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The Moderating Role of Psychological Adaptation on the Relationships between Job Mismatch, Job Burnout and Work Engagement for international professionals

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Abstract

Expatriate job burnout and work engagement are not widely studied despite their importance in the global labor market. Using a self-reported online questionnaire, the present study investigated the relationship between job burnout, job mismatch and work engagement in relation to psychological adaptation for international professionals ($N = 63$) working in Sweden. The results showed that psychological adaptation moderated the relationships between community and workload mismatch and burnout, and the relationships between community, workload, reward and fairness mismatch and work engagement. However, the expected group differences between newly arrived and seasoned employees were not found.

Key words: job burnout, expatriate burnout, job mismatch, work engagement, psychological adaptation, residence length

Introduction

As a consequence of globalization, an increasing number of professionals are either being posted internationally by their companies or voluntarily seeking out assignments abroad (Chen, Kirkman, Kim, Farh, & Tangirala, 2010; Lazarova & Cerdin, 2007). These “international employees”, then, are individuals who are employed outside their home country, including corporate expatriates, self-initiated expatriates, expatriates for short-term assignments and international business travelers. In today’s global labor market, international cooperation is crucial for organizations to function successfully (Caligiuri & Colakoglu, 2007), and working abroad enhances the international employees’ global skills, personal growth (Doherty & Dickmann, 2009), career competency and advancement (Ng, Eby, Sorensen, & Feldman, 2005).

Despite the positive value that overseas work experience brings, working abroad also evokes many pressures for international employees. These pressures include, but are not limited to work demands (Shaffer, Kraimer, Chen, & Bolino, 2012), structural barriers (Ariss, 2010) and family concerns (Mayerhofer, Hartmann, & Herbert, 2004). Due to the unfamiliar culture and inconsistent coping strategies, these stressors could be challenging to overcome (Sanchez, Spector, & Cooper, 2000), which put this population at risk of developing job burnout and reducing work engagement (Bhanaugopan & Fish, 2006; Eriksson et al, 2009; Selmer & Luring, 2015).

The way an individual reacts to and deals with these stressors impacts the degree of (dis)comfort they feel in the new country, or in other words, psychological adaptation (Searle & Ward, 1990). Drawing from the association between psychological adaptation and cognitive performance in the workplace (Bozionelos, 2009; Taylor, Levy, Boyacigiller, & Beechler, 2008), it may be inferred that psychological adaptation, job burnout and work engagement are associated for international employees.

However, the current empirical data are inadequate to make a solid conclusion. Despite the importance for employees’ job performance (Harzing, 1995), well-being (Tungli & Peiperl, 2009) and for productivity in the workplace (Stroh, Black, Mendenhall, & Gregersen, 2004), job burnout and work engagement for international employees are not widely studied. To date, only a few studies have examined these two work related states for

expatriates, and this is often discussed as a side topic (Oberholster, Clarke, Bendixen, & Dastoor, 2013; Suutari, Brewster, Riusala, & Syrjäkäri, 2013).

To better understand this issue, there is a need to further investigate the relationship between psychological adaptation, job burnout and work engagement for international employees. Therefore in the present study, I aim to examine how psychological adaptation, job mismatch, which is often referred as the trigger for burnout, job burnout and work engagement are correlated and whether this association differs between new arrivals and seasoned employees working in Sweden.

Before reaching the empirical parts of this study, I will in the following section review the constructs of psychological adaptation, job mismatch, job burnout and work engagement, as well as the relationships among these four constructs for international employees.

Job burnout

As the pioneer approach describes it, job burnout is a prolonged response to the chronic emotional and interpersonal exhaustion on the job (Maslach, 1982). It is not an absolute presence or absence but rather something that is present to varying degrees (Leiter & Maslach, 1999). Job burnout has been found to negatively affect both the workplace environment and employees such as impaired job performance and job satisfaction (Demerouti, Bakker, Nachreiner, & Schaufeli, 2000; Firth & Britton, 1989), increased rates of work absence and intention to quit (Chambers, 1993), decreased career satisfaction, job loss, as well as worsened physical and psychological health (Armon, Melamed, Shirom, & Shapira, 2010; Shirom, Melamed, Toker, Berliner, & Shapira, 2005).

Several models have been established to understand burnout. Maslach's model, the most tested conceptual approach to job burnout, defines this construct as a multidimensional psychological syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach & Leiter, 1997). During the early phase, Maslach's model focused more on human service occupations, with the reason that the provision of service occupations brings higher risk to burnout. Another widely applied model views burnout as an individual's physical, emotional and cognitive exhaustion (Hobfoll & Shirom, 1993). This approach is developed from the conservation of resources theory (Hobfoll, 1989), which sees job burnout

as the continuous depletion of employees' energetic coping resources resulting from chronic stress at work. Another person-oriented model outlines the factors within a specific individual's job burnout characteristics (Magnusson, 1988; Mäkikangas & Kinnunen, 2016).

