Psychological contract violations, unmet expectations, job dissatisfaction, sociocultural adaptation and intention to leave of Vietnamese migrant workers in Taiwan.

I would be grateful if you could spend a few minute to fill out the questionnaire below. Your response will be beneficial in helping us to understand the issues. No personal information will be made public. Please be assured that your answer will be kept in strict confidence and take the time to fill out this questionnaire as accurately as possible.

Thank you for sparing your valuable time. I deeply appreciate your kind cooperation.

Respondent Information

For our information, would you please indicate the following questions:

1. Gender: Male Female

2. Age: 18-25 26-35 >35
3. Education: Lower secondary school Bachelor
 Upper secondary school
4. Marital Status: Single Married Divorced
5. Current job longevity: <2 year 2-4 years >4 years
6. Time to work in Taiwan: <2 year 2-4 years >4 years
7. Income (Please fill):



Please CIRCLE the level of agreement on each of the items below based on your opinion		Levels of Agreement						
		Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
Section 1: Psychological contract violations -PCV								
1	I have not received everything promised to me in exchange for my contributions	1	2	3	4	5	6	7
2	My firm has broken many of its promises to me	1	2	3	4	5	6	7
3	I feel betrayed by my firm	1	2	3	4	5	6	7
4	I feel extremely frustrated by how I have been treated by my firm	1	2	3	4	5	6	7
5	I feel that my firm has violated the contract between us	1	2	3	4	5	6	7
Section 2: Unmet expectation								
Pay								
1	My income (salary, bonus and benefits) was not what I expected	1	2	3	4	5	6	7
2	Social welfares were not what I expected	1	2	3	4	5	6	7
3	The overtime working hours was not what I expected	1	2	3	4	5	6	7
4	The deducted service charges was not what I expected	1	2	3	4	5	6	7
Job								

5	Types of work or kinds of job task were not what I expected	1	2	3	4	5	6	7
6	Training programs or/and opportunities to enhance competency were not what I expected	1	2	3	4	5	6	7
7	Demands/pressure of the job were not what I expected	1	2	3	4	5	6	7
8	All in all, I am disappointed in this job	1	2	3	4	5	6	7
9	My experiences in this job have been worse than I originally expected	1	2	3	4	5	6	7
Working environment								
10	The working conditions were not what I expected	1	2	3	4	5	6	7
11	Treatment of managers was not what I expected	1	2	3	4	5	6	7
12	Organization and supervisor supports were not what I expected	1	2	3	4	5	6	7
13	Job security was not what I expected	1	2	3	4	5	6	7
Section 3:Job dissatisfaction								
1	In this firm, I do not find real enjoyment in my work	1	2	3	4	5	6	7
2	In this firm, I do not feel that I am happy in my work	1	2	3	4	5	6	7
3	In this firm, I do not feel satisfied with my present job	1	2	3	4	5	6	7
4	I feel stress with my current job	1	2	3	4	5	6	7
5	I feel my employer do not care my demand or my voice	1	2	3	4	5	6	7

6	I feel fear with my current job in this firm	1	2	3	4	5	6	7
7	In general, I don't like my job in this firm	1	2	3	4	5	6	7
Section 4: Sociocultural adaptation								
1	I can adjust my job and responsibilities	1	2	3	4	5	6	7
2	I can adjust to work with my Taiwanese supervisor/employer	1	2	3	4	5	6	7
3	I can adjust to work with my Taiwanese co-workers	1	2	3	4	5	6	7
4	I can adjust to the transportation system in Taiwan	1	2	3	4	5	6	7
5	I can adjust to working with Taiwanese outside your company	1	2	3	4	5	6	7
6	I can adjust to the food in Taiwan	1	2	3	4	5	6	7
7	I can adjust to the weather in Taiwan	1	2	3	4	5	6	7
8	I can adjust to interacting with Taiwanese in general	1	2	3	4	5	6	7
9	I can adjust to generally living in Taiwan	1	2	3	4	5	6	7
10	I can adjust to the entertainment available in Taiwan	1	2	3	4	5	6	7
Section 5: Intention to leave								
1	I often think about leaving my present job	1	2	3	4	5	6	7
2	If I have opportunity, I will move to a new company	1	2	3	4	5	6	7

