

# Antecedents of Turnover Intention of Foreign Workers

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# **Antecedents of Turnover Intention of Foreign Workers**

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Wenzao Ursuline University of Languages, 2022

## **Abstract**

My study is to find out what factors cause the foreign workers generate the turnover intention during the work time. The most important thing is that I hope my study can provide some useful advices to the immigration agency and the corporations.

In the study, the researcher use quantitative research and use questionnaire to collect the data in the study. The researcher collect one hundred samples from the respondents.

After the data analysis, the researcher find out (1) work pressure positively influences on employees' turnover intention, (2) psychological contract negatively influences on employees' turnover intention, (3) intrinsic job satisfaction negatively influences on employees' turnover intention, (4 )extrinsic job satisfaction negatively influences on employees' turnover intention, (5) company atmosphere negatively influences on employees' turnover intention, (6) salary fairness negatively influences on employees' turnover intention.

Based on the literature discussion and research verification results, this study puts forward some practical suggestions for follow-up researchers to refer to. At the same time, the researcher has made some contributions to the companies for managing foreign workers in the future.

Key words : Turnover intention, Work pressure, Psychological contract, Intrinsic job satisfaction, Extrinsic job satisfaction, Company atmosphere, Salary fairness

## 摘要

本研究是要找出是什麼因素導致外勞在工作時間內產生離職傾向。最重要的是，我希望我的研究可以為移民署和公司提供一些有用的建議。在研究中，研究者採用量化研究和問卷調查來收集研究中的數據。研究人員從受訪者那裡收集了一百個樣本。經數據分析，研究者發現：(1) 工作壓力正向影響員工離職意願，(2) 心理契約負向影響員工離職意願，(3) 內在工作滿意度負向影響員工離職意願，(4) 外在工作滿意度負向影響員工離職意願，(5) 公司氛圍負向影響員工離職意願，(6) 薪酬公平性負向影響員工離職意願。本研究根據文獻探討及研究驗證結果，提出一些實務上的建議供後續研究者參考。同時也對於公司在外籍勞工管理實務上具有相當貢獻。

關鍵詞：離職傾向、工作壓力、心理契約、內在工作滿意度、外在工作滿意度、公司氣氛、薪資公平性

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## INTRODUCTION

### Background

As we know that after the 1980s, the industrial structure Taiwan shifted from a labor industry to a technology and capital-intensive industry, which also increased the labor costs of enterprises, and the wage level of the manufacturing industry had the greatest impact. Therefore, companies began to require the government to bring in cheap foreign labor. In 1991, the government officially opened up for foreign workers to come to Taiwan.<sup>1</sup> In Taiwan, according to the statistics of the Ministry of Labor, the number of foreign workers in Taiwan at the end of September 2021 was 690,025. These foreign workers are mainly deployed in the manufacturing of Taiwan. In the statistics, we can see that there are 454,550 foreign workers in total in the manufacture and there are more men than women. As for nationality, Vietnamese are the first, followed by the Philippines, Indonesia and Thailand.<sup>2</sup>

**Table 1 : Statistics on the number of foreign workers in Taiwan**

| September 2021 | Total   | Total of manufacture | Indonesia | Philippine | Thailand | Vietnam |
|----------------|---------|----------------------|-----------|------------|----------|---------|
|                | 690,025 | 454,550              | 67,210    | 118,345    | 57,345   | 211,643 |
| Male           | 324,742 | 322,856              | 59,793    | 56,923     | 48,143   | 157,990 |
| Female         | 365,283 | 131,694              | 7,417     | 61,422     | 9,202    | 53,653  |

Source : Labor Statistics Inquiry Website

<sup>1</sup> foreign workers

<http://zh.wikipedia.org/wiki/%E5%A4%96%E7%B1%8D%E5%8B%9E%E5%B7%A5>

<sup>2</sup> 勞動部統計查詢網

<http://statfy.mol.gov.tw/map02.aspx?cid=1&xFunc=18>

For such a long time, it is inevitable that there will be controversial news about migrant workers. In particular, we often see news that foreign workers are absconding from Taiwan. However, these problems can be caused by mismanagement by employers, language barriers, etc. It also makes it easy for foreign workers having turnover intention for their jobs. In addition, Jian, Yuwen(2018) indicate that according to the current "Employment Service Act", foreign workers can only switch employers under very strict conditions. But apart from these factors, there must be more other reasons that we are not well understood.<sup>3</sup>

My study is to find out what factors cause the foreign workers generate the turnover intention during the work time. The most important thing is that I hope my study can provide some useful advices to the immigration agency and the corporations.