Job mismatch

It is presumed that job burnout occurs when there is a chronic mismatch between job contexts and employees (Maslach & Leiter, 1997, 1999). The greater the job-person mismatch is, the higher the likelihood and degree of the job burnout is anticipated to be. According to Leiter and Maslach (1999), job mismatch includes the following six areas: workload, control, reward, community, fairness and value.

As the most common mismatch area, *workload mismatch* occurs when the workload is increasing and employees lack resources (i.e. time, support, skills or inclination) to complete the tasks. Employees in this case may fall behind the pace and are unlikely to recover fully from the demanding workload. *Control mismatch* refers to the perceived insufficient control over the work that employees are assigned, resulting from the lack of work autonomy, the absence of direction in work, the ignorance of employees' opinions and thoughts for work related decision making, and being overwhelmed by responsibilities at work. The *reward mismatch* represents the perceived incongruent rewards in relation to employees' effort at work. These rewards can refer to financial rewards, social rewards (i.e. praise and recognition), and intrinsic rewards (i.e. the feeling of pride when performing well in one's job). The next mismatch area, *community mismatch*, describes the loss of positive connections with others at work, which might occur from chronic and unsolved conflicts with others and usually leads to a constant negative feeling at work and the lack of work related social support. The *fairness mismatch* refers to the perceived unfairness in the workplace, such as an unequal workload and reward or inappropriately conducted evaluations and promotions. The last area, *value mismatch* points to a value conflict between an employee's personal values and the requirements to carry out the work, or even the organizations' goals (Leiter & Maslach, 1999). All these six areas of mismatch could lead to work related ineffectiveness and potentiate job burnout (Maslach, Schaufeli, & Leiter, 2001).

Work engagement

Work engagement is often described as the positive antithesis of job burnout (Maslach, Schaufeli, & Leiter, 2001). It refers to the persistent, positive and fulfilling state of an employee which is expressed as vigor, dedication and absorption at work, meaning that engaged employees have a high level of energy and mental resilience while working, a sense of enthusiasm, pride and inspiration to work, and a pleasant state of deep engrossion in work (Schaufeli, Bakker, Hoogduin, Schaap, & Kladler, 2001). High work engagement has tended to greatly promote work performance, including enhanced quality of core work, extra role performance and cognitive broadening at work, such as increased flexibility, creativity, integration and efficacy (Bakker & Leiter, 2010; Fredrickson, 1998, 2001), and to reduce withdrawal behaviors (Schaufeli, Bakker, & Van Rhenen, 2009).

Job resource and job match are the most believed models for understanding work engagement. According to resource model (Halbesleben, 2010; Schaufeli, 2012), job resources, such as support from supervisors and co-workers, performance feedback, a positive organizational climate, work autonomy and career development opportunities, contribute to a high work engagement, especially under high work demands. According to the match model, the desired engagement state occurs when the person-job and person-organization are highly matched (Cable & DeRue, 2002; Cable & Judge, 1996; Lauver & Kristof-Brown, 2001). The match model shares core areas with job mismatch theory (Maslach & Leiter, 1999) in workload and value.

Psychological adaptation

Psychological adaptation to a new country is often seen as the extent to which an individual is (dis)comfortable being in the relocated new culture (Ashford & Taylor, 1990; Searle & Ward, 1990). A good level of psychological adaptation is often presented externally as the favorable social interaction with the host country nationals and positive attitude towards the host country (Selltitz, Christ, Havel, & Cook, 1963), while maladaptation, which is largely believed to result from being unable to understand and predict the behaviors of the nationals in the host country when losing the familiar signs of social and cultural intercourses, is usually expressed as anxious behaviors consisting of strains in daily life, feelings of deprivation in regards to friends, status, profession and possessions, being rejected by and/ or

rejecting members of the new culture, confusion in role, values and self-identity, anxiety and indignation acknowledging the cultural differences and feelings of impotence (Taft, 1977).

The relocation length has been considered as one of the most relevant antecedents to psychological adaptation (Church, 1982). Models such as the “U-curve” (Lysgaard, 1955), “W curve” (Gullahorn & Gullahorn, 1963) and “J curve” (Ward, Okura, Kennedy, & Kojima, 1998) have been established to understand the relationship between the length of stay and psychological adaptation. Despite that these three curves have different time turning points at respectively twelve months, eighteen months and four months, all the models indicate that after some period of time, the discomfort to the new culture is supposed to be largely gone and new customs are to be accepted and enjoyed, which is to say that long-term expatriates are likely to have higher psychological adaptation than the new arrivals.