3	I often think about going out to work without a labor contract	1	2	3	4	5	6	7
4	I intend to quit working at my company in near future	1	2	3	4	5	6	7
5	Even if given the chance, I will not work in Taiwan anymore when I expire	1	2	3	4	5	6	7



Vi phạm hợp đồng tâm lý, kỳ vọng không được đáp ứng, sự không hài lòng trong công việc, sự thích ứng văn hóa xã hội và ý định bỏ việc của lao động nhập cư Việt Nam tại Đài Loan.

Đại học Nanhua



BẢNG KHẢO SÁT

Kính gửi Quý Anh/chị,

Tôi tên là Nguyễn Thị An Nhi, hiện là học viên sau đại học tại ngành Quản trị kinh doanh. Bảng khảo sát dưới đây nhằm mục đích đánh giá mối quan hệ giữa các biến vi phạm hợp đồng tâm lý, kỳ vọng không được đáp ứng, sự không hài lòng trong công việc, sự thích ứng văn hóa xã hội à ý định bỏ việc của lao động nhập cư Việt Nam tại Đài Loan.

Rất mong Quý Anh/Chị dành một vài phút tham gia cuộc khảo sát. Ý kiến của Quý Anh/Chị rất quý báu trong công việc hoàn thành đề tài luận văn này. Tôi xin cam đoan mọi thông tin Quý Anh/Chị cung cấp sẽ không được công khai và chỉ dành cho mục đích nghiên cứu. Xin vui lòng chọn ý kiến phù hợp với Quý Anh/Chị trong khoảng tin cậy và chính xác nhất có thể.

Xin chân thành cảm ơn Quý Anh/Chị đã dành thời gian quý báu, tôi vô cùng biết ơn sự hợp tác của Quý Anh/Chị. Chúc Quý Anh/Chị một ngày tốt lành!

Thông tin chung:

Xin Quý Anh/Chị cho biết thông tin sau:

1. Giới tính: Nam Nữ
2. Độ tuổi: 18-25 26-35 >35
3. Education: Trung học cơ sở Đại học
 Trung học phổ thông
4. Tình trạng hôn nhân: Độc thân Đã kết hôn Ly hôn
5. Kinh nghiệm làm công việc hiện tại : <2 năm 2-4 năm >4 năm
6. Thời gian làm việc ở Đài Loan: <2 năm 2-4 năm >4 năm
7. Thu nhập (Vui lòng điền vào chỗ trống):



Vui lòng khoanh tròn vào lựa chọn phù hợp với ý kiến của Quý Anh/Chị		Mức độ đồng ý						
		Rất không đồng ý	Không đồng ý	Phần nào không đồng ý	Bình thường – Không ý kiến	Phần nào đồng ý	Đồng ý	Rất đồng ý
Vi phạm hợp đồng tâm lý								
1	Tôi đã không nhận được những gì như công ty đã hứa cho đóng góp của tôi	1	2	3	4	5	6	7
2	Công ty đã phá vỡ nhiều lời hứa với tôi	1	2	3	4	5	6	7
3	Tôi cảm thấy bị phản bội bởi công ty	1	2	3	4	5	6	7
4	Tôi cảm thấy vô cùng thất vọng về cách đối xử của công ty với tôi	1	2	3	4	5	6	7
5	Tôi cảm thấy công ty đã vi phạm hợp đồng với tôi	1	2	3	4	5	6	7
Kỳ vọng không được đáp ứng								
1	Thu nhập (lương, tiền thưởng và phúc lợi) không như tôi đã kỳ vọng	1	2	3	4	5	6	7
2	Phúc lợi xã hội không như tôi kỳ vọng	1	2	3	4	5	6	7
3	Thời gian làm việc ngoài giờ không như tôi kỳ vọng	1	2	3	4	5	6	7
4	Phí dịch vụ khấu trừ không như tôi kỳ vọng	1	2	3	4	5	6	7
5	Loại hình công việc và nhiệm vụ công việc không như tôi kỳ vọng	1	2	3	4	5	6	7

