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PSYCHOLOGICAL CONTRACT VIOLATIONS, UNMET EXPECTATIONS, JOB DISSATISFACTION, SOCIOCULTURAL OF THE ADAPTATION AND INTENTION TO LEAVE OF VIETNAMESE MIGRANT WORKERS IN TAIWAN

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Abstract

The report from the Ministry of Laboure showed that the 54362 Vietnamese workers in 2023 working in Taiwan have left their contracts illegally to work in Taiwan. Therefore, how to maintain the employment of Vietnamese workers keep working in Taiwan. Working environment and sociocultural adaptation and reduce the negative benefits is an important issue for Vietnamese workers. This study aims to clarify the relationships among Psychological Contract Violations, Unmet expectation, Job Dissatisfaction, Social cultural of the adaption and Intention to Leave of Vietnamese migrant workers in Taiwan. The primary motive was to find those factors which are strong predictors of Intention to leave. This study using quantitative research methods to examine the relationship among variables. The sample for this study included 290 Vietnamese migrant workers who are currently working in Taiwan. The findings of this study revealed that Psychological Contract Violations have significant effect on Unmet Expectations and Job Dissatisfaction. In addition, Job Dissatisfaction has significant effect on their Intention to Leave. Furthermore, the study found that Unmet Expectation mediates the relationship between Psychological Contract Violations and Job Dissatisfaction; Sociocultural adaptation have a moderating effect on intention to leave.

Keywords : Psychological Contract Violations, Unmet Expectation, Job Dissatisfaction, Intention to Leave, Sociocultural Adaptation, Migrant Workers.

1. INTRODUCTION

The globalization of labor markets has led to a significant increase in the movement of workers across national borders. Taiwan, following Japan, has become one of the most popular destinations for Vietnamese migrant workers seeking better economic opportunities and improved living standards. However, the migration experience for these workers is often fraught with challenges. According to a 2023 report by Taiwan's Ministry of Labor, 54,362 Vietnamese workers unlawfully quit their contracts to work in Taiwan. Additionally, the National Immigration Agency (NIA) detained 413 migrant laborers for working without authorization, the majority of whom were Vietnamese and Indonesian.

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Despite regulatory efforts, issues such as excessive fees charged by labor export businesses and the high rate of contract breaches among Vietnamese workers persist, largely due to profit-driven operations, inadequate oversight, and ineffective state supervision.

This study aims to explore the primary factors influencing Vietnamese migrant workers' intentions to leave their jobs in Taiwan, focusing on psychological contract violations, unmet expectations, job dissatisfaction, and sociocultural adaptation. Psychological contracts refer to the unspoken, informal agreements and expectations between employers and employees (Denise M., 1989). When these expectations are not met, workers may experience psychological contract violations, leading to feelings of betrayal and decreased job satisfaction (Robinson & Morrison, 2000). For migrant workers, these violations can be particularly detrimental as they are often in vulnerable positions, both legally and socially (Guest, 2004).

Job dissatisfaction is a significant issue directly influencing employees' intentions to leave. Defined as an employee's degree of distaste for their job, job dissatisfaction has a strong positive link with the intention to leave (Hong Tao et al., 2015). Various sources contribute to job dissatisfaction among migrant workers, including poor working conditions, inadequate pay, and lack of career advancement opportunities (Hom et al., 1992). This dissatisfaction is often compounded by the difficulties faced in adapting to a new sociocultural environment. Sociocultural adaptation involves adjusting to new social norms, language barriers, and different cultural practices, which can be significant stressors for migrant workers (KENNEDY, 1999). Failure to adapt successfully can lead to feelings of isolation and further dissatisfaction (Berry, 1997).

The interplay between psychological contract violations, unmet expectations, job dissatisfaction, and sociocultural adaptation critically impacts Vietnamese migrant workers' intention to leave their jobs in Taiwan. Understanding these factors is essential for both employers and policymakers to improve the well-being and retention of migrant workers. By addressing these issues comprehensively, this study seeks to provide insights that can inform better management practices and policies, ultimately fostering a more supportive environment for Vietnamese migrant workers in Taiwan.