Empirical findings for international employees

Psychological adaptation

The outcomes from psychological adaptation have been found to have an important impact on international employees. Namely, the degree of psychological adaptation is found to impact their professional development such as time to proficiency (Colakoglu & Caligiuri, 2008), and personal growth such as a broader worldview, increased cognitive complexity, greater personal self-awareness, self-esteem and creativity (Adler, 1975; David, 1971; Flack, 1976), while not adapting well with the new culture adds risk to mental health (Mumford, 1998). Accordingly, nowadays the organizational selection of posting international employees has focused much more on the factors related to psychological adaptation to the new culture, such as social self-efficacy (Black, Mendenhall, & Oddou, 1991), fluency of the host country language (Shaffer, Harrison, & Gilley, 1999), psychological reaction to workplace strains (Takeuchi, Wang, & Marinova, 2005), and culture distance between an employee’s home country and the new country they relocated to (Dupuis, Haines, & Saba, 2008; Tanure, Barcellos, & Fleury, 2009), which is based on the empirical finding, that the larger the perceived social and culture distance, the more difficult it is for the expatriates to reach a desired adaptation level (Colakoglu & Caligiuri, 2008; Jenkins & Mockatis, 2010).

Job burnout

Several studies have supported the proposed relationship between job burnout and

mismatch for international employees. Bhanugopan and Fish (2006) revealed workload mismatch as a predictor for job burnout among 189 international managers working in a developing country. Eriksson and his team (2009) examined the work-related health of 111 middle managers working in an international humanitarian aid organization and found that perceived social support from the host country nationals and organizational support from co-workers prevent job burnout. It is worth noting that one of the community (mis)match variables assessed in Eriksson's study, the support from host country nationals, could also be seen as a positive outcome of psychological adaptation to the new country, thus the significant effect found from this study might be from the interaction between community mismatch and adaptation, but this assumption is to be tested.

Some recent comparison studies examined the group differences in burnout scores between national and international employees, which yielded surprising results. Aydogan, Dogan and Bayram (2009) investigated job burnout among Turkish teachers working in Turkey and overseas, and found that both groups were affected by job burnout, and the difference was not statistically significant. Karkar, Dammang and Bouhaha (2015) also found no significant difference on burnout scores between national and expatriates groups in their nurse population working in Saudi Arabia, although the stressors and coping reactions were different in these two groups. Furthermore, examining 233 Israeli employees working overseas in a worldwide culture organization, Silbiger and Pines (2014) found a lower burnout score on these international employees than the national Jewish Israeli sample from another burnout study (Pines & Keinan, 2005). Silbiger and Pines presented the perceived high job importance in this culture organization for these overseas Israeli employees as the buffer to burnout.

In terms of demographic variables, age, gender, job seniority and residence length have been examined in relation to job burnout. Specifically, Kumar (2015) found that for a group of international lecturers working in Oman, the older and more senior showed higher job burnout scores. As for the gender variable, men showed higher burnout score than women in Eriksson et al.'s (2009) study with humanitarian workers. In regards to residence length, Selmer and Luring (2011) investigated 415 international academics working in North Europe and revealed that the longer the length of stay, the better they scored in work adjustment, work performance, work effectiveness, job satisfaction and time to proficiency, which

theoretically are the opposite outcome of job burnout. Therefore, although indirect, it is possible to deduct from Selmer and Luring's (2011) study that the longer the residence length is, the less the likelihood and degree of job burnout will be.

Work engagement

Several studies by Selmer and Luring examined work engagement for international employees. Examining work engagement and work outcomes for 102 international academics in Singapore, Selmer and Luring (2015a) revealed that a higher work engagement was correlated with a better work outcome, job performance and time to proficiency. Moreover, they found that time of stay in the host country is not correlated with work engagement of any dimension. This finding is opposite to their study in 2011 on job burnout, making it interesting to further investigate residence length in relation to burnout and engagement. In their study with a larger sample, Selmer and Luring (2015b) examined expatriate work engagement and cultural adaptation for 640 international academics in Singapore and Greater China, and found that good adaptation to the host country boosts work engagement. This finding is supported by Lazarova, Westman and Shaffer's (2010) model on expatriate adaptation and work engagement, which indicates that well-adapted individuals have more energy to invest in work.

In all, despite the country and profession varieties in the reviewed empirical studies, they outline the characteristics of psychological adaptation, job burnout and work engagement for international employees, as well as the speculated roles of psychological adaptation and residence length for burnout and engagement.

The present study

Considering a priori expected occupational variety of the study sample, the present study adopted Hobfoll & Shirom's (1993) energetic resources approach for burnout investigation, since it is constructed regardless of the occupational context (Bakker, Demerouti, & Schaufeli, 2002; Schaufeli & Peeters, 2000; Shirom & Melamed, 2006). Drawing on the theoretical and empirical evidence as outlined above, the present study aimed to test the following hypotheses:

Hypothesis 1: Psychological adaptation, job mismatch, job burnout and work engagement are expected to be significantly associated for international employees in

Sweden. Specifically: **1a**: The greater the job mismatch, the higher the job burnout and the lower the work engagement. **1b**: Psychological adaptation is anticipated to moderate the relationship between the job mismatch variables (i.e., workload, control, reward, community, fairness and value) and burnout, and the relationship between the mismatch variables and work engagement. In other words, when psychological adaptation is high, job mismatch is not expected to significantly affect job burnout and engagement. On the contrary, when psychological adaptation is low, job mismatch presumably leads to a high degree of job burnout and reduced work engagement.

