

The Relationship between Job Characteristics, Burnout and Satisfaction among Expatriates Working in Taiwan - A pilot study of the Moderating roles of Waypower and Willpower.

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Abstract:

The present research set out to examine the mediating role of emotional exhaustion (burnout) and moderating roles of two critical dimensions of hope that are namely waypower and willpower. Hope is the sum of mental willpower and waypower that one simply has for reaching one's goals (in the process of reaching one's goals). The actualization in hopeful thinking whereas on the other hand, waypower reflects the mental plans or the way that guide hopeful thought known as the Willpower. These empirical findings entail valuable lessons for human resource managers and organizational behavior researchers who are interested in reducing burnouts that are likely to reduce an organization's productivity and threaten its competitiveness in the long term. The present project is positioned to contribute to the literature further to enhance policy practices that could eventually benefit employees' wellbeing at both work and life in the future. How job characteristics exercise effectiveness on job burnout and how job burnout in turn affects job satisfaction among Vietnamese expatriates working in Taiwan and how the motivating psychological characteristics of employees may help reduce the effect of stress will be a central to this study.

Key Words: Characteristic, Burnout, Satisfaction, Expatriates, Waypower, Willpower

I. Introduction

Job characteristics model proposed by Hackman (1980) suggested there exists positive connections in the middle of work attributes and the work results has gotten impressive thought within the writing (Fried & Ferris, 1987; Loher et al., 1985; Morgeson, Delaney-Klinger, & Hemingway, 2005). The results of model suggests that the five core of job dimensions together with the skill variety, task

significance, task identity, autonomy and feedback influence on three basic mental states – i.e., experienced meaningfulness, experienced responsibility and knowledge of results.

First, skill variety refers to the point that job itself needs a range of various activities that utilize various talents and abilities, secondly, task identity is concerned with the point where tasks need acting the solution of the full method starting from the top with seeable consequence. Thirdly, task significance is that the point to which the work includes a sizable impact on either human life or work, whether or not within the company or within the external environments -continuous with autonomy contain the power and outlined because the point to that the work support significant independence and knowledge for individuals in make planning in business and in the process to their use in making decisions about it. And final, feedback from a trained employees' by instructor however good or unhealthy he or she is achieving. These characteristics area unit are seemingly influence directly with the behavior and motivation of employees.

The job characteristics model suggests that existence of these five core dimensions can grant employees with friendly feelings and experiences that may effectively boost useful job performance results. It is apparent from previous studies that job characteristics are highly relevant to employees' behavior and attitudes.

Burnout is described as the feeling of physically overpowered which might also cause health, physical, social, and psychological issues (Dollard, Winefield, & Winefield, 2001; Neveu, 2007). Emotional burnout (exhaustion) may cause attenuated work performance, retractions or decreased nature of interplay with differences in colleagues among one another, frequent absenteeisms, habitual and increased turnover intent (Belcastro, Gold, & Grant, 1982; Carlson & Thomas, 2006; Garland, 2002; Maslach & Jackson, 1981; Schaufeli & Peeters, 2000).

Employees affected by burnout may often affect coworkers, demonstrate low job performance, undermining organization and job satisfactions. Some suggested that burnout could be viewed as having an attainable? "spreading" result on alternative staff within the organization (C. Maslach, W. B. Schaufeli, & M. P. Leiter, 2001). Another finding is that employees are about the most important human capital of most organizations, and the exhaustion/fatigue of employees is potentially expensive for many organizations, so the burden of employees may take a substantial toll on its employer. Officials may carry out the essential tasks of running a safe, humanized and secure facility.

Therefore, in this study analysis about the effectiveness between job characteristics model to make clarify on job burnout and job satisfaction among expatriates in Taiwan. Many of especially, the results of supervision consideration, supervision structure, job autonomy and skill variety on factor of burnout in work have impacts on job satisfaction were examine among expatriates working in Taiwan.

Job satisfaction is a topic widely studied by many researchers. That is why this topic gets the most importance in organizational studies. Job satisfaction is resultant from employees' perception on however well their job provides those factors that they regard as important. In general, this was acknowledged within the structure behavior field that job satisfaction is that the most significant and frequent aspect to study (Mitchell, Larson Jr, & Green, 1977). Job satisfaction is that the main a part of motivation whereas motivation is one in every one of the main factors inflicting individual performance in a corporation (Mitchell, 1982a).

Job satisfaction is one's general perspective towards work, or employment. Specifically, job satisfaction is that the degree to that a person feels completely or negatively regarding the varied sides of job tasks, the work settings, and the relationship among coworkers. It may be affected by several factors, similar to company policy, supervising, operating conditions, relationship with peers, responsibility, advancements, and achievements (Yang, Che, & Spector, 2008).

Job satisfaction is a very important issue because it motivates workers to accomplish corporate objectivess and eventually results in outlook for future success as a results of their work efforts. Once these prospects are accomplished, satisfaction happens. Similarly, Ting (1997) claims that continuous empirical evidence shows that job characteristics such as salary, promotion opportunity, clear tasks,

relationships with colleagues and supervisors. It is an excellent impact on the employees' job satisfaction.

A study conducted by Ellickson and Logsdon (2002) reportable that job satisfactions were supported attitudes of employees and is considerably plagued by employees' perceptions of wages, chance development, relationships with supervisors, colleagues, and benefits.

Waypower and Willpower Martin Gardner - a famous American psychologist, comes from a doctor. In 1988, he published the empirical results of the effect of the spirit: the new spirit is the main spine of human life, when a person's spirit collapses, that life will also disappear. Humans do not die of physical limitations, but die of mental collapse, dying of fear and psychological despair.

The purpose of the analysis is to emphasize the waypower and willpower impacts on job exhaustion, job satisfaction. We want to focus on two moderating elements of this role. We also suppose that the strength of waypower and willpower of employees' may be able to withstand emotional exhaustion as a results of burnout in long time (Hobfoll, 2001). These two personal resources are important parts of the employees' hope, redefining the tendency to create different pathways to realize work goals (waypower) and their agency or determined to invest the goals necessary to achieve the goal (willpower) (Luthans, Youssef, & Avolio, 2007; Peterson & Luthans, 2003; Rego et al., 2009; Snyder, 2000).