Therefore, the purposes of study are:

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

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- To investigate the mediation effects of unmet expectation on the relationship between psychological contract violations and job dissatisfaction;
- To investigate the moderating effects of sociocultural adaptation on the relationship of job dissatisfaction and intention to leave;

2. LITERATURE REVIEW

2.1 Theory of Psychological Contract

Various theoretical frameworks have been employed to comprehend the formation of psychological contracts and the reasons behind employees' perceptions of violations; majority of these ideas center around the concept of discrepancy of expectations. It is evident that their psychological contracts consist of expectations derived from two sources: first, their encounters with organizational representatives and their views of the culture of the organization. Human resource managers, recruiters, and direct supervisors are examples of organizational agents who provide employees specific promises about what to expect from the company (Daniel, 1976; Van, 1976; Muhammad Arslan and Jamad Roudaki, 2019). Second, opinions about psychological contracts are influenced by how employees view the culture and standard operating procedures of their employer.

2.2 Psychological Contract Violations -PCV

All duties and commitments, whether explicit or implicit, in a working relationship are included in psychological contracts. Employee attitudes and behaviors are shaped by psychological contracts, which begin with the employment relationship and continue throughout. Yet, workers frequently believe that their company has not done enough to uphold its end of the bargain. Psychological contract violations occur when staff members believe the organization has fallen short of their expectations. Researchers Morrison and Robinson (1997) and Román et al. (2014) shown that when a corporation fails to meet one or more of the missions that make up an employee's psychological contract, it represents a mental comparison of what the employee received vs what was promised, a psychological contract violation. Psychological contract violation is defined as "the feeling of betrayal and rage that an employee experiences when they think that the company has not lived up to its expectations" (Suazo, 2009, p.142). The number of studies has established the more direct relationship between psychological contract violations and job outcomes, i.e., how they affect workers' responses to job satisfaction (Cassar & Briner, 2011; Raja, Johns, & Ntalinais, 2004; Suazo, 2009; Suazo, Turnley, & Mai-Dalton, 2005).

2.3 Expectations

Expectancy theory explains why people select a particular behavioral option above others. Because it stresses how each person perceives their workplace and the interactions that follow as the result of their own expectations, expectation theory is categorized as a process theory of motivation. According to this view, Vietnamese workers are driven to take the action because they believe it will result in the end they want. Vietnamese laborers therefore believe that "if I work harder, I will make something better and get better reward."

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It has been discovered that Turnley & Feldman (2000) satisfied expectations mediate the relationship between an employee's perceptions of their working circumstances and performance outcomes like their intention to stay with the company. However, the general workforce has indicated that unfulfilled expectations are positively correlated with workers' intentions to leave their jobs and job dissatisfaction (Wanous, Poland, Premack, & David, 1992; Maden, C. et al., 2016).

2.4 Job Dissatisfaction

An emotional response to a value assessment made by individual labor is what causes job discontent (or satisfaction). The amount of people who are dissatisfied with their occupations and the quality of their work environment is indicated by job discontent. Gedam Sachin Ratan et al. (2019), using Spector (1997), define work dissatisfaction as "the extent to which people dislike or like their jobs" (p. 2). As Mahmoud (2008) pointed out, job discontent depends not only on the type of employment but also on the expectations of the worker regarding what the job entails. Employees have expectations on the nature of their jobs. Job dissatisfaction results from emotions of disappointment, resentment, and loss of interest when these expectations are not fulfilled. A complicated phenomenon with many sides, job discontent is impacted by the number of variables, including pay, the working environment, autonomy, communication, and organizational commitment (Lane, Esser, Holte & Anne, 2010). According to research, turnover is generally strongly correlated with work discontent (Griffeth et al, 2000; Khatri et al, 2001).

2.5 Social Cultural Adaption

When people relocate from their home countries or cities to new ones, they must adapt. According to Ward and Kennedy (1999, p. 661), sociocultural adaptation is "described in terms of behavioral competence" and is "strongly influenced by factors underpinning culture learning and social skills acquisition." Sociocultural adaptation is defined by Rui and Wang (2015) as the culture shock that results from a person adjusting to a different culture in a foreign nation. According to Collie et al. (2015), sociocultural adaptation might help people feel more at ease psychologically by reducing conflict and stress at work or in other contexts where they may be experiencing sociocultural shock. We called this process "sociocultural adaptation."

2.6 Intention to Leave

An employee's plan to leave their current job and hunt for another one in a near future is known as their intention to depart (Purani & Sahadev, 2007; Weisbeg, 1994).