Hypothesis 2: Psychological adaptation, job burnout and work engagement are expected to be different in a group of newly arrived international employees compared with more seasoned ones. Specifically, those newly arrived are anticipated to show lower scores in psychological adaptation and work engagement, and higher score in job burnout, compared with more seasoned international employees.

Method

Study design

The present study had a correlational design with cross-sectional data collected in one wave. A systematic sampling method was adopted to reach foreign born employees working in Sweden. The measurement was a self-reported online anonymous questionnaire which took 15 to 20 minutes to complete. The survey consisted of basic demographic questions and scales for assessing the four continuous variables: psychological adaptation, job mismatch, job burnout and work engagement. The survey was created via the online survey tool “google.com/forms”.

The study was conducted in accordance with the Law (2003: 460) on the Ethics of Research Involving Humans. All participants were informed about the purpose and the structure of the study before they agreed for participation via informed consent. Participation was voluntary and participants were informed that they were entitled to withdraw from the study at any time without giving an explanation. The study was designed to guarantee the identity anonymity of the participants. Since information regarding cultural background and feelings in Sweden as an expatriate was assessed, certain questions were provided with the

alternatives “other” or “I don't want to answer” to avoid sensitive questions and possible perceived stigmatization (See Appendix B), however, no feedback was received regarding this issue.

Participants

Description of participants

The target population was international employees in Sweden. The sample consisted of 63 foreign-born employees working and living in Sweden (32 men and 31 women). Their ages ranged from 25 to 58 and the average age was 35.13 ($SD = 7.39$). The median of residence length was three years, identifying the newly arrived as less than three years (45.9%, $N = 28$) and the more seasoned as three years and more than three years (54.4%, $N = 33$). Other information regarding country of origin, educational background, marital status, contract type, job description, position seniority were assessed as well. The demographic data of participants are presented in Table 1. Considering the high education level of the study sample (95% hold higher University degree), the participants were referred as “international professionals” in the present study.

Identification of participants

The participants were recruited from 13 international workplaces located in Sweden. The selection criteria were that they came to Sweden after the age of 18, and neither of their parents was born in Sweden. These criteria were set to ensure that the study sample was at risk for experiencing psychological adaptation problems in Sweden. A three-step procedure was used to recruit participants. In the first step, I sent an email to 28 international companies' human resource departments in charge of international employees, which contained the aim of the study, the procedure of participation, a description of the questions and the assurance of confidentiality. In the second step, I called the HR managers the next working day after the email had been sent, and asked their responses and to answer their questions, which mainly concerned the selection criteria and the study's rationale. After the HR managers had agreed to send out the survey, I forwarded the online questionnaire link to them. In the third step, on the seventh working day after the survey had first been forwarded, I contacted the HR managers again, asking them to send a brief reminder of the survey to the recipients.

Table 1. Background of the study sample

Background variables	Newly arrived(< 3 years)		Seasoned (\geq 3 years)		Total	
	<i>N</i> = 30		<i>N</i> = 33		<i>N</i> = 63	
	<i>n</i>	%	<i>n</i>	%	<i>n</i>	%
Gender						
Male	18	60	14	42.4	32	50.8
Female	12	40	19	57.6	31	49.2
Country of origin						
Nordic Europe	2	6.7	2	6.1	4	6.3
Non-Nordic Europe	15	50	15	45.5	30	47.6
North America	2	6.7	3	9.1	5	7.9
Other countries	11	36.7	13	39.4	23	37.7
Education						
Higher University degree	26	86.7	31	93.9	57	90.5
College degree	3	10	2	6.1	5	7.9
Secondary degree	1	3.3	0	0	1	1.6
Marital status						
Cohabitate with spouse	12	40	18	54.5	30	47.6
Spouse in another country	10	33.3	3	9.1	13	20.6
Single	8	26.7	9	27.3	17	27.0
Other	0	0	3	9.1	3	4.8
Contract type						
Permanent	11	36.7	19	57.6	30	47.6
Temporary	19	63.3	14	42.4	33	52.4
Job description						
Contact with clients	15	50	13	39.4	28	44.4
No contact with clients	15	50	20	60.6	35	55.6
	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>
Current age	34.73	6.45	35.48	8.23	35.13	7.39
Age at arrival	33.30	6.88	28.79	7.3	30.94	7.41
Position seniority	1.57	1.70	3.45	2.60	2.56	2.40

Twelve companies in the fields of research, education, computer networks, computer software, information technology, food industry and art performance agreed to participate and they forwarded the survey link to the international employees at their workplaces. Sixteen companies declined to participate due to reasons such as their inability to identify international employees, as information regarding the country of origin was unobtainable, internal policy forbidding them from sending out external surveys, or unwillingness of participation. Individuals who were willing to participate completed the anonymous online questionnaire that they were forwarded from their HR managers. An information letter to participants was stated at the beginning of the survey (Appendix A). The

respondents started to complete the questionnaire (Appendix B) after they stated they would “agree to participate and allow my data to be used for research”. The questions in the survey are described in the following section “measures”.