Officially, we target on the mediating roles of waypower and willpower within the relationship between job burnout and expatriate's job satisfaction. The positive energy related to these two personal resources of hope ought to be particularly potential in preventing stress in workplace that originates in job satisfaction. Instead of having a lasting impact on how employees react to the effects of this overload, that is, once they have exhausted their energy at work (Hobfoll, 2001; Hobfoll & Shirom, 2001; Snyder, Rand, & Sigmon, 2002)

II. **Theoretical Background**

2.1 Job Characteristics Model

Hackman and Oldham (1974) was developed the job characteristics model to explain the making progress of motivation and satisfaction at workplace. The job characteristics includes five core dimensions, describe how environment workplace is install and can be apply to become better for job performance which are skill variety, task identity, task significance, autonomy and feedback. The basic opinion of this concept is about job characteristics can result in higher level of labor motivation, leads to job satisfaction and job performance. Additionally, it will also consider different responses of employees on different jobs.

J. R. Hackman and G. R. Oldham (1980) additionally introduce, as a moderating variable is employee's growth need strength (GNS) in their model. The higher value of the demand is the more intensively in the employee, the person who have experience an objective tendency toward the described characteristics, will also expertise the psychological states. Hackman (1980) was measured how job characteristics influenced on job satisfaction, job performance and employee such as skill variety, task identity, task significance, autonomy, and feedback during model as Figure 1.

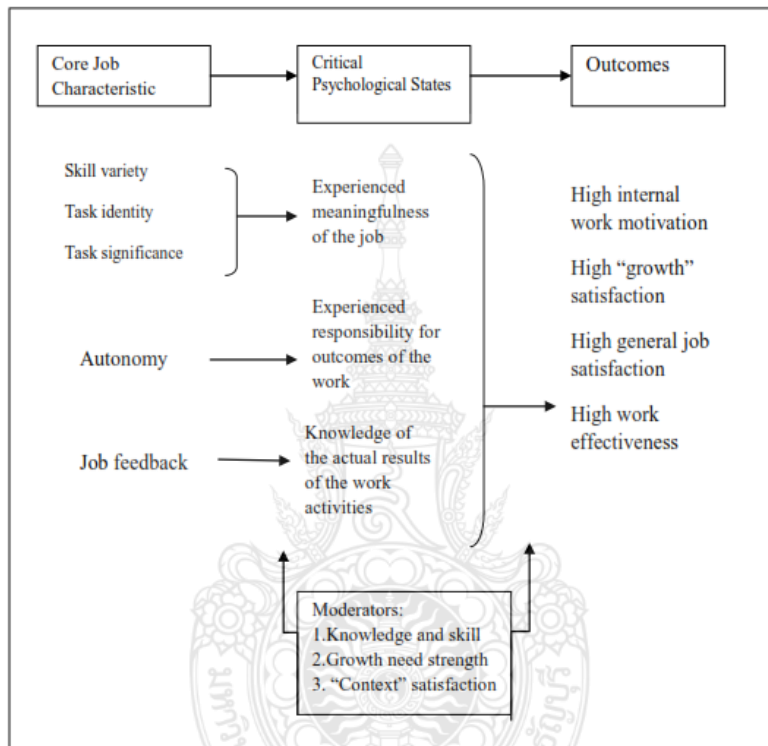


Figure 1. The complete job characteristics model by J. R. Hackman and G. Oldham (1980)

In the present study we try to builds based on prior research by testing the effected of supervision consideration, supervision structure, job autonomy and skill variety on burnout' dimensions (such as emotional exhaustion, depersonalization and feelings of ineffectiveness) among expatriate's employees working in Taiwan.

2.2 Job burnout

Was proposing by Freudenberger (1974) with the case of a personal who has become have too much psychologically exhausted owing to request too much work. Burnout was composed of three dimensions included: emotional exhaustion, depersonalization and a reduced sense of personal accomplishment (Maslach & Jackson, 1981, 1984).

Research proof suggest that job burnout is harmful not only to the personal but also the organization, since it might end in absence (Iverson, Olekalns, & Erwin, 1998; Schaufeli, Bakker, & Van Rhenen, 2009). Low job performance and lower citizenship behavior (Cropanzano, Rupp, & Byrne, 2003; Iverson, Olekalns, & Erwin, 1998; Parker & Kulik, 1995), higher turnover intention and lower job satisfaction (Abu-Bader, 2000; Himle, Jayaratne, & Thyness, 1986; Jayaratne & Chess, 1984).

These alternative analysis and tests will link between environmental in work factors and job burnout. Support the contention that environment factors at work are stronger predictors of employee's job burnout more than on individual characteristics (Garner, Knight, & Simpson, 2007; Gerstein, Topp, & Correll, 1987; Griffin et al., 2010; Lambert & Hogan, 2010; Lambert, Hogan, & Altheimer, 2010).

2.3 Job Satisfaction

Hoppock (1935) defined satisfaction of an employee as a " consolidation of set of three factors one is related to human physical appearance, second with human mental model or makeup and therefore the third relates to the external factors that impacts each of the previous ones. By fortifying this approach, we will say that employee's job satisfaction is sensitive to various factors; however apparently, it is like one thing that is in relation with the "inner" of the employee.

The word job satisfaction provides a sign towards the mind-set and method of thinking people have concerning about their work. Favorable (positive) and unfavorable (negative) things attached with the work indicate job satisfaction and job dissatisfaction respectively (Armstrong & Lorentzen, 1996). A complete metric of stance and viewpoint that individuals have about concerning their current job is termed as job satisfaction.

In other words, job satisfaction plays a very important role within the theory and practice of any organization round the world. That is why several organizations pay a lot of attention to measuring the extent of job satisfaction of employees in attempting to predict employee behavior, significantly job performance (Ivancevich, 1978), leave the work (Carsten & Spector, 1987; Hom & Kinicki, 2001) or stop working (Scott & Taylor, 1985; Smith, 1977). According to Vroom (1964), this idea could be a person's perception or emotional response to alternative vital aspects of the work

Thus, we will able to see that there are many alternative definitions of worker's satisfaction with work. In general, there square measure two tendencies to define job satisfaction: (1) job satisfaction may be a common (negative and positive) feeling emotion of work-to-work which will influence to the belief and behavior of the employees; (2) think about job satisfaction in various job dimensions. During this study, job satisfaction was thought about in terms of both job satisfaction and overall employee satisfaction, work in general.

2.4 Waypower and Willpower

One key to the psychology of hope is that people feel capable of forming their futures when they reach a high point in both dimensions' willpower and waypower. Willpower can definition as this is the extent to which you have the will to shape your future. In addition, waypower can definition as this is the extent to which you see a way to shape your future.

Defines of hope as "the sum of the mental willpower and waypower that you have for your goals". Hope is "a positive psychological feature state based on the sense of having an interactive derivative sense of successful (a) agency (target energy) and (b) pathways (planning to achieve a goals)" (Snyder, Irving, & Anderson, 1991a).