The projected intention to depart, as defined by Theron, Barkhuizen, and Du Plessis (2014), is defined as an employee's subjective assessment of the likelihood of leaving the organization. Employee appraisal and opinions of employment alternatives are captured by intention to leave (Allen, Shore, & Griffeth, 2003). A worker's intention to quit is a sign that they are emotionally draining from their job and company. Additionally, plans to leave the employment were linked to perceptions of job support. The association between

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support and turnover intentions was totally mediated by employee job satisfaction, which also had a greater impact on turnover intentions.

2.7 Hypotheses Development

2.7.1 The Relationship among Psychological Contract Violations, Unmet Expectations and Job Dissatisfaction

Psychological contract violations, according to Turnley and Feldman (2000), result in unmet expectations, which in turn cause job unhappiness. Job dissatisfaction therefore has a direct impact on workers' behaviors, particularly their intention to leave. Psychological contract researchers Rousseau and Parks (1992); Danilwan et al. (2020) assert that psychological contract violations include both job satisfaction and the experience of unfulfilled expectations. According to earlier research on the broader labor force, workers' intentions to leave their jobs and job discontent are strongly correlated with unmet expectations (Wanous, Poland, Premack, & David, 1992). In addition to increasing feelings of animosity and suspicion, psychological contract violations can lead to increased work unhappiness (Robinson & Morrison, 2000; Rousseau, 1989). Robinson and Morrison (2000) investigated the possibility that psychological contract violations and workers' job discontent were mediated by unfulfilled expectations. The findings imply that the association between psychological contract violations and work discontent was substantially mediated by disappointed expectations. The study formulates a set of hypotheses regarding the impact of psychological contract violations and unfulfilled expectations on the job dissatisfaction of Vietnamese migrant workers in Taiwan, based on the review of relevant literature:

- Hypothesis 1. Psychological Contract violations have significant effect on Unmet Expectations
- Hypothesis 2. Psychological Contract Violations have significant effect on Job Dissatisfaction
- Hypothesis 3. Unmet Expectations have significant effect on their Job Dissatisfaction
- Hypothesis 6. Unmet Expectations mediates the relationship between Psychological Contract violations and Job Dissatisfaction

2.7.2 The Relationship among Job Dissatisfaction, Intention to Leave and Sociocultural Adaptation

In line with Mobley and Hollingsworth (1978), employees' intention to leave is directly impacted by their level of job discontent. According to Peterson (2004), the number of context-based aspects of unhappiness, including coworkers, compensation, promotions, and supervision, significantly affect employees' inclinations to quit. According to Larrabee et al. (2003), high work dissatisfaction increases employee turnover and is a significant predictor of intentions to leave. According to Von, Huuhtanen, Tuomi, and Seitsamo (2010), intentions to depart were predicted by work satisfaction. A review and meta-analysis of studies on the connection between behavioral goals and employee turnover were suggested by Steel and Ovalle (1984).

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A relationship between job unhappiness and cultural adaption was examined by Shaffer and Harrison (1998). The results showed unequivocally that foreign employees who struggle to adjust to their overseas assignment will likely perform worse, withdraw mentally, and eventually resign (return early). The degree of job satisfaction and intention to quit are influenced by sociocultural adaption between cultures (Tsen, 2018). Hongvichit (2015) demonstrated how cultural variables can have a direct impact on employees' turnover rates in foreign companies. Although sociocultural adaptation is not a trivial issue, it is one of the most significant elements that can determine whether an employee will leave or remain, especially when the employee is employed by an organization and comes from a different cultural background.

Previous research has shown a relationship between intention to leave the organization and sociocultural adaption as well as work unhappiness. The study formulates a set of hypotheses regarding the impact of job dissatisfaction and sociocultural adaptation on the intention of Vietnamese migrant workers in Taiwan to quit, based on the literature review:

- Hypothesis 4. Job Dissatisfaction has significant effect on their Intention to Leave.
- Hypothesis 5. Sociocultural Adaptation has significant effect on their Intention to Leave.
- Hypothesis 7. Sociocultural Adaptation has a moderating effect on the relationship between Job Dissatisfaction and Intention to leave.