Apart from via Human Resource managers, I recruited three individuals from the business-oriented social networking service “Linkedin” when a shortfall of responses was faced in the middle of data collection. I directly sent Linkedin messages to 30 employees from a mega technology company. Three people replied that they were willing to participate and I then forwarded the survey link to them.

One HR manager sent the survey to all the employees (i.e. international and national) at their workplace, making it hard to calculate the precise response rate. However, it was the second to last company recruited, and the very last company forwarded the survey to only three individuals. Moreover, before the last two companies came in, the responses from all other companies almost reached saturation. Thus, omitting the three recipients from the last company and assuming all the responses after the link had been sent out from the second to last company were from this company, an estimation could be made, that, excluding the second to last company, 38 responses were received from 151 responses in total, implying the approximate response rate was at 25.1%.

Measures

The first section of the survey consisted of ten questions assessing demographic background including age, gender, marital status, education, country of origin, arrival age to Sweden, parents’ background with Sweden, work contract type and position seniority. Then, in the next section, two predictor variables (job mismatch and psychological adaptation) and two outcome variables (job burnout and work engagement) were measured respectively.

Brief Psychological Adaptation Scale (BPAS). The BPAS was used to assess the psychological adaptation to a new country after cultural relocation (Demes & Geeraert, 2014). It is developed from the Culture Shock Questionnaire (Mumford, 1998) and the 10th revision of the International Statistical Classification of Diseases and Related Health Problems (ICD-10; World Health Organization, 1992). BPAS contains ten statements of positive and negative feelings related to the home and host country. In the present study, the word “host country”

was replaced by “Sweden”. Four of the ten items are normal ones, such as “I am excited about being in Sweden”, the other six are revised items, such as “In Sweden I feel nervous about how to behave in certain situations”. Participants were asked to rate how frequently they experienced the listed feelings using a three-point scale ranging from 2 (“most of the time”) to 0 (“not at all”). The internal consistency of this instrument was satisfactory with Cronbach’s alpha (α) at .75 in the present study. The mean scores of the BPAS were linearly transformed, with a lower score indicating less psychological adaptation and a higher score indicating good psychological adaptation.

QPS-Mismatch was utilized to assess job mismatch. This instrument was developed adopting Maslach’s mismatch conceptualization (Maslach & Leiter, 1999) with questions picking from the General Questionnaire for Psychological and Social Factors at Work Nordic (QPS-Nordic; Dallner et al. 2000; Österberg, 2016). Since the QPS-Mismatch is only available in Swedish, I compared the Swedish-language QPS-mismatch (Appendix C) and English-language QPS-Nordic and picked out the items that were common in both to construct the QPS-mismatch in English for the present study.

QPS-Mismatch consists of six subscales, covering workload (six items), control (eight items), reward (two items), community (thirteen items), fairness (seven items) and value (four items). Each of the items is given as a question or statement about one’s work and the organization where one works, such as “Do you have too much to do?” (Workload), “Do you know what your responsibilities are?” (Control), “Are your achievements appreciated by your immediate superior?” (Reward), “If needed, can you get support and help with your work from your co-workers?” (Community), “Are workers well taken care of in your organization?” (Fairness), “Does your job involve tasks that are in conflict with your personal values?” (Value). Participants were asked to rate how frequently or how much they experienced the listed feelings or facts on a five-point scale, ranging from 1 (“very seldom or never”) to 5 (“very often or always”). The internal consistency of this instrument was overall acceptable with Cronbach’s alpha (α) of the global scale at .83, and subscales of α (workload) = .81, α (control) = .44, α (community) = .60, α (fairness) = .89, α (value) = .60, and with Spearman-Brown prophecy (ρ) of the reward mismatch at .68. The control mismatch was excluded for data analysis due to the low internal consistency. The mean scores of each of the six dimensions as well as the overall mismatch mean score were linearly transferred, with a

higher score indicating a higher degree of mismatch and a lower score indicating a lower degree of mismatch.

Shirom-Melamed Burnout Measure (SMBM). A 14 item version of the SMBM was used to assess job burnout (Shirom & Melamed, 2006). The SMBM-14 consists of three dimensions, covering physical fatigue (six items), emotional exhaustion (three items) and cognitive weariness (five items). Each of the 14 items is given as a statement of negative feelings at work, such as “I feel tired” (physical fatigue), “I feel I am unable to be sensitive to the needs of co-workers and customers” (emotional exhaustion), and “I have difficulty concentrating” (cognitive weariness). Participants were asked to rate how often they experienced the listed feelings using a seven-point scale ranging from 1 (“never”) to 7 (“always”). This instrument showed high internal consistency with Cronbach’s alpha of the global scale at .92, and subscales of α (physical fatigue) = .93, α (emotional exhaustion) = .89 and α (cognitive weariness) = .96. The mean scores of the global SMBM were computed, with a higher score indicating a higher level of burnout and a lower score indicating a lower level of burnout.