Hope is potentially important for creativeness at work because: (a) creativeness needs difficult the establishment and a willingness to undertake and possibly fail (Staw, 1995; Zhou & George, 2003); (b) it "requires some level of internal, sustaining force that pushes individuals to persevere within the face of challenges inherent to creative work" (Shalley & Gilson, 2004); (c) high-versus low-hope people appear to be additional able to face those challenges in an exceedingly successful way. Luthans, Youssef, and Avolio (2007) argued that "hopeful employees tend to be creative and resourceful (inventive and capable), even with tight budgets."

III. Research Methodology

3.1 Research Hypothesis

(1) Burnout and Job Satisfactions

Job satisfactions is that the key determinant of absence, turnover, organizational commitment and burnout (Abu-Bader, 2000; Hackman & Oldham, 1975; Himle, Jayaratne, & Thyness, 1986; Leiter & Maslach, 1988; Tsigilis, Koustelios, & Togia, 2004; Zedeck et al., 1988). Many investigators agree that job satisfaction will be define because the degree of similarity is acceptable between the employee's expectations and the actual job experience (Janssen et al., 2004; Smith, Kendall, & Hulin, 1969). In addition, Brown and Peterson (1993) analysis on employee reveal that higher amounts of feedback, variety, autonomy are related to higher levels job satisfaction.

Although job satisfaction is consists of both intrinsic and extrinsic characteristics (e.g. pay and benefits, company policies, supervision and support, co-workers, job security, chances for promotion) the latter is unlikely to influence satisfaction directly. **Them vào ý burnout ảnh hưởng đến hai long**

In different words, a personal who sincerely likes the content of the task are going to be a lot of happy with the job (Ramayah, Jantan, & Tadisina, 2001) and therefore expertise low level of burnout. Consequently, it is hypothesize:

Hypothesis 1: *There is a negative relationship between job burnout and job satisfaction.*

(2) Supervision Consideration of Job Characteristics and Burnout

Supervision consideration advice that supervisors may be open mind, easy to supportive, friendly with staff, and accessible or they will be close, faraway, don't care, and not available to those in their charge. Prior studies have shown that supportive and caring supervisors facilitate employee's members to achieve successful in their jobs and to agreement complete with problems, which will appear (Cherniss, 1980; Lambert, 2004; Lombardo, 2018). Good supervision might capacity as a protecting factor for employees by protect their employee from the potential pain and stress of operating in corrections. This is often possible to guide to a positive psychological state among staff. On the opposite hand, supervisors may also make an unpleasant, uncomfortable, and even strict in work, leading to disappointment and strain for staff. In the end, this problem could reduce on employee members, increasing the possibilities of burnout from the workplace.

Hypothesis 2a: *There is a negative relationship between supervision consideration of job characteristics and burnout at work.*

(3) Supervisory Structure of Job Characteristics and Burnout

The supervisory structure reflects the level of perception of the structure that supervisors create for employees (House & Dessler, 1974; Teas, 1981). Particularly, it reflects the extent to which a supervisor organizes and directs employees to meet organizational goals and objectives (Lambert et al., 2009). It includes keeping employees accountable for their work and ensuring that they always adhere to the rules and regulations of the organization.

By providing a clear organizational structure within an organization, it helps employees easily overcome difficult, unexpected situations and adapts to unpredictable and accomplished events, make their job is better. This can allow employees to experience positive feelings from success in their work. On the other hand, the lack of structure can lead to confusion and frustration among employees. This can lead to psychological stress, which increases the chances of being exhausted burnout at work.

Hypothesis 2b: *There is a negative relationship between supervisory structure of job characteristics and burnout at work.*

(4) Job Autonomy of Job Characteristics and Burnout

Job autonomy is that the degree of freedom that employees have in creating job related choices (Agho, Mueller, & Price, 1993). Some works give employees important deciding opportunities concerning job duty and job processes, whereas alternative works enable very little employee take. Job autonomy sends a message/idea to employee's members that they are trusty and their intake is valued. This type of autonomy allows employees member to feel proud of their work because their performance reflects their ability to make decisions (Kouzes & Posner, 1995; Lambert, 2004). Employees' perceptions of absenteeism of autonomy in the workplace show that their lesser tasks, lower duty at work, can lead to employees feeling that they are more managed, more controllable at work by managers. Which they are little over pawns of the organization. This will cause a way of disappointment, frustration and even a way of give up, and finally, increase the probability of job burnout (Whitehead, 1989).

Hypothesis 2c: *There is a negative relationship between job autonomy of job characteristics and burnout at work.*

(5) Skill Variety of Job Characteristics and Burnout

Skill variety refer to the level of change in work (Price & Mueller, 1986).The new and completely different work experience gives employees the opportunity to develop new skills and creativity in solving problems. As a result, employees can grow professionally related to work and proud in their

work (Lambert, 2004). Finally, these positive emotions can help people avoid the adverse effects of exhaustion. In contrast, repetitive tasks provide little opportunity for stimulation and mental growth, and sometimes a boring square measure (Price & Mueller, 1986). This can go down one person over time, increasing the possibility of burnout. Skill variety refers to the extent to which a job requires a spread of different activities in the job, which involves the use of various skills, activities and talents of employees (Hackman & Oldham, 1975).

Hypothesis 2d: There is a negative relationship between skill variety of job characteristics and burnout at work.

(6) Mediating Role of Burnout

Probably the most important factor of job satisfaction in an individual's job is relate to the characteristics of the position he or she holds in the company. Almost everyone agrees with the idea that an interesting and rewarding job can make a big contribution to the increase in satisfaction within a certain work environment. Researchers have repeatedly pointed out that these job characteristics strongly enhance employee attitudes, along with satisfaction and commitment. (Cotton & Tuttle, 1986; Miller & Monge, 1986).

Since my goal is to assess the difference in job satisfaction among expatriates, we will be able to focus on aspects of the work of expatriates, which can create different levels of satisfaction. In general, international duty employees will experience higher levels of stress than domestic employees will. They have to move frequently, travel a lot and sometimes the overload of their work is quite high (Black, 1988). Along these lines, it was found that, compared to local staff, foreigner employees were overloaded with greater workload, greater external pressure, and greater pressure from their job visibility. From these issues, I propose the subsequent hypothesis:

Hypothesis 3: *Employees' burnout at work mediating role of the relationship between job characteristics and job satisfaction.*

(7) Moderating Role of Waypower

Waypower is the mental power that we can call to find one or more effective ways to achieve our goals. That is to say, the perception that one can engage in planful thought is essential for waypower thinking. The factor influencing our mental waypower are similar to those described previously for willpower. In particular, our waypower (planning) capabilities can be applied to many different goals; generally, it is easier to plan effectively when our goals are well defined.