3. RESEARCH METHODOLOGY

3.1 The Conceptual Model

The research constructs of psychological contract violations, unmet expectations, job dissatisfaction, sociocultural adaption, and intention to leave were introduced, along with the conceptual model and construct assessments.

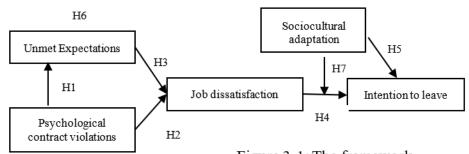


Figure 3-1: The framework

3.2 Instrument and Pilot Test

A seven-point Likert scale—1 = strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = neutral, 5 = somewhat agree, 6 = agree, and 7 = strongly agree—is used to administer the study questionnaire. The purpose of the 40-item study questionnaire is to gather

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information from Vietnamese migrant workers in Taiwan. To determine the internal consistency of each item and component, a pilot test is examined in a reliability test. The questionnaire's coefficient α for each variable was comparatively high—more than 0.7—according to the Cronbach α values.

3.3 Data Collection

The migrant Vietnamese laborers who are currently employed in Taiwan are the subject of the survey. A total of 376 survey questionnaires were sent to Vietnamese migrant workers directly as well as indirectly through Vietnamese social media platforms like Facebook, Zalo, and Line. An effective rate of 88.6% was obtained from the 327 questionnaires that were received, of which 290 were legitimate.

3.4 Factor Analysis and Reliability Tests

Psychological contract violations: all items have factor loading greater than 0.8, Cronbach's alpha 0.934, Eigen value 3.962, and the explained variance 79.246 %. Unmet expectation: factor loading (0.863~0.885) greater than 0.8. Cronbach's α 0.906 and Eigenvalue greater than 1, accumulated a total of 78.073% of explained variance. Job Dissatisfaction: all items have factor loading greater than 0.7, Cronbach's α greater than 0.8 and Eigenvalue greater than 1, the component had accumulated a total of 68.565% of explained variance. Sociocultural Adaptation: all items have factor loading greater than 0.6, Cronbach's α greater than 0.8 and Eigenvalue greater than 1, the component had accumulated a total of 69.025% of explained variance. Intention to leave: all items have factor loading greater than 0.8, Cronbach's α greater than 0.8 and Eigenvalue greater than 1, the component had accumulated a total of 75.766% of explained variance.

4. RESEARCH RESULTS

Sample Characteristics:

There are 143 of respondents are male (49.3%) and 147 are female (50.7%). 112 of the respondents are from 18 to 25 years old (38.6%), 149 are from 26 to 35 years old (51.4%), and 29 are more than 35 years old (10%). 45.2% of the number respondents earned lower secondary school diploma, whereas 49.3% earned upper secondary school diploma, 5.5% are bachelor. 150 respondents are single (51.7%), 100 respondents are married (34.5%), and 40 respondents are Divorced (13.8%). About job longevity, the rate of the respondents has less than 2 years (36.6%) and 56.6% of them are from 2 to 4 years, and 6.9% are more than 4 years. Most of the148 respondents have time to work in Taiwan is from 2 to 4 years (51%), 106 respondents (36.6%) have less than 2 years, and 36 respondents (12.4%) have more than 4 years. For income, 50.7% of the respondents earned income less than 24,000NT, 43.8% have income from 24,000NT-28,000NT, and 5.5% of the respondents earned income more than 28,000NT.

Correlations of the Variables

Bivariate correlations among the variables under study are shown in the Table 3-1. The highest mean was for Unmet Expectations (5.10) with a standard deviation of 0.670, while

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the lowest mean was Sociocultural Adaptation (4.43) with 0.822 of standard deviation. Correlation showed that the highest Correlation was psychological contract violations positively correlated with job dissatisfaction (r=0.787, p<0.001; the lowest Correlation was unmet expectations positively correlated with sociocultural adaptation (r=0.352, p<0.001).