Utrecht Work Engagement Scale (UWES). The nine-item version of UWES (Schaufeli, Bakker, & Salanova, 2006), which is constructed from the original 14 items scale (Schaufeli, Salanova, González-Romá, & Bakker, 2002), was used to assess work engagement. The UWES-9 measures three underlying dimensions of work engagement: vigor, dedication and absorption, by three items per dimension. Each of the nine items is given as a statement of positive feelings at work, such as “At my work, I feel that I am bursting with energy” (vigor), “My job inspires me” (dedication), and “I am proud of the work that I do” (absorption). Participants were asked to rate how often they experienced the listed feelings using a seven-point scale ranging from 1 (“never”) to 7 (“always”). This instrument showed overall high internal consistency with Cronbach’s alpha (α) of the global scale at .95, and subscales of α (vigor) = .92, α (dedication) = .90 and α (absorption) = .72. The mean scores of the global UWES-9 were linearly transformed, with a lower score indicating lower work engagement and a higher score indicating higher work engagement.

Statistical Analysis

To examine the study hypotheses, the collected data were analyzed in statistical software IBM SPSS 23.0. P value $< .05$ (2 tailed) was considered statistically significant. No missing values were detected.

Pearson's product-moment correlation was conducted to test the hypothesis 1a, the correlations between overall mismatch and the five job mismatch variables (i.e. workload, reward, community, fairness and value), job burnout and work engagement scores. Hierarchical regression analyses were performed for testing hypothesis 1b, the moderating effect of psychological adaptation. Data contained no outliers and did not violate multicollinearity. The interaction terms were created between psychological adaptation, five job mismatch variables and overall mismatch. Regressions were then performed, with mismatch variables and psychological adaptation entered in step one, and their interactions in step two. After the significant interaction effects were identified, the variables used in the interactions were standardized. Then three-step hierarchical multiple regressions were performed with demographic variables entered in step one, mismatch variables and psychological adaptation in step two, and their interactions in step three. Afterwards, the interactions that emerged were plotted using the unstandardized regression coefficients (Dawson, 2014), with 1 SD above the mean as the high mean and 1 SD below the mean as the low mean (Aiken & West, 1991).

Hypothesis 2 was tested with one-way between subjects general linear univariate ANOVA. Prior to the test, one case was deleted because arrival age (28) and residence length (11) did not add up to current age (58). The sample size was then adjusted to 62 for this hypothesis testing. For grouping the time factor, a median split dichotomized the residence length, making newly arrivals as less than three years and more seasoned as three years and more than three years. Afterwards, Chi square tests were conducted to compare the distribution of the demographic variables (i.e. gender, country of origin, education, marital status, contract type and job description) between length groups (< 3 years vs. ≥ 3 years), and none of the cross group associations were significant, entailing that the demographic variables cannot explain any difference between length groups. Then ANOVAs were performed with psychological adaptation, job burnout and work engagement as dependent variables, and residence length as factor.

Results

The means, standard deviations and Pearson's correlations (zero-order) are illustrated in Table 2. As indicated in the table, burnout was positively correlated with overall mismatch and each area of it, and engagement was negatively correlated with overall mismatch and each area of it.

Table 2. Means, standard deviations and correlations among the variables ($N = 63$)

Variables	Mean	SD	1	2	3	4	5	6	7	8
1.PA	1.35	.35								
2.Overall mismatch	2.46	.62	-.51**							
3.Workload	2.88	.90	-.23	.63**						
4.Reward	2.67	.98	-.35**	.68**	.15					
5.Community	2.20	.66	-.48**	.85**	.39**	.52**				
6.Fairness	2.50	.87	-.41**	.92**	.51**	.61**	.78**			
7.Value	2.21	.83	-.48**	.74**	.32**	.35**	.63**	.67**		
8.Job burnout	3.05	1.27	-.47**	.61**	.41**	.35**	.53**	.53**	.47**	
9. Engagement	4.95	1.08	.53**	-.62**	-.27*	-.41**	-.55**	-.58**	-.48**	-.81**

Moderating effect of psychological adaptation

To job burnout

The community and workload mismatch variables were detected to have significant interactions with psychological adaptation in relation to job burnout. With workload mismatch and psychological adaptation, they jointly contributed a significant portion of the accounted variance ($\Delta R^2 = .30, p < .05$), and their interaction term had a significant effect on job burnout ($\Delta R^2 = .04, \beta = -1.18, p < .05$). The overall equation was significant, $F(7, 55) = 5.05, p < .001$, overall $R^2 = .31$. With community mismatch and psychological adaptation, they jointly contributed a significant portion of the accounted variance ($\Delta R^2 = .30, p < .01$), and their interaction term appeared a significant effect on job burnout ($\Delta R^2 = .08, \beta = 1.24, p < .01$). The overall equation was significant, $F(7, 55) = 5.77, p < .001$, overall $R^2 = .42$. The results of regression analysis for testing the moderation of psychological adaptation to burnout are shown in table 3.