As we know, life where barriers in our paths. In such cases, waypower thinking also expresses the general guideline, "If you can not do it on one way, do it on another way". The effect of a stressful situation will be lower when individuals can learn from small to large lessons to compensate for loss (Hobfoll, 2001; Witt & Carlson, 2006). Waypower or the tendency creates alternative pathways to achieve the desired goal of the job. Snyder (2000) argues that a personal resource allows employees to find effective solutions to the challenge and motivate themselves for adverse situations.

In a similar context, follow Rego et al. (2009) a prior research has shown that employees' have waypower could increases their creativity and relate to finding suitable solutions to challenging situations in work. Mutual awareness of interactions among colleagues in the organization can also create a sense of common fate or thinking in the same boat (Cohen & Wills, 1985; Ryan & Deci, 2000) will increase feelings of stress in the workplace (Leiter & Durup, 1996).

Hypothesis 4: *The negative relationship between burnout and job satisfactions at work is moderated by their waypower.*

(8) Moderating Role of Willpower

Willpower - thinking I can do it. In addition, I determined to reach my goals. Has a limited capacity but intrinsic interest (I love doing this)? The fuel you'll use to get there. The perseverance and discipline required for working approaching goals and overcoming impediment that arise while

achieving their goals. The motivation and energy it will take to get you there. Come up with a list of ways to motivate yourself to reach this goal.

Recent research reveals several some ways in which actual willpower can be enhanced with practice. So how can individuals resist in face to face with difficulties? In recent years, have many the scientists made few interesting discoveries about the ways in which willpower works. In this study, we will explore more our current understanding about autonomy. Concludes at least in a point with high motivation, could help go overcome of weakened willpower.

Lack of willpower is not the only reason you cannot achieve your goals. Dr. Roy Baumeister, willpower researcher, at Florida State University have a psychologist, describes the three necessary components needed to reach these goals: First, you need to set goals for clear motivation, prioritize change. Next, you need to track your behavior for that goal. The last component is the willpower. Whether your goal is to lose weight, or stop smoking, or spend less time playing on Facebook, willpower is an important step toward achieving that result.

According Dr. Kelly McGonigal, the author of The Willpower Instinct, concludes that willpower is a response from both of the human brain and the body. The willpower (self-control) response is a reaction to an internal conflict. Willpower implies the presence of goal oriented thinking or a tendency for sustainable individual energy allocations towards the goal of achieving (Peterson & Luthans, 2003; Snyder, Irving, & Anderson, 1991b).

In addition, because when people have strong willpower that will lead their employees to do whatever is necessary to achieve their desired work goals, their efforts produce personal satisfaction, employees will enjoy their challenges through the solution to dealing with adverse situations and learning from these disadvantages (Peterson & Luthans, 2003; Snyder, 2000).

As a result, greater willpower will reduce the effectiveness of job insecurity, reduces emotional exhaustion, and the desire to receive and respond to this challenging personal situation (Lim & Tai, 2014). Employees with less willpower, on the other hand are less likely to be motivated by effort prevent the negative interference of hard work with their work, that will increase the probability that they feel showing emotion over extended (Hobfoll, 2001).

Hypothesis 5: *The negative relationship between burnout and job satisfactions at work is moderated by their willpower.*

3.2 Research Model

A survey method is employed to examine the hypothesis proposed and elaborated in the previous chapter. The present research investigates the effects between Job Characteristics, Burnout and Satisfaction among Expatriates Working in Taiwan: The Moderating roles of Waypower and Willpower. The independent variables are Job characteristics included 1) Supervision consideration, 2) Supervisory structure, 3) Job autonomy, and 4) Skill variety. The mediate variable is Job Burnout. The moderating variables are Waypower and Willpower. The dependent variable is Job satisfaction. The research framework of the present study is presented in the Figure 2 as below.

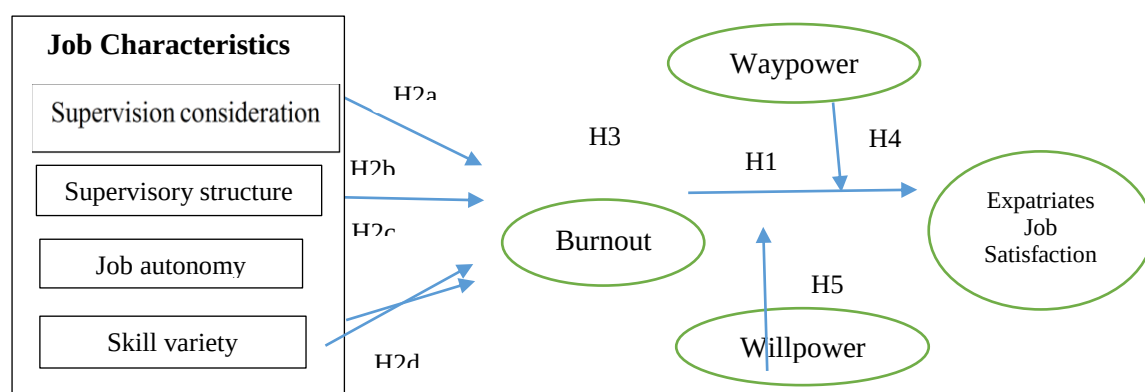


Figure 2. Research frameworks

3.3 Questionnaire design

Most of the items in the survey questionnaire were adopted from previous researches and developed some of content in order to fit with the objectives of this survey (Teas, 1981; Curry et al., 1986; Mueller et al., 1994; Maslach et al., 1986; Spector, 1994; Luthans et al., 2007; Rego et al., 2010, 2012). By using Likert 5-point rating scale ranging from “strongly disagree” to “strongly agree” scoring from 1 to 5 respectively. The data in this study was collected by on line and off line at the same time through survey questionnaire via online media. Was conducted with employees in Taiwan has total 69 items with 8 constructs. About the online survey was conducted via Google Forms on Google Drive. We was selected Facebook as the medium to distribute the study by posing invitations on the Facebook wall of many group pages related to alumni, students was graduated and all of my friends are working in Taiwan after graduated in IMBA. The off line survey was printed out paper survey questionnaire was collected directly by myself.

4. Data analysis & results

4.1 Data collection

The analysis aim to achieve sample size total 392 respondents (292 online and 100 offline). The data collection period started on November 2018 from the beginning until the end of November 2018. After check and delete 45 respondents due to answer have problems with the score they choose were all the same or missing too many values. And main have 347 participants respondents were collected within the age range of younger than 20 to more than 51 years old, trying to find expatriates have experience or still working abroad. Questionnaire items used in the survey were advance from previous analysis. Those items were translate into both of English and Vietnamese versions several for many employees from many countries working in Taiwan.