Table 3-1: Descriptive Statistics and Bivariate Correlations of the Variable

Variables	PCV	UM	JD	SA	IL	Mean	Std.Dev
PCV	1					4.45	1.138
UM	.508***	1				5.1	0.67
JD	.787***	.600***	1			4.45	1.051
SA	.699***	.352***	.647***	1		4.43	0.822
IL	.572***	.418***	.631***	.479***	1	4.72	0.982

Note: 1. *p<.05, **p<.01, ***p<.001; 2. PCV: Psychological Contract Violations; UM: Unmet Expectations; JD: Job Dissatisfaction; SA: Sociocultural Adaptation; IL: Intention to Leave

Mediating Analysis

To investigate the role that unfulfilled the expectation play in mediating the link between psychological contract violations and work discontent. According Baron and Kenny (1986) Mediating test: In the first equation, psychological contract violations must have an impact on unmet expectations; in the second, they must have an impact on job dissatisfaction; and in the third, unmet expectations must have a positive impact on job dissatisfaction. Job discontent is significantly influenced by unfulfilled expectations and psychological contract violations; the coefficient of psychological contract violations ought to be substantial and declining. The results show (Table3-2) that Psychological Contract Violations is significant and positively affected on Unmet Expectations (β =0.508, p<0.001, R²=0.258, adj. R²=0.255). H1 is verified. Psychological contract violations have a significant influence on job dissatisfaction (β =0.787, p=0.000, R²=0.619, adj. R²=0.618). H2 is verified. Moreover, Unmet Expectations positively affected on Job Dissatisfaction $(\beta = 0.600, p < 0.001, R^2 = 0.360, adj. R^2 = 0.358)$. H3 is supported. Finally mediating test, the psychological contract violations and unmet expectations regressed with job dissatisfaction (β =0.649, p<0.001; β =0.270, p<0.001; R²=0.673, adj. R²=0.671) in model 4. Both Psychological contract violations and unmet expectations are significantly related to job dissatisfaction. The beta value of psychological contract violations is reduced from 0.787 to 0.649. Therefore, H6 Partial Mediating Effect is supported.

Preacher and Hayes (2004) state that to alter the mediating impact, the Sobel test and the Bootstrapped Confidence Intervals test were used in this study. Psychological contract violations dramatically regressed on job discontent while the mediator was in control with β = 0.6001, t-value = 16.5771> 1.96 and p-value = 0.0000. The results showed in the table 3-3 and indicated that Sobel test is significant with the z-value = 5.6616, confidence intervals are LL95% CI 0.892; UL95% CI 0.178 not included 0 and the value of partial mediating effect is 0.1269.

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Table 3-2: Mediation Test of Unmet Expectations between Psychological Contract Violations and Job Dissatisfaction

Variables	Model 1	Model 2	Model 3	Model 4
variables	UE	JD	JD	JD
PVC	.508***	.787***		.649***
UE			.600***	.270***
R squared	0.258	0.619	0.36	0.673
Adj-R squared	0.255	0.618	0.358	0.671
F-value	100.078	467.69	162.117	295.52
P-value	0	0	0	0
D-W	1.864	1.541	1.59	1.737
Max VIF	1	1	1	1.347

Note: 1. *p<.05, **p<.01, ***p<.001; 2. PCV: Psychological Contract Violations; UM: Unmet Expectations; JD: Job Dissatisfaction

Table 3-3 Mediation Test of Unmet Expectations between Psychological Contract Violations and Job Dissatisfaction--- Sobel Test

Direct effect and total	effect		В	SE	t-value	p- value	
PCV-> JD			0.7269	0.0336	21.6262	0	
PVC-> UM			0.2992	0.0299	10.0039	0	
UM->JD, PCV controlled			0.4241	0.0614	6.9013	0	
PCV-> JD, UM controlled			0.6001	0.0362	16.5771	0	
Indirect effect and significance using the normal distribution							
Value		SE	LL95%CI	UL95%CI	Z	р	
Sobel	0.1269	0.0224	0.0829	0.1708	5.6616	0	
Bootstrap results for indirect effects							
Value		SE	LL95%CI	UL95%CI	Mea	n	
Effect	0.1269	0.0216	0.0858	0.1723	0.126	55	

Note: 1. *p<.05, **p<.01, ***p<.001; 2.PCV: Psychological Contract Violations; UM: Unmet Expectations; JD: Job Dissatisfaction

Moderating Analysis

The study adopts Baron and Kenny's (1986) procedures by independent variable, moderating variable, and interactive effect variable (independent× moderating variable) to predict dependent variable. Job dissatisfaction have a significant influence on intention to leave (β =0.631, p=0.000, R²=0.399, adj. R²=0.397). H4 is verified. Sociocultural adaptation has significant influence on intention to leave (β =0.479, p=0.000, R²=0.229, adj. R²=0.226).H5 is verified. The interaction between job dissatisfaction and sociocultural adaptation has a significant impact on intention to leave (β =-0.125, p=0.01, R²=0.421, adj. R²=0.415, Max VIF=1.144). There is moderating effect on intention to leave, so H7 is verified. Table 3-4 displays the results of moderating effect analysis.