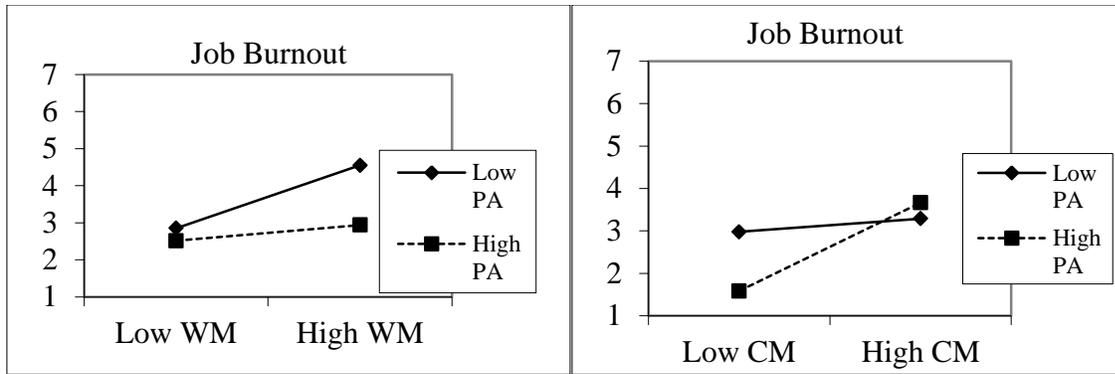
Table 3. The results of hierarchical regressions for job burnout on workload and community mismatch moderated by psychological adaptation

<i>Predictors</i>	Job Burnout			
	CM	ΔR^2	WM	ΔR^2
Step 1		.04	Step 1	.04
Age	-.09		Age	-.09
Gender	.14		Gender	.14
Education	-.00		Education	-.00
Country	.12		Country	.12
Step 2		.30**	Step 2	.30**
CM	.38**		WM	.35**
PA	-.28*		PA	-.37**
Step 3		.08**	Step 3	.04*
CM * PA	1.24**		WM * PA	-1.18*

* $p < 0.05$; ** $p < 0.01$ (two tailed).

Note: CM = community mismatch, WM = workload mismatch, PA = psychological adaptation

To depict the nature of interaction effects, the simple slope tests were conducted (Aiken & West, 1991). Figure 1 illustrates the moderating effect of psychological adaptation to the relationships between workload mismatch and burnout, and between community mismatch and burnout. As shown in the following graphs, regarding workload mismatch, for professionals who scored low on psychological adaptation, burnout was generally higher, and increased sharply as workload mismatch increased (simple slope $b = .95$, $t = 3.41$, $p < .001$). But for employees who scored high on psychological adaptation, their burnout scores were generally low and were not significantly affected by workload mismatch (simple slope $b = .24$, $t = 1.16$, ns). Regarding community mismatch, for employees who scored low on psychological adaptation, their burnout score remained high regardless of the degree of community mismatch (simple slope $b = .23$, $t = .79$, ns). However, for employees who scored high on psychological adaptation, when community mismatch was low, burnout was low, but when community mismatch was high, burnout was still high (simple slope $b = 1.57$, $t = 4.06$, $p < .001$).



Note: WM = workload mismatch, CM = community mismatch

Figure 1. Moderating effect of psychological adaptation on the relationships between workload mismatch and job burnout, and between community mismatch and burnout.

To work engagement

The workload, community, reward and fairness mismatch variables were detected to have significant interactions with psychological adaptation in relationship to work engagement. With workload mismatch and psychological adaptation, they jointly contributed a significant portion of the accounted variance ($\Delta R^2 = .27, p < .01$), and their interaction term appeared a significant effect on engagement ($\Delta R^2 = .06, \beta = 1.38, p < .05$). The overall equation was significant, $F(7, 55) = 4.62, p < .001$, overall $R^2 = .37$. Community mismatch and psychological adaptation also jointly contributed a significant portion of the accounted variance ($\Delta R^2 = .38, p < .01$) and their interaction was significant on engagement ($\Delta R^2 = .06, \beta = -1.13, p < .05$). The overall equation was significant, $F(7, 55) = 6.80, p < .001$, overall $R^2 = .46$. With reward mismatch and psychological adaptation in relation to engagement, they jointly had a significant portion of the accounted variance ($\Delta R^2 = .32, p < .01$), and their interaction was significant to engagement ($\Delta R^2 = .05, \beta = -1.00, p < .05$). The overall equation was significant, $F(7, 55) = 5.10, p < .001$, overall $R^2 = .39$. With fairness mismatch and psychological adaptation, they jointly contributed a significant portion of the accounted variance ($\Delta R^2 = .42, p < .01$), and their interaction term had a marginally significant effect on engagement ($\Delta R^2 = .04, \beta = -.89, p < .10$). The overall equation was significant, $F(7, 55) = 7.17, p < .001$, overall $R^2 = .48$. The results of regression analyses for work engagement on these four mismatch variables moderated by psychological adaptation are shown in Table 4.