6	Các chương trình đào tạo hoặc / và các cơ hội để nâng cao năng lực không như tôi mong đợi	1	2	3	4	5	6	7
7	Yêu cầu và áp lực công việc không như tôi mong đợi	1	2	3	4	5	6	7
8	Nói chung, tôi thất vọng về công việc này	1	2	3	4	5	6	7
9	Trải nghiệm của tôi về công việc này tệ hơn kỳ vọng ban đầu	1	2	3	4	5	6	7
10	Điều kiện làm việc không như tôi mong đợi	1	2	3	4	5	6	7
11	Cách cư xử của các nhà quản lý không như tôi kỳ vọng	1	2	3	4	5	6	7
12	Sự hỗ trợ từ tổ chức và người giám sát không như tôi kỳ vọng	1	2	3	4	5	6	7
13	An ninh tại nơi làm việc không như tôi kỳ vọng	1	2	3	4	5	6	7
Sự không hài lòng trong công việc								
1	Ở công ty này, tôi không tìm thấy được niềm vui thực sự tại công việc đang làm	1	2	3	4	5	6	7
2	Tôi không cảm thấy hạnh phúc với công việc của mình	1	2	3	4	5	6	7
3	Tôi không cảm thấy hài lòng với công việc hiện tại	1	2	3	4	5	6	7
4	Tôi cảm thấy căng thẳng với công việc hiện tại	1	2	3	4	5	6	7
5	Tôi cảm thấy ông chủ không quan tâm đến nhu cầu và tiếng nói của tôi	1	2	3	4	5	6	7

6	Tôi cảm thấy lo ngại với công việc hiện tại	1	2	3	4	5	6	7
7	Nói chung, tôi không thích công việc của mình	1	2	3	4	5	6	7
Sự thích ứng văn hóa xã hội								
1	Tôi có thể điều chỉnh công việc và nhiệm vụ của mình	1	2	3	4	5	6	7
2	Tôi có thể điều chỉnh để làm việc với người giám sát/ ông chủ Đài Loan	1	2	3	4	5	6	7
3	Tôi có thể điều chỉnh để làm việc với đồng nghiệp người Đài Loan	1	2	3	4	5	6	7
4	Tôi có thể điều chỉnh để thích nghi với hệ thống giao thông ở Đài Loan	1	2	3	4	5	6	7
5	Tôi có thể điều chỉnh để làm việc với người Đài Loan ở bên ngoài công ty	1	2	3	4	5	6	7
6	Tôi có thể điều chỉnh để thích nghi với thức ăn Đài Loan	1	2	3	4	5	6	7
7	Tôi có thể điều chỉnh để thích nghi với thời tiết Đài Loan	1	2	3	4	5	6	7
8	Tôi có thể điều chỉnh để tương tác với người Đài Loan	1	2	3	4	5	6	7
9	Tôi có thể điều chỉnh để thích nghi với cuộc sống hàng ngày tại Đài Loan	1	2	3	4	5	6	7
10	Tôi có thể điều chỉnh để thích nghi với việc giải trí tại Đài Loan	1	2	3	4	5	6	7
Ý định bỏ công việc								
1	Tôi thường có ý định rời bỏ công việc đang làm	1	2	3	4	5	6	7

2	Nếu có cơ hội, tôi sẽ chuyển sang công ty mới	1	2	3	4	5	6	7
3	Tôi thường nghĩ đến việc ra ngoài làm việc không có giấy phép lao động	1	2	3	4	5	6	7
4	Tôi dự định nghỉ việc tại công ty trong thời gian sắp tới	1	2	3	4	5	6	7
5	Ngay cả khi có cơ hội, tôi sẽ không làm việc làm việc Đài Loan nếu hết hợp đồng	1	2	3	4	5	6	7