### **Motivation**

When I was deciding what topic I wanted to do for my graduation paper, at the same time I also hoped my research could have some contribution in the future. So I interviewed a supervisor in Immigration Agency and asked which issue they care about. They told me some issues and some difficult problems are all about foreign workers, especially how to manage the foreign workers in Taiwan. Therefore, I searched some news and issues about the foreign laborers on the Internet and I found that over the past few years, there have been some foreign workers absconding from Taiwan and the reasons are mostly related to the wrongful management of their hirer,

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<sup>3</sup> 簡郁雯, "東南亞移工, 從零接觸移工議題的你, 一定要看," (2018)

culture maladjustment and language barrier. After discussing with my advisor, I think I can have different topics to be my subject. So I came up with a topic about the factors of turnover intention which few people have studied before. Having the turnover intention may let the foreign laborers want to escape from Taiwan. Therefore, I decide to study what are some factors that will influence the foreign workers and let them have turnover intention.

### **Research Purpose**

The purpose of this research is to understand what factors will make foreign workers want to leave the company. It also helps the company pay more attention and better understand the real needs of these foreign workers, and according to their needs, the companies can adjust the management policy , also help the companies to have better management for foreign workers in the future.

### **Research Questions**

1. What are the antecedents of foreign workers' turnover intention?

### **Contribution**

After finishing my research, I hope I can find out the reasons that foreign workers have turnover intentions while they are hired in Taiwan and also want to provide the research results to those corporations in Taiwan. Also, I can also let the Immigration agency understand the workers situation of workers in Taiwan and have better management. Based on the one hundred valid samples collected, the researcher found that work pressure, psychological contract, intrinsic job satisfaction, extrinsic job satisfaction, company atmosphere, salary fairness have positive and negative

effects on turnover intention respectively. These antecedents are all at the psychological level, that is to say, the company supervisors should pay more attention to understanding the psychological state and the needs of employees.

### **Limits**

When I was collecting my questionnaire, I invite the manager to send the online address of the survey to the foreign labors that they employed. I found that most companies do not hire many foreign workers, only about 10-15. So, it's harder to find more foreign workers than I thought. Therefore the study result does not represent all the foreign workers in Taiwan.

### **Delimits**

When I found that this is difficult for me to find over hundreds foreign workers to answer my questionnaire. Therefore, I write the email and send it to some middleman agency to find more foreign workers in order to collect more samples and let my data analysis more reliability.

## LITERATURE REVIEW

This chapter is divided into five parts, including the definition of turnover intention ,work pressure, psychological contract, intrinsic job satisfaction, extrinsic job satisfaction, company atmosphere, salary fairness.

### 1. Turnover intention

It can also be Turnover tendency, it is an intention. When the organization can prioritize the employee's turnover tendency, it will be of great help in predicting the employee's resignation in the future, and it can also have corresponding strategies for human resource management.<sup>4</sup>(Yu,Jian Yu, Junjie Yu, Caifang Zheng, Yushan Liu, Meiling,2011). It is a mental state before leaving the job, Zhang Shuhan(2004).

There are some foreign scholars indicate that it refers to the intensity of the individual's intention to leave the existing job. Although only the desired idea, it is still the best variable for predicting actual behavior. When the intensity of the employee's turnover intention is higher, the possibility of its actual turnover behavior is higher.<sup>5</sup>(Wong and Laschinger,2015)

### 2. Work pressure

Work pressure can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources,

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<sup>4</sup> 余鑑 于俊傑 余采芳 鄭宇珊 劉美玲,“理財專員情緒勞動、工作壓力對離職傾向影響之研究,”(2011)

<sup>5</sup> Carol A. Wong, Heather K. Spence Laschinger,“ The influence of frontline manager job strain on burnout, commitment and turnover intention: A cross-sectional study,”(2015)

or needs of the worker. Job stress can lead to poor health and even injury.<sup>6</sup>

In 2007, one domestic scholars also pointed out that work stress refers to the imbalance between the requirements of the external environment and the individual's internal abilities, and the result will affect the individual's physical and mental health.

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Robbins (2005) divides work pressure into several potential factors : (1)personal: personal characteristic、family、economy, (2)organization: interpersonal relationship、organizational structure、leadership style, (3)external environment: political uncertainty、economic uncertainty、technical uncertainty<sup>8</sup>

Based on the above definitions, work pressure is that when the employee are facing the challenges and these external factors have a negative impact on the employee mental situation.

### 3. psychological contract

Psychological contract can be defined as employees subjectively believe that there is a reciprocal relationship with the organization, which is an invisible contract.<sup>9</sup> Aggarwal&Bhargara indicate that when the employee believes that they have fulfilled their obligations to the organization, they expect to get rewards from the organization. So do the organization.

Based on the above definitions, we can know that when employees' psychological contract is higher, they are more willing to work for the organization.