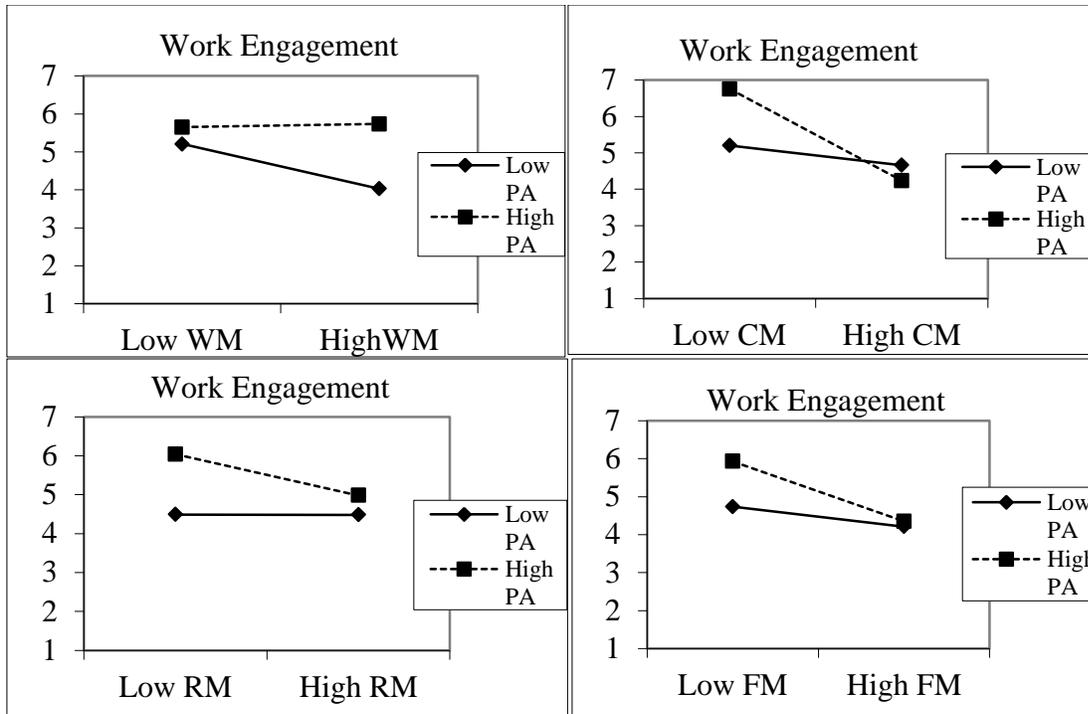
Table 4. Results of hierarchical regressions for work engagement on mismatch areas of workload, community, reward and fairness moderated by psychological adaptation ($N = 63$)

Predictors	Work engagement			
	CM	WM	RM	FM
Step 1	ΔR^2	ΔR^2	ΔR^2	ΔR^2
Age	.00	.00	.00	.00
Gender	-.04	-.04	-.04	-.04
Education	.09	.09	.09	.09
Country	-.10	-.10	-.10	-.10
Step 2	.38**	.27**	.32	.42**
CM	-.40**	-.17	-.26**	-.44**
PA	.34**	.48**	.43**	.34**
Step 3	.06*	.06*	.05*	.04
CM * PA	-1.13**	WM * PA 1.38*	RM * PA -1.00*	FM * PA -.89

* $p < 0.05$; ** $p < 0.01$ (two tailed).

Note: CM=community mismatch, PA=psychological adaptation, WM=workload mismatch, RM=reward mismatch, FM=fairness mismatch

Figure 2 depicts the moderating effect of psychological adaptation to the relationships between work engagement and workload, community, reward and fairness mismatch. As illustrated in the graphs, the relationships between these four mismatch variables and work engagement differ according to the degree of psychological adaptation. Specifically, with workload mismatch, for professionals who scored low on psychological adaptation, as workload mismatch increased, the work engagement dropped significantly (simple slope $b = -.66$, $t = -2.73$, $p < .01$), but for those who scored high on psychological adaptation, the work engagement remained high despite the different degree of workload mismatch (simple slope $b = .05$, $t = .26$, ns). With community mismatch, for those who scored low on psychological adaptation, work engagement was low irrespective of community mismatch (simple slope $b = -.28$, $t = -1.16$, ns), but for those who scored high on psychological adaptation, as community mismatch increased