To further understand the moderating effect, this study adopted the advice of Aiken and West (1991) to set the moderating effects of low and high job dissatisfaction and

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sociocultural adaptation on a low (1)/high (2) in 27%/73% Mean as a benchmark. Figure 1 demonstrates that intention to quit is positively impacted by both work unhappiness and sociocultural adaptation; hence, as sociocultural adaptation increases, so does the intention to leave and apply. Accordingly, the intention to depart is more strongly impacted by a low social adaptation than by a high sociocultural adaptation. The implication is that sociocultural adaptation—especially low sociocultural adaptation—plays a more significant role in determining Vietnamese workers' decision to leave when job unhappiness is taken into the account.

Table 3-4: Moderating Test on Intention to Leave

Independent Variables	Dependent Variables					
macpendent variables	IL					
JD	.631***		.547***			
SA		.479***	0.081			
JD x SA			125**			
R-Squared	0.399	0.229	0.421			
Adj-R Squared	0.397	0.226	0.415			
F-value	190	85.585	69.26			
P-value	0	0	0			
Durbin-Watson	2.244	2.201	2.271			
VIF	1	1	1.144			

Note: 1. *p<.05, **p<.01, ***p<.001; 2. JD: Job Dissatisfaction; SA: Sociocultural Adaptation; IL: Intention to Leave

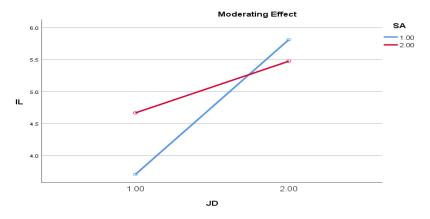


Figure 1: Moderating Effect of Sociocultural Adaptation

5. FINDINGS AND RECOMMENDATIONS

According to sample research, Unmet Expectations are significantly impacted by Psychological Contract Violations. This result suggests that workers' unmet expectations are caused by psychological contract violations. Vietnamese employees may perceive a

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lack of gratitude for their contributions if they believe their employer has abandoned them and has not acknowledged their efforts, which heightens their unfulfilled expectations. The study came to the additional conclusion that psychological contract violations significantly impact workers' job discontent. A positive correlation exists between the psychological contract violations that Vietnamese workers feel and their job discontent. Vietnamese workers may become dissatisfied with their current jobs as the result of their perceptions of unfairness and organizational infidelity.

The association between job dissatisfaction and psychological contract violations is mediated by unfulfilled expectations. The results showed that psychological contract violations by Vietnamese workers had an impact on job unhappiness through unmet expectations. Furthermore, psychological contract violations, unmet expectations, and job dissatisfaction are substantial predictors of Vietnamese workers' desire to leave. This result supports claims that workers' negative behavioral and attitudinal responses result from psychological contract violations, which take the shape of unfulfilled expectations and broken promises (Conway & Briner, 2002; Suazo, 2009). The moderating effect of sociocultural adaptation indicates that intention to depart will progressively rise under the combined influence of work discontent and sociocultural adaptation. That is to say, the sociocultural adjustment of Vietnamese workers may increase their intention to quit their jobs.

The study recommends that (1) organization need to build the best work environment system and providers job description which it let Vietnamese workers know what kinds of job they are going to do. If employees have a clear understanding of their job description, they can begin their employment with an understanding of their responsibilities. It will help lessen the reliance, pushiness, and lazy work attitude of employees. Furthermore, businesses have the power to shape and negotiate more fair compensation for workers based on the details of the job description. The job description serves as a foundation for companies to think about offering and establishing a welcoming workplace for staff members. It will reduce Vietnamese workers perceived unmet expectations. (2) give Vietnamese workers sociocultural adaptation training program which it can reduce Vietnamese workers cultural shock and understand Taiwan cultural. Therefore, it can reduce Vietnamese workers perceived unmet expectations and good sociocultural adaptation to reduce job dissatisfaction and intention to leave.

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