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<sup>6</sup> 1999 DHHS (NIOSH) Publication Number 99-101 <https://www.cdc.gov/niosh/docs/99-101/default.html#:~:text=done%20about%20it.,What%20Is%20Job%20Stress%3F,poor%20health%20and%20even%20injury.&text=In%20short%2C%20the%20stage%20is,%2C%20injury%2C%20and%20job%20failure.>

<sup>7</sup> 莊采華,“主管領導風格對工作壓力與離職傾向關係之研究-台灣地區保險業為例”(2007)

<sup>8</sup> Robbins, S,P, " Organizational behavior"(2005)

<sup>9</sup> 朱粵江,“知覺組織心理、心理契約對組織承諾及工作投入影響效果之探討-以特教機構為例”(2018)

Therefore, psychological contract is an indispensable factor in the employment relationship.

#### **4. Intrinsic job satisfaction& Extrinsic job satisfaction**

Job satisfaction can be defined as how employees feel about their work, and their physically and psychologically are satisfied through the work contents and working environment.

Locke(1973) indicate that the factors of job satisfaction can divided into the work elements and the actors and it is believed that job satisfaction is the result of the interaction between the work elements and the actors. The work elements include: the values of the work 、the accomplishment of work 、the reward of work(salary, promotion)and the working environment.<sup>10</sup>

Robbins(1993) point out that there are personal internal factors and external environment factors for job satisfaction. The personal internal factors include personal accomplishment, sense of appreciation, sense of responsibility. While external environment factors include salary, promotion, interpersonal relationship and working environment.

Based on the above definition of job satisfaction, we can know that job satisfaction can be regarded as the employee's feelings about the work. If the feeling is positive, it means that they are satisfied with the work.

#### **5. Company atmosphere**

Company atmosphere also refer to organizational climate. Withall(1949) indicate that organizational climate is the emotional situation after the interaction between interpersonal relationships. This kind of emotional situation will naturally happen in

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<sup>10</sup>Locke,E.A "Satisfiers and Dissatisfiers among White-Collar and Blue-Collar Employees," Journal of Applied Psychology,(1973)

the group.<sup>11</sup>

Organizational climate is a holistic belief, and represents that individuals will indirectly or directly recognize the overall environment in a specific environment just like the personality concept in psychology and it reflects the behavioral motives expressed by the members of the organization. In addition, it also the bridge between the organization and the employees.<sup>12</sup>

## **6. Salary fairness**

It is refers to the employees' feelings about the salary fairness of the organization. Its main purpose is to attract more job seekers, and to retain and motivate the employees.

In 2000, one domestic scholar indicate that when the organization is designing the salary, it must pay attention to the employees' perception of the fairness of the procedures and the fairness , whether the salary is sufficient expected by the employees and the employee's achievement motivation, so as to improve the employee's salary satisfaction and satisfy the employee at work to increase them more willingness to work.<sup>13</sup>

Salary fairness is a remuneration issue that employees attach great importance to in their employment. Moreover, employees' perceptions of the fairness of the organization will also affect their work performance and attitudes, and will even affect whether they are willing to stay or leave.

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<sup>11</sup>Withall,J "The development of a technique for the measurement of social-emotional climate in classroom," Journal of Experimental Education(1949)

<sup>12</sup>許士軍, "管理規劃與創新"(1974)

<sup>13</sup>湛宣宇, "員工薪資滿足之前因後果之研究,"(2000)

## Hypotheses

### **H1 : H1 : Work pressure positively influences on employees' turnover intention**

The work pressure with higher degree means the employees has high turnover intention.

### **H2 : Psychological contract negatively influences on employees' turnover intention**

The Psychological contract with higher degree means the employees has lower turnover intention.

### **H3 : Intrinsic job satisfaction negatively influences on employees' turnover intention**

The Intrinsic job satisfaction with higher degree means the employees has lower turnover intention.

### **H4 : Extrinsic job satisfaction negatively influences on employees' turnover intention**

The Extrinsic job satisfaction with higher degree means the employees has lower turnover intention.

### **H5 : Company atmosphere negatively influences on employees' turnover intention**

The Company atmosphere with higher degree means the employees has lower turnover intention.

### **H6 : Salary fairness negatively influences on employees' turnover intention**

The Salary fairness with higher degree means the employees has lower turnover intention.

## **METHODOLOGY**

### **Research Design**

The way for my research design are I interview the manager of the immigration agency to understand the issues related to foreign workers, and what problems they encounter recently. In addition, I also read the literature related to turnover intention or turnover tendency to find possible factors and measurement methods that affect employees' turnover intention to design the questionnaire. I use quantitative research and I also design the questionnaire for my research population, which included questions and statements to which the participants were expected to respond anonymously. Why I chose this way to collect my data is because that to get the contact of the foreign workers is not convenient and it is not easy to arrange the interview for them because they have to go to work every day. Therefore, I think using the questionnaire is the better decision. From July to August, I send file and paper version to five different companies to collect my data, I totally collect one hundred questionnaires from my research population for one month.