4.2 Data analysis

The results are seen as follow on Table 4-1 shows that 44.1% of the respondents are male, 55.9% are female and the most people are single keep 55.6% of the respondents, balance 40.6% are married and 3.7% divorced. The age of respondents occupied the most in 21-30 years old are 62.2%, next is 31-40 years old are 33.4%, balance 41-50 years old, younger than 20 years old, older than 51 are 3.7%, 0.3%, 0.3%. Most of the respondents hold bachelor degree with 40.3%, 30.8% for masters' degree, 21.3% with high school and PhD degree with 7.5%. There are 15.9% of respondents are manager and 84.1% are employees. About job status, most of respondents are full-time working with 76.1% and part-time are 23.6% and 0.3% keep owner. Most of respondents working 1-2 years are 30.3%, 2-5 years are 28.8%, 3 months to less than 1 year are 16.1% and less than 3 months are 10.1% while 5-10 years are 8.6% and more than 10 years only have 6.1%. We collect many Vietnamese working so the respondents holding are 59.7%, next to USA hold 18.3%, Indonesia are 6%, Philippines are 5.2%, Malaysia are 3% and others 1.8% for Canada, India are 1.4%, Singapore are 0.9% and French are 0.6%. The final part show the monthly income respondents can earn from 10.001 – 30.000 NTD hold the most are 48.7%, next from 30.001 - 60.000 NTD are 22.2%, less than 10.000 NTD are 19.3% and the rest from 60.000 – 100.000 NTD to 150.000 NTD and more than 150.000 NTD are 7.2%, 0.6% and 2%.

Table 4-1
Characteristics of Respondents

Items	Respondents (n=347)	
	Frequency	Percentage (%)
Gender		
Male	153	44.1
Female	194	55.9
Other	0	0
Marriage Status		

Items	Respondents (n=347)	
Single	193	55.6
Married	141	40.6
Divorced	13	3.7
Age		
Younger than 20	1	0.3
21-30	216	62.2
31-40	116	33.4
41-50	13	3.7
51 and older	1	0.3
Education level		
High school	74	21.3
Bachelor Degree	140	40.3
Master's Degree	107	30.8
PhD Degree	26	7.5
Nationality		
Viet Nam	207	59,7
USA	63	18,3
Indonesia	21	6
Philippines	18	5,2
Thailand	12	3,5
Malaysian	10	3
Canada	6	1,8
Indian	5	1,4
Singapore	3	0,9
French	2	0,6
Position		
Manager	55	15.9
Employee	292	84.1
Job Tenure		
Less than 3 months	35	10.1
3 months to less than 1 year	56	16.1
1-2 years	105	30.3
2-5 years	100	28.8
5-10 years	30	8.6
More than 10 years	21	6.1
Job status		
Part-time	82	23.6
Full-time	264	76.1
Other (Owner)	1	0.3
Monthly Income		
10.000 NTD or less than	67	19.3
10.001 - 30.000 NTD	169	48.7
30.001 - 60.000 NTD	77	22.2
60.001 - 100.000 NTD	25	7.2
100.001 - 150.000 NTD	2	0.6
More than 150.001 NTD	7	2.0

(1) Descriptive Statistical

The descriptive analysis expresses the minimum and maximum for each items. This one also includes the mean score and standard deviations. The details of this information are presented on table 4-2 to table 4-9. The frequency number of respondents is total 347. The measurements by using a 5-point

rating scale ranging from strongly disagree to strongly agree scoring from 1 to 5 respectively. The overall mean showed ranges from 2.086 to 3.925. In addition, for overall standard deviations, the items count from 0.821 to 1.162.

Table 4-2

Descriptive Statistical Analysis for Supervision Consideration

Item	Descriptive	N	Minimum	Maximum	Mean	Std. Deviation
Supervision Consideration (SC)						
SC1	My supervisor is concerned with my wellbeing.	347	1	5	3.755	0.921
SC2	My supervisor does little to make it pleasant for me to work here.	347	1	5	3.086	1.135
SC3	My supervisor is friendly and approachable.	347	1	5	3.925	0.921
SC4	My supervisor gives me advanced notice of changes of assignments or work order.	347	1	5	3.767	0.942

Table 4-3

Descriptive Statistical Analysis for Supervision Structure

Item	Descriptive	N	Minimum	Maximum	Mean	Std. Deviation
Supervision Structure (SS)						
SS1	My supervisor is very strict about me following rules.	347	1	5	3.487	1.091
SS2	My supervisor maintains a definite standard of performance for all employees under his/her command.	347	1	5	3.654	0.958

Table 4-4

Descriptive Statistical Analysis for Job Autonomy

Item	Descriptive	N	Minimum	Maximum	Mean	Std. Deviation
Job Autonomy (JA)						
JA1	I have input into matters that affect me at my job.	347	1	5	3.617	0.845
JA2	I have a great deal of freedom as for how I do	347	1	5	3.620	1.004

	my job.					
JA3	My job does not allow me much opportunity to make my own decisions.	347	1	5	3.156	1.133

Table 4-5

Descriptive Statistical Analysis for Skill Variety

Item	Descriptive	N	Minimum	Maximum	Mean	Std. Deviation
Skill Variety (SV)						
SV1	My job has a lot of variety in it.	347	1	5	3.746	0.888
SV2	My job requires that I am very creative.	347	1	5	3.493	1.064
SV3	I rarely get to do different things on my job.	347	1	5	3.046	1.112
SV4	My job requires that I constantly learn new things.	347	1	5	3.801	0.989
SV5	My job is mainly concerned with routine matters.	347	1	5	2.568	1.056

Table 4-6

Descriptive Statistical Analysis for Burnout

Item	Descriptive	N	Minimum	Maximum	Mean	Std. Deviation
Burnout (BU)						
BU1	Working with others is an emotional strain for me.	347	1	5	3.219	1.026
BU2	I feel that I am burned out from my job.	347	1	5	2.954	1.089
BU3	I am emotionally drained at the end of the day from my job.	347	1	5	2.643	1.100
BU4	I feel that I treat some inmates as if they were impersonal objects.	347	1	5	2.643	1.087
BU5	I feel that I have become callous toward my coworkers.	347	1	5	2.539	1.137
BU6	I am becoming less sympathetic to others at	347	1	5	2.576	1.127

	work.					
BU7	The vast majority of time at work, I treat all inmates and all staff with respect.	347	1	5	2.086	0.916
BU8	I feel that my coworkers value my assistance.	347	1	5	2.242	0.855
BU9	I feel that I am effective in solving problems at work.	347	1	5	2.216	0.830
BU10	I feel that I am a positive influence at this workplace.	347	1	5	2.225	0.843
BU11	I have the ability to deal effectively with the problems of employees.	347	1	5	2.357	0.821
BU12	I feel that I am positively influencing employees with my work here.	347	1	5	2.424	0.860
BU13	I feel that I can create a relaxed atmosphere with employees.	347	1	5	2.242	0.845