## **Data Collection**

### **Qualitative Collection**

For the qualitative part, I read the papers and magazines to understand the situation or influencing factors related to my research topic. Especially, I read a lot of essays from different scholars, journals and master essays. Through these papers and article, I can get my data collection.

### **Quantitative Collection**

For the quantitative method, I use Internet questionnaire survey method in this research. I send the form address to the manager of the company and give them the paper of the questionnaire at the same time. After one month, I collect one hundred valid answers in total from Internet and paper survey. The content of the questionnaire is completed based on the research purpose and some literature data and also combined with the research hypotheses. At the same time , I also refer to the measure used by many scholars and to modify it. In order to avoid the problem of multicollinearity, all my variables are collected from different sources.

### **Measures**

There are twelve concepts in my questionnaire :

1. The style of supervisor's leadership
2. Perceived leadership support

3. Work load and stress level
4. Company atmosphere
5. Personal-organize fit
6. Company policy
7. Psychological contract
8. Inner Job Satisfaction
9. External Job Satisfaction
10. Salary fairness
11. Management fairness
12. Turnover Intention

All of my measure are come from National Digital Library of Theses and Dissertationsin Taiwan(臺灣碩博士論文網) and Airiti Library(華藝線上圖書館).Therefore, I search the key tern and look for some information to be my secondary data. I also use seven points of Likert Scale to apply on every items. They are「strongly disagree 」、「disagree 」、「disagree slightly 」、「no opinion 」、「agree slightly 」、「agree 」、「strongly agree 」、and give 1、2、3、4、5、6、7 points in order.

### **Process of Data Collection**

There are three steps for the data collection. The first step is that I came up with twelve factors to be my measure variables. Second step is find some question items about these variables to design my questionnaire and I have English and Vietnamese version for my questionnaire. The last step is , after finishing my questionnaire, I print it out and deliver it to some foreign workers to fill in. Then I use SPSS to conduct my data analysis.

## Data Analysis

### 1. Reliability Analysis

Reliability analysis refers to the consistency and reliability of the measurement results. This study uses Cronbach's alpha to measure whether the respondents have a consistent and stable effect on the questions. Generally speaking, a value of Cronbach's alpha higher than 0.7 indicates high reliability, and a value lower than 0.35 should be rejected. It can be seen from table 2 that the Cronbach's alpha of all constructs used in this study exceeds 0.7, which is sufficient to represent the high reliability of the measurement questions of each construct in this study.

**Table 2. The Cronbach's alpha of the study survey**

| Variables                              | Cronbach's alpha |
|--|------------------|
| 1.The style of supervisor's leadership | 0.839>0.7        |
| 2.Perceived leadership support         | 0.904>0.7        |
| 3.Work load and stress level           | 0.807>0.7        |
| 4.Company atmosphere                   | 0.717>0.7        |
| 5.Personal-organize fit                | 0.813>0.7        |
| 6.Company policy                       | 0.750>0.7        |
| 7.Psychological contract               | 0.943>0.7        |
| 8.Inner Job Satisfaction               | 0.876>0.7        |
| 9.External Job Satisfaction            | 0.889>0.7        |
| 10.Salary fairness                     | 0.923>0.7        |
| 11.Management fairness                 | 0.799>0.7        |
| 12.Turnover Intention                  | 0.912>0.7        |

## 2. Correlation Matrix

In the study, researcher use correlation matrix to analysis the correlation among all variables, including turnover intention 、 work pressure 、 psychological contract 、 intrinsic job satisfaction 、 extrinsic job satisfaction 、 company atmosphere 、 salary fairness.

**Table 3. Correlation Matrix**

| Means, Standard Deviations, and Correlations |             |              |          |          |         |         |                 |
|--|-------------|--------------|----------|----------|---------|---------|-----------------|
| Variables                                    | Mean        | S.D.         | 1        | 2        | 3       | 4 5     | 6               |
| 1.Turnover intention                         | 3.81439     | 1.361174     |          |          |         |         |                 |
| 2.Work pressure                              | 3.952861953 | 1.359446750  | 0.544**  |          |         |         |                 |
| 3.Psychological contract                     | 4.887205387 | 1.165835049  | -0.270** | -0.065   |         |         |                 |
| 4.Intrinsic Job Satisfaction                 | 4.927609428 | 1.010758908  | -0.220*  | -0.176   | 0.709** |         |                 |
| 5.Extrinsic Job Satisfaction                 | 4.878787879 | 1.116564097  | -0.407** | -0.246*  | 0.796** | 0.732** |                 |
| 6.Company atmosphere                         | 5.002886003 | 0.8039831593 | -0.137   | 0.002    | 0.686** | 0.570** | 0.610**         |
| 7.Salary fairness                            | 4.7273      | 1.42414      | -0.413** | -0.308** | 0.703** | 0.654** | 0.570** 0.620** |

$p < 0.05^*$ ;  $p < 0.01^{**}$  N=100

## 3.Regression Analysis

This chapter use regression analysis to discuss the relationship between independent variables and dependent variables and testing whether there is a significant impact between the variables. Regression analysis is also verify that whether the research hypotheses are supported or not.

It can be seen from table 3 that Model 1 : the beta value of work pressure = 0.535\*\*\* ,  $p < 0.001$ , it represent that hypothesis 1 : work pressure positively influences on

employees' turnover intention is supported, this means the higher degree of work pressure the higher degree of turnover intention will be.

Model 2 : the beta value of psychological contract =  $-0.299^{**}$ ,  $p < 0.01$ , it represent that hypothesis 2 : psychological contract negatively influences on employees' turnover intention is supported, this means the higher degree of psychological contract the lower degree of turnover intention will be.

Model 3 : the beta value of intrinsic job satisfaction =  $-0.245^*$ ,  $p < 0.05$ , it represent that hypothesis 3 : intrinsic job satisfaction negatively influences on employees' turnover intention is supported, this means the higher degree of intrinsic job satisfaction the lower degree of turnover intention will be.

Model 4 : the beta value of extrinsic job satisfaction =  $-0.434^{***}$ ,  $p < 0.001$ , it represent that hypothesis 4 : extrinsic job satisfaction negatively influences on employees' turnover intention is supported, this means the higher degree of extrinsic job satisfaction the lower degree of turnover intention will be.

Model 5 : the beta value of company atmosphere =  $-0.170^+$ ,  $p < 0.01$ , it represent that hypothesis 5 : company atmosphere negatively influences on employees' turnover intention is supported, this means the higher degree of company atmosphere the lower degree of turnover intention will be.

Model 6 : the beta value of salary fairness =  $-0.432^{***}$ ,  $p < 0.001$ , it represent that hypothesis 6 : salary fairness negatively influences on employees' turnover intention is supported, this means the higher degree of salary fairness the lower degree of turnover intention will be.

**Table4:Standardized Regression Coefficients from Analyses Predicting Turnover Intention (N=100)**

| Independent Variables             | Model 1   | Model 2  | Model 3 | Model 4   | Model 5             | Model6    |
|-----------------------------------|-----------|----------|---------|-----------|---------------------|-----------|
| <b>Work pressure</b>              | 0.535***  |          |         |           |                     |           |
| <b>Psychological contract</b>     |           | -0.299** |         |           |                     |           |
| <b>Intrinsic job satisfaction</b> |           |          | -0.245* |           |                     |           |
| <b>Extrinsic job satisfaction</b> |           |          |         | -0.434*** |                     |           |
| <b>Company atmosphere</b>         |           |          |         |           | -0.170 <sup>+</sup> |           |
| <b>Salary fairness</b>            |           |          |         |           |                     | -0.432*** |
| <b>Model F</b>                    | 38.866*** | 9.543**  | 6.194*  | 22.480*** | 2.893 <sup>+</sup>  | 22.195*** |
| <b>R<sup>2</sup></b>              | 0.286     | 0.090    | 0.060   | 0.188     | 0.029               | 0.186     |
| <b>Adjusted R<sup>2</sup></b>     | 0.279     | 0.080    | 0.050   | 0.180     | 0.019               | 0.178     |

P<0.01<sup>+</sup>; p < 0.05\*; p < 0.01\*\*; p < 0.001\*\*\*

**Table 5:Hypotheses support table(N=100)**

| <b>Hypotheses</b> |   | <b>Result</b> |
|-------------------|---|---------------|
| <b>H1</b>         | Work pressure positively influences on employees' turnover intention              | support       |
| <b>H2</b>         | Psychological contract negatively influences on employees' turnover intention     | support       |
| <b>H3</b>         | Intrinsic job satisfaction negatively influences on employees' turnover intention | support       |
| <b>H4</b>         | Extrinsic job satisfaction negatively influences on employees' turnover intention | support       |
| <b>H5</b>         | Company atmosphere negatively influences on employees' has turnover intention     | support       |
| <b>H6</b>         | Salary fairness negatively influences on employees' turnover intention            | support       |

## CONCLUSION AND SUGGESTION

In conclusion, according to the literature and sample data analysis and hypothesis verification, we can get the following conclusions : (1) the work pressure with higher degree means the employees has high turnover intention, (2) psychological contract has negatively on turnover intention, this means the higher degree of psychological contract the lower degree of turnover intention the employees have, (3)Intrinsic job satisfaction has negatively on turnover intention, this means the higher degree of intrinsic job satisfaction the lower turnover intention the employees have, (4 )extrinsic job satisfaction has negatively on turnover intention, this means the higher degree of extrinsic job satisfaction the lower degree of turnover intention the employees have.(5)company atmosphere has negatively has turnover intention, this means the higher degree of company atmosphere the lower degree of turnover intention the employees have, (6)salary fairness has negatively has turnover intention, this means the higher degree of salary fairness the lower degree of turnover intention the employees have. In other words, after the hypothesis is established, we can know that these factors affect employees' turnover. I think the issue of foreign workers should be faced squarely. Therefore, in the future, when companies manage foreign workers, they should pay more attention to these points, and formulate relevant improvement and more complete strategies to reduce the willingness of turnover intention, and let them have a better future for their job career in Taiwan. Last, my research suggestion is that after the epidemic, researcher can have deep interview for the foreign workers, I think through interview, you can get a deeper understanding of the inner thoughts of foreign workers. In addition, for the quantitative research suggestion, researchers can try to compare the performance of different nationalities for turnover intention. In this

way, it can have different contributions in reality.

## Appendix

# Investigation on Factors of Foreign Workers' Turnover Intention

Hello, dear sir/madam, I am a student of International Affairs Department of Wenzao University of Foreign Languages. I would like to delay 3-5 minutes and ask some questions. First of all, thank you for taking the time to help. I really need your help to help me finish my graduation work!

This questionnaire is an academic research. The answer to the question has nothing to do with right or wrong, and the content is absolutely confidential.

Please feel free to answer! Thanks! Wish you have a good day!

文藻外語大學國際事務系

指導教授：吳紹慈教授

研究生：丁品箴敬上

### Basic information

1. What is your gender?

Female Male

2. What is your age?

Under 20 years old (inclusive)

21-25

26-30

31-35

36-40

over 41

3. What is your education degree?

- elementary
- junior high school
- senior high school
- college
- graduate school
- doctoral program

4. What is your monthly income? \*

- Less than 10,000 (inclusive)
- 10001~20000
- 20001~30000
- 30001~40000
- more than 40000

5. What is your nationality? \*

- Philippines
- Vietnam
- Thailand
- Indonesia
- other

6. What is your type of job? \*

- Operator
- Technical operator
- Packer
- Manufacturing worker
- Production worker
- welder

other :

7.What are your service years \*

less than one year

1~3 years

3~5 years

5~7 years

7~9 years

more than 10 years

8.What is your job position \*

I am a supervisor

I am not a supervisor

9.What is the level of your position? \*

manager

section manager

team leader

staff

| <b>The style of supervisor's leadership</b>         | 非常不同意                    | 不同意                      | 稍微不同意                    | 無意見                      | 稍微同意                     | 同意                       | 非常同意                     |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. My supervisor can effectively motivate employees | <input type="checkbox"/> |
| 2. My supervisor is easy to get close               | <input type="checkbox"/> |
| 3. My supervisor often                              | <input type="checkbox"/> |

|                    |  |  |  |  |  |  |  |
|--------------------|--|--|--|--|--|--|--|
| commands employees |  |  |  |  |  |  |  |
|--------------------|--|--|--|--|--|--|--|

|   |                          |                          |                          |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 4. My supervisor is trustworthy                                       | <input type="checkbox"/> |
| 5. My supervisor listens to employees' opinions                       | <input type="checkbox"/> |
| 6. My supervisor respects employee rights                             | <input type="checkbox"/> |
| 7. My supervisor always cares about me                                | <input type="checkbox"/> |
| 9. When I encounter difficulties, my supervisor is willing to help me | <input type="checkbox"/> |

| <b>2.Perceived leadership support</b>                                      | 非常不同意                    | 不同意                      | 稍微不同意                    | 無意見                      | 稍微同意                     | 同意                       | 非常同意                     |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. My supervisor will support my manpower in carrying out tasks            | <input type="checkbox"/> |
| 2. My supervisor will support the supplies that I am carrying out the task | <input type="checkbox"/> |
| 3. My supervisor will support  | <input type="checkbox"/> |

|                          |  |  |  |  |  |  |  |
|--------------------------|--|--|--|--|--|--|--|
| my funds for the mission |  |  |  |  |  |  |  |
|--------------------------|--|--|--|--|--|--|--|

|   |                          |                          |                          |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 4. My supervisor can care about my work emotion                       | <input type="checkbox"/> |
| 5. My supervisor will agree my hard working                           | <input type="checkbox"/> |
| 6. My supervisor respects employee rights                             | <input type="checkbox"/> |
| 7. My supervisor always cares about me                                | <input type="checkbox"/> |
| 8. When I encounter difficulties, my supervisor is willing to help me | <input type="checkbox"/> |

| <b>3. Work load and stress level</b>                        | 非常不同意                    | 不同意                      | 稍微不同意                    | 無意見                      | 稍微同意                     | 同意                       | 非常同意                     |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. I have enough time to do my job well                     | <input type="checkbox"/> |
| 2. My workload seems too much that a person can load        | <input type="checkbox"/> |
| 3. I think my supervisor is too demanding in work standards | <input type="checkbox"/> |

|   |                          |                          |                          |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 4. My job often makes me feel pressured and difficult to afford       | <input type="checkbox"/> |
| 5. My supervisor will agree my hard working                           | <input type="checkbox"/> |
| 6. My supervisor respects employee rights                             | <input type="checkbox"/> |
| 7. My supervisor always cares about me                                | <input type="checkbox"/> |
| 8. When I encounter difficulties, my supervisor is willing to help me | <input type="checkbox"/> |

| <b>4. Company atmosphere</b>                          | 非常不同意                    | 不同意                      | 稍微不同意                    | 無意見                      | 稍微同意                     | 同意                       | 非常同意                     |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. I get along well with my colleagues in the company | <input type="checkbox"/> |
| 2. My colleagues will help each other                 | <input type="checkbox"/> |
| 3. My colleague is trustworthy                        | <input type="checkbox"/> |

|                             |                          |                          |                          |                          |                          |                          |                          |
|-----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 4. The benefits provided by | <input type="checkbox"/> |
|-----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|

|  |                          |                          |                          |                          |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| the company are equal  |                          |                          |                          |                          |                          |                          |                          |
| 5. In the company, I don't interact with people very often         | <input type="checkbox"/> |
| 6. The team's work in the company is very efficient                | <input type="checkbox"/> |
| 7. The working atmosphere in the company makes me feel comfortable | <input type="checkbox"/> |

| <b>5. Personal-organize fit</b>                            | 非常不同意                    | 不同意                      | 稍微不同意                    | 無意見                      | 稍微同意                     | 同意                       | 非常同意                     |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. I can complete the work required by the supervisor      | <input type="checkbox"/> |
| 2. My abilities are fit with my current job                | <input type="checkbox"/> |
| 3. My values for things are same with the company          | <input type="checkbox"/> |
| 4. My job can provide everything I need                    | <input type="checkbox"/> |
| 5. I often agree with the decisions made by the supervisor | <input type="checkbox"/> |
| 6. I often agree with the decisions made by the            | <input type="checkbox"/> |

|            |  |  |  |  |  |  |  |
|------------|--|--|--|--|--|--|--|
| supervisor |  |  |  |  |  |  |  |
|------------|--|--|--|--|--|--|--|

| <b>6. Company policy</b>  | 非常不同意                    | 不同意                      | 稍微不同意                    | 無意見                      | 稍微同意                     | 同意                       | 非常同意                     |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. My company has a good promotion system                                     | <input type="checkbox"/> |
| 2. There are often unfair systems in the company                              | <input type="checkbox"/> |
| 3. I think the company has clear rewards and punishments                      | <input type="checkbox"/> |
| 4. I think the company system is clear enough                                 | <input type="checkbox"/> |
| 5. I think the salary and promotion system can be communicated in the company | <input type="checkbox"/> |
| 6. I think my company's system is better than other companies                 | <input type="checkbox"/> |

| <b>7. Psychological contract</b> | 非常不同 | 不同意 | 稍微不同 | 無意見 | 稍微同意 | 同意 | 非常同意 |
|----------------------------------|------|-----|------|-----|------|----|------|
|                                  |      |     |      |     |      |    |      |

|   | 意                        |                          | 意                        |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. The company provides me with sufficient autonomy and control at work       | <input type="checkbox"/> |
| 2. The company will give me the opportunity to participate in decision making | <input type="checkbox"/> |
| 3. The company gives me the opportunity to develop new skills                 | <input type="checkbox"/> |
| 4. The company provides me with sufficient resources at work                  | <input type="checkbox"/> |
| 5. The company provides me with flexible working hours                        | <input type="checkbox"/> |
| 6. The company provides me with a guarantee of work safety                    | <input type="checkbox"/> |
| 7. The company provides me with a safe working environment                    | <input type="checkbox"/> |
| 8. The company provides me with health care and other benefits                | <input type="checkbox"/> |
| 9. The company provides my  | <input type="checkbox"/> |

|  |                          |                          |                          |                          |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| holiday benefits   |                          |                          |                          |                          |                          |                          |                          |
| 10. The company provides training for my job                       | <input type="checkbox"/> |
| 11. The company provides me with opportunities for personal growth |                          |                          |                          |                          |                          |                          |                          |
| 12. The company provides me with career development and planning   |                          |                          |                          |                          |                          |                          |                          |

| <b>8. Intrinsic Job Satisfaction</b>  | 非常不同意                    | 不同意                      | 稍微不同意                    | 無意見                      | 稍微同意                     | 同意                       | 非常同意                     |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. I am satisfied with the workload   | <input type="checkbox"/> |
| 2. I am satisfied with the opportunity to perform alone at work             | <input type="checkbox"/> |
| 3. At work, I am satisfied with the opportunity to become an important role | <input type="checkbox"/> |
| 4. I am satisfied with the way that my supervisor treats his employees      | <input type="checkbox"/> |
| 5. I am satisfied with the way  | <input type="checkbox"/> |

|  |                          |                          |                          |                          |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| that the supervisor makes decisions                    |                          |                          |                          |                          |                          |                          |                          |
| 6. I am satisfied with the stability of my current job | <input type="checkbox"/> |

| <b>9.Extrinsic Job Satisfaction</b>   | 非常不同意                    | 不同意                      | 稍微不同意                    | 無意見                      | 稍微同意                     | 同意                       | 非常同意                     |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. I am satisfied with the implementation of the company policy                         | <input type="checkbox"/> |
| 2. As far as the current workload , I am satisfied with my salary                       | <input type="checkbox"/> |
| 3. I am satisfied with the opportunity for promotion at work                            | <input type="checkbox"/> |
| 4. I am satisfied with the working environment (facilities, lighting, air conditioning) | <input type="checkbox"/> |
| 5. I am satisfied with the situation with colleagues                                    | <input type="checkbox"/> |
| 6. I am satisfied with the rewards for good performance                                 | <input type="checkbox"/> |

|  |                          |                          |                          |                          |                          |                          |                          |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| at work  |                          |                          |                          |                          |                          |                          |                          |
| 7. I am satisfied with the sense of accomplishment at work | <input type="checkbox"/> |

| <b>10. Salary fairness</b>  | 非常不同意                    | 不同意                      | 稍微不同意                    | 無意見                      | 稍微同意                     | 同意                       | 非常同意                     |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. The company has established procedures to ensure that all employees are treated fairly       | <input type="checkbox"/> |
| 2. Because of the good procedures in the company, things are handled fairly                     | <input type="checkbox"/> |
| 3. In my workplace, we have very good practices to treat all colleagues fairly                  | <input type="checkbox"/> |
| 4. Fair treatment of employees has been built into the company's existing processing procedures | <input type="checkbox"/> |

| <b>11. Management fairness</b> | 非常不同 | 不同意 | 稍微不同 | 無意見 | 稍微同意 | 同意 | 非常同意 |
|--------------------------------|------|-----|------|-----|------|----|------|
|                                |      |     |      |     |      |    |      |

|   | 意                        |                          | 意                        |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. The supervisor's working evaluation can help change my work performance      | <input type="checkbox"/> |
| 2. I can accept all my work evaluation from my boss                             | <input type="checkbox"/> |
| 3. The work evaluation from my boss made my work goals clear and feasible       | <input type="checkbox"/> |
| 4. The work evaluation from my boss and can help me understand my weaknesses    | <input type="checkbox"/> |
| 5. My promotion is greatly affected by the work evaluation                      | <input type="checkbox"/> |
| 6. My salary increase is greatly affected by the results of the work evaluation | <input type="checkbox"/> |
| 7. I know what criteria my boss uses to evaluate my work                        | <input type="checkbox"/> |
| 8. I am very dislike with the work evaluation done by my boss                   | <input type="checkbox"/> |
| 9. No matter our work is good or bad, our boss give us the                      | <input type="checkbox"/> |

|                 |  |  |  |  |  |  |  |
|-----------------|--|--|--|--|--|--|--|
| same evaluation |  |  |  |  |  |  |  |
|-----------------|--|--|--|--|--|--|--|

| <b>12.Turnover Intention</b>  | 非常不同意                    | 不同意                      | 稍微不同意                    | 無意見                      | 稍微同意                     | 同意                       | 非常同意                     |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1. I always want to quit my current job   | <input type="checkbox"/> |
| 2. After I came to the current company, I thought about finding another job                       | <input type="checkbox"/> |
| 3. After I came to the current company, I actually looked for other jobs                          | <input type="checkbox"/> |
| 4. I often want to plan my life after I quit my job   | <input type="checkbox"/> |
| 5. I often pay attention to whether other companies have other job opportunities                  | <input type="checkbox"/> |
| 6. Based on my current situation and conditions, I can find suitable positions in other companies | <input type="checkbox"/> |
| 7. I plan to find other jobs in the next year   | <input type="checkbox"/> |

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