Table 4-7

Descriptive Statistical Analysis for Job Satisfaction

Item	Descriptive	N	Minimum	Maximum	Mean	Std. Deviation
Job Satisfaction (JS)						
JS1	I feel I am being paid a fair amount for the work I do.	347	1	5	3.447	0.975
JS2	Raises are too few and far between.	347	1	5	2.793	1.040
JS3	I feel unappreciated by the organization when I think about what they pay me.	347	1	5	3.029	1.062
JS4	I feel satisfied with my chances for salary increases.	347	1	5	3.585	0.961
JS5	There is really too little chance for promotion on my job.	347	1	5	3.818	0.907

Item	Descriptive	N	Minimum	Maximum	Mean	Std. Deviation
JS6	Those who do well on the job stand a fair chance of being promoted.	347	1	5	3.182	1.143
JS7	People get ahead as fast here as they do in other places.	347	1	5	3.579	0.982
JS8	I am satisfied with my chances for promotion.	347	1	5	2.706	1.116
JS9	My supervisor is quite competent in doing his/her job.	347	1	5	3.487	1.020
JS10	My supervisor is unfair to me.	347	1	5	3.392	1.005
JS11	My supervisor shows too little interest in the feelings of subordinates.	347	1	5	3.271	1.088
JS12	I like my supervisor.	347	1	5	3.611	0.931
JS13	I am not satisfied with the benefits I receive.	347	1	5	3.138	1.067
JS14	The benefits we receive are as good as most other organizations offer.	347	1	5	3.308	0.963
JS15	The benefit package we have is equitable.	347	1	5	2.873	1.025
JS16	There are benefits we do not have which we should have.	347	1	5	2.744	0.999
JS17	When I do a good job, I receive the recognition for it that I should receive.	347	1	5	3.818	0.851
JS18	I do not feel that the work I do is appreciated.	347	1	5	3.095	1.087
JS19	There are few rewards for those who work here.	347	1	5	3.597	0.932
JS20	I don't feel my efforts are rewarded the way they should be.	347	1	5	3.360	1.103
JS21	Many of our rules and procedures make doing a good job difficult.	347	1	5	3.012	1.116

Item	Descriptive	N	Minimum	Maximum	Mean	Std. Deviation
JS22	My efforts to do a good job are seldom blocked by red tape.	347	1	5	3.161	1.099
JS23	I have too much to do at work.	347	1	5	3.262	1.086
JS24	I have too much paperwork.	347	1	5	3.452	1.100
JS25	I like the people I work with.	347	1	5	3.548	0.996
JS26	I find I have to work harder at my job than I should because of the incompetence of people I work with.	347	1	5	3.311	1.162
JS27	I enjoy my co-workers.	347	1	5	3.447	0.975
JS28	There is too much bickering and fighting at work.	347	1	5	3.585	0.961
JS29	I sometimes feel my job is meaningless.	347	1	5	3.818	0.907
JS30	I like doing the things I do at work.	347	1	5	3.579	0.982
JS31	I feel a sense of pride in doing my job.	347	1	5	3.611	0.931
JS32	My job is enjoyable.	347	1	5	3.308	0.963
JS33	Communications seem good within this organization.	347	1	5	2.744	0.999
JS34	The goals of this organization are not clear to me.	347	1	5	3.597	0.932
JS35	I often feel that I do not know what is going on with the organization.	347	1	5	3.548	0.996
JS36	Work assignments are often not fully explained.	347	1	5	3.487	1.020

Table 4-8

Descriptive Statistical Analysis for Waypower

Item	Descriptive	N	Minimum	Maximum	Mean	Std. Deviation
Waypower (WA)						

WA1	If I find myself troubled at work, I can think of many ways to overcome it.	347	1	5	3.801	0.904
WA2	There are many ways around any problem.	347	1	5	3.850	0.876
WA3	I can think of many ways to reach my current work goals.	347	1	5	3.908	0.816

Table 4-9
Descriptive Statistical Analysis for Willpower

Item	Descriptive	N	Minimum	Maximum	Mean	Std. Deviation
Willpower (WI)						
WI1	At the present time, I am energetically pursuing my work goals.	347	1	5	3.856	0.857
WI2	At this time, I am meeting the work goals that I have set for myself.	347	1	5	3.764	0.902
WI3	Right now, I see myself as being successful at work.	347	1	5	3.579	1.042

(2) Confirmatory Factor Analysis (CFA)

This study has a total of 69 items with 8 factors that are used to ask respondents as following: the factor of supervision consideration (SC) includes 4 items, supervision structure (SS) includes 2 items, the factor of autonomy (JA) includes 3 items, the factor of skill variety (SV) contains 5 items, the factor burnout (BU) is a combinations of 13 items, the factor of job satisfaction (JS) comprises 36 items, the factor of waypower (WA) is composed of 3 items, the factor of willpower (WI) contains 3 items.

Confirmatory factor analysis is performed by using Smart-PLS algorithm. Regarding of factor loading. The standardized indicator loadings suggested by Hair, Ringle, and Sarstedt (2011) should be higher than 0.70; despite the fact that, in most cases of exploratory studies, loading of 0.40 are still acceptable (Hair et al., 2012). Furthermore Chin (1998) and Hair et al. (2006) argued that loading of 0.5 and 0.6 may still be acceptable. For the checking reliability test, Cronbach's Alpha value (greater than 0.7) and the Composite Reliability (greater than 0.7) must be met (Bagozzi, 1986)

In the table 4-10, the each shows all of items for each factor loadings between 0.481 and 0.989. Have some items were deleted due to not meeting with factor loading criteria includes SC2, JA1, SV3, SV5, BU7, JS2, JS3, JS6, JS8, JS11, JS13, JS15, JS18, JS24, JS28, JS29, JS31, JS32, JS34, JS35, JS36. Its means that these items do not reflect on our constructs. For average variance extracted (AVE) were identified. AVE is higher than 0.5 but we can accept with 0.4.

Table 4-10
CFA Results for Each Factor and Construct Reliability and Validity

Research Construct	Variables	Factor Loading $\geq 0,70$	Composite Reliability $\geq 0,70$	Average Variance Extracted (AVE) $\geq 0,50$	Cronbach's Alpha $>0,7$
Supervision Consideration	SC1	0.867	0.852	0.658	0.739
	SC2	delete			
	SC3	0.814			
	SC4	0.748			
Supervision Structure	SS1	0.810	0.732	0.639	0.729
	SS2	0.714			
Job Autonomy	JA1	0.702	0.755	0.609	0.763
	JA2	0.713			
	JA3	0.842			
Skill Variety	SV1	0.854	0.879	0.708	0.794
	SV2	0.818			
	SV3	delete			
	SV4	0.853			
	SV5	delete			
Burnout	BU1	0.800	0.870	0.361	0.938
	BU2	0.889			
	BU3	0.875			
	BU4	0.856			
	BU5	0.880			
	BU6	0.825			
	BU7	delete			
	BU8	0.707			
	BU9	0.813			
	BU10	0.839			
	BU11	0.770			
	BU12	0.728			
	BU13	0.805			
Job Satisfaction	JS1	0.864	0.893	0.363	0.870
	JS2	delete			
	JS3	delete			

Research Construct	Variables	Factor Loading $\geq 0,70$	Composite Reliability $\geq 0,70$	Average Variance Extracted (AVE) $\geq 0,50$	Cronbach's Alpha $>0,7$
	JS4	0.910			
	JS5	0.870			
	JS6	delete			
	JS7	0.947			
	JS8	delete			
	JS9	0.863			
	JS10	0.872			
	JS11	delete			
	JS12	0.824			
	JS13	delete			
	JS14	0.881			
	JS15	delete			
	JS16	0.989			
	JS17	0.852			
	JS18	delete			
	JS19	0.792			
	JS20	0.883			
	JS21	0.534			
	JS22	0.661			
	JS23	0.882			
	JS24	delete			
	JS25	0.866			
	JS26	0.481			
	JS27	0.946			
	JS28	delete			
	JS29	delete			
	JS30	0.780			
	JS31	delete			
	JS32	delete			
	JS33	0.802			
	JS34	delete			

Research Construct	Variables	Factor Loading $\geq 0,70$	Composite Reliability $\geq 0,70$	Average Variance Extracted (AVE) $\geq 0,50$	Cronbach's Alpha $>0,7$
	JS35	delete			
	JS36	delete			
	JS37	delete			
Waypower	WA1	0.806	0.881	0.713	0.799
	WA2	0.853			
	WA3	0.872			
Willpower	WI1	0.853	0.888	0.726	0.811
	WI2	0.874			
	WI3	0.828			

(3) Structural Equation Model

The path coefficient are standardized versions of linear regression weights. This show the possible linkage between statistical variables in the structural equation model approach. Table 4-12 shows the path coefficient analysis and depicts the original sample (β), t-value, p-value. The iteration running with bootstrapping is using of 5000 for subsamples. With parallel processing, no sign change, Bias-Corrected and Accelerated (BCa) Bootstrap, two tailed with 0.05 significance level. The β has satisfactory indexes between 0 and 1. For the t-value is higher than 1.96 and for the p-value is equal or under 0.05 then we can conclude that our hypothesis are supported except hypothesis H2d and H4.

Table 4-12
PLS Coefficient Path Analysis

	Original Sample (O) β (0-1)	t values $t \geq 1.96$	p values $p \leq 0.05$
BU-->JS	-0.253	4.317	0.000
SC-->BU	-0.357	7.207	0.000
SS-->BU	-0.112	2.031	0.000
JA-->BU	-0.352	6.195	0.000
SV-->BU	-0.038	0.701	0.484
JC-->JS	0.398	6.101	0.000
WA-->JS	-0.077	1.250	0.211
WI-->JS	-0.270	4.301	0.000

* $p \leq 0.005$, ** $p \leq 0.01$, *** $p \leq 0.001$

(4) Hypothesis Testing

Smart PLS 3 were used to examine the structural equation model analysis. The objective of this to confirm if the hypothesis are supported and to assess the overall model fit. Based on the summary of the Smart PLS-SEM results in Table 4-13 Path Coefficient the t-value will show if the hypothesis is being significant by having a t-value greater than 1.96 and p-value less than 0.005.

Table 4-13
Results of PLS Data Analysis and Hypothesis

Hypothesis	Relationship		Standard Coefficients	t values $t \geq 1.96$	p values $p \leq 0.05$
H1	Burnout – -> Job Satisfaction	BU-->JS	0.61	5.811	0.000
H2a	Supervision Consideration - -> Burnout	SC-->BU	0.49	7.286	0.000
H2b	Supervision Structure --> Burnout	SS-->BU	0.53	4.041	0.000
H2c	Job Autonomy --> Burnout	JA-->BU	0.54	6.475	0.000
H2d	Skill Variety --> Burnout	SV-->BU	0.55	0.691	0.490
H3	Job characteristics --> Job satisfaction	JC-->JS	0.66	5.966	0.000
H4	Waypower --> Job satisfaction	WA-->JS	0.63	0.089	0.929
H5	Willpower --> Job satisfaction	WI-->JS	0.63	6.511	0.000

* Noted: *** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$; using a significance level of 0.05, critical ratios (t-value) > 1.96 .

Hypothesis 1:

Hypothesis 1 proposes that the relationship between burnout and job satisfaction is significant with standard coefficients = 0.61, $t = 5.811$ and $p = 0.000$. It means t-value greater than 1.96 and p-value less than 0.05. We can concluded that hypothesis 1 is supported. These results confirm that when employee feel more stress and burnout, they willing to be more feeling effect on satisfaction at work.

Hypothesis 2a-2b-2c:

Next, for hypothesis H2a – H2b – H2c were all supported which means supervision consideration, supervision structure and job autonomy are significant related to burnout. This means all the criteria is satisfied with standard coefficients, t value and p value also. Specifically with supervision consideration (standard coefficients = 0.49, t value = 7.286, p value = 0.000), supervision structure (standard coefficients = 0.53, t value = 4.041, p value = 0.000), job autonomy (standard coefficients = 0.54, t value = 6.475, p value = 0.000). These results confirm that supervision and autonomy in work can effect on employees, make them feel more stress. Based on the results, the study concludes that H2a – H2b – H2c are supported.

Hypothesis 2d:

Moreover with hypothesis H2d regarding results in table 4-12 the relationship between skill variety and burnout is not significant with standard coefficients equal 0.55, t-value = 0.691 and p-value = 0.490 we can say that skill variety not related on burnout at work and its means this hypothesis not supported.

Hypothesis 3:

For hypothesis 3, which stated that job characteristics is positive related to job satisfaction were supported. With t value equal 5.966 and p value equal 0.000 and standard coefficients equal 0.66. We can say that the hypothesis is significant and supported.

Hypothesis 4:

Moreover, the results of moderating effect between waypower and job satisfaction have no statistically significant based on table 4-12 of both t-value $0.089 < 1.96$ and p-value $0.929 > 0.05$, standard coefficients equal 0.63. Therefore, they cannot reach criteria. Which means hypothesis 4 is not supported.

Hypothesis 5:

Lastly, for the hypothesis 5, the moderating effects of willpower and job satisfaction were significant with t value = 6.511, p value = 0.000, standard coefficients equal 0.63 and can say have significant relationship. The willpower will encourage employees especially for expatriates do more and try to overcome in their work to make better job that will be affect to job satisfaction. Thus, we concludes that the hypothesis H5 is supported, has an effect on satisfaction.

5. Research Conclusion

Purposed of this study are: (1) How job characteristics effect on job burnout (2) How job burnout effect on job satisfaction among expatriates and how the motivational psychological characteristics of employee can help to counter the effect of burnout. Based on the results of this empirical study, a number of conclusion can be drawn. The first conclusions is that the satisfaction in work can be effect from burnout and supervision directly the summary of hypothesis testing result is presented in Table 5-1.

Table 5-1

Summary of the Hypothesis Results

	Hypothesis	Results
H1	Relationship between job burnout and job satisfaction among expatriates.	Supported
H2a	Relationship between supervision consideration of job characteristics and burnout at work	Supported
H2b	Relationship between supervisory structure of job characteristics and burnout at work.	Supported
H2c	Relationship between job autonomy of job characteristics and burnout at work.	Supported
H2d	Relationship between skill variety of job characteristics and burnout at work.	Not Supported
H3	Employees' burnout at work mediates the relationship between job characteristics and job satisfaction.	Supported
H4	Relationship between job burnout and job satisfaction among expatriates is moderate by their waypower	Not Supported
H5	Relationship between job burnout and job satisfaction among expatriates is moderate by their willpower	Supported

(1) Discussion

Purposed of this study are: (1) How job characteristics effect on job burnout (2) How job burnout effect on job satisfaction among expatriates and how the motivational psychological characteristics of employee can help to counter the effect of burnout. Based on the results of this empirical study, a number of conclusion can be drawn. The first conclusions is that the satisfaction in work can be effect

from burnout and supervision directly. With this study, we contribute to extant research by examining the effect of employees' perceptions of job characteristics on burnout with their satisfaction at work, as well as factors that inform this process. The results also reveal that the positive effect of job characteristics on emotional exhaustion is influenced by how hopeful employees are, which operates through two distinct dimensions: waypower and willpower (Snyder, 2000).

Emotional exhaustion is less likely to emerge from supervision consideration, supervision structure, job autonomy and skill variety to the extent that employees tend to search for different pathways to achieve desirable work goals and are motivated to do whatever it takes to achieve these work goals when following a particular pathway. The buffering roles of waypower and willpower are consistent with theory, which emphasizes that the relative importance of resource-draining situations in explaining energy depletion diminishes in the presence of relevant personal resources (Hobfoll, 2001; Witt & Carlson, 2006).

Thus, the stress associated with job characteristics is less likely to spill over to the workplace in the form of emotional exhaustion if employees can rely on personal resources that inform their ability and motivation to meet their work goals. First, strong waypower increases employees' propensity to explore different means to meet work goals, either independently or through enhanced interactions with peers, which serves as a protection against the stress induced by exposure (Snyder, 2002).

In addition, the ability to devise effective pathways to reach work goals in the presence of adverse conditions may generate positive feelings of fulfillment in employees (Ryan & Deci, 2000), such that it becomes less likely that they suffer from emotional exhaustion at work. Second, when they can draw from their strong willpower, employees are more persistent in finding effective solutions to the challenge of a negative interference of supervision treatment with work duties, which subdues the sense of being emotionally overextended during daily job tasks (Snyder et al., 1998).

And, the empirical results of this study show that a strong waypower will increase the tendency to find a variety of ways to fight stress in the workplace as well as in the work environment, with peers and superiors, and to respond to workplace goals (Snyder et al., 1998). Lastly, when strong willpower in the mind of the individual, the staff will have greater persistence in finding effective solutions to problems that interfere with work, such as burnout and stress from supervision (Snyder et al., 1998). Individual satisfaction with high commitment decreases the likelihood of job stress and increases job satisfaction. In particular, previous studies have shown that the cushioning of willpower is stronger than the waypower, such as how employees find a positive, creative solution suitable for challenging situations. To the extent that employees occupy a high level of waypower and willpower, they are likely to complete tasks in better (Peterson & Luthans, 2003).

Job autonomy may provide staff members with an ability to deal more quickly and effectively with problems that arise, thus reducing the effects of stress at work. In addition, job autonomy often sends a message to staff members that they are valued and trusted, leading to positive psychological states.

(2) Research Contributions

We hope can help managers and organizations improve their working environment to enhance their employees stay with company long term. Moreover, this study explores the connection between job burnout and expatriate's job satisfaction to find out whether it can improve management, remain talent employee work for organization.

First, when they can draw from their strong willpower, employees are more persistent in finding effective solutions to the challenge of a negative interference of job characteristics or burnout with work duties, which subdues the sense of being emotionally overextended during daily job tasks (Snyder et al., 1998).

Second, strong waypower increases employees' propensity to explore different means to meet work goals. In addition, the ability to devise effective pathways to reach work goals in the presence of

adverse family conditions may generate positive feelings of fulfillment in employees (Ryan & Deci, 2000) such that it becomes less likely that they suffer from emotional exhaustion at work.

To the extent that employees possess high levels of waypower and willpower, they are better able to fulfill their job duties (Peterson & Luthans, 2003; Snyder, 2000). Conversely, when employees have less waypower and willpower, the experience of being overwhelmed by work and easy lead to burnout and dissatisfaction at work.

Previous research has suggested that people with more hope are higher likely to cope with stressful situation in their lives (Valle, Huebner, & Suldo, 2006) (Horton & Wallander, 2001). Research in the same organization has noted that psychological capital, that hope can become an important component, minimize the harm of the organization, disorder of attitude and performance of employees (Abbas et al., 2014).

We focus specifically on the two basic aspects of hope - waypower and willpower, which are inform by discuss that each individual can take care of his or her employees opposite to the detrimental effects of these stressful situations, but prior studies before tendency to combine this two way of dimensions together. Thus, although in previous studies showing by (Babyak, Snyder, & Yoshinobu, 1993; Peterson & Luthans, 2003) that waypower and willpower represent for two different aspects dimensions of hope.

Instead, we develop our own hypotheses for a way of these private resources reduce the impact of burnout on job satisfaction. In many common sense, our target is focus on the moderating roles of waypower and willpower extending through prior studies that have tested the effectiveness of other private resources, corresponding to the core self-evaluation (Lim & Tai, 2014) and emotional regulation (Bai, Lin, & Wang, 2016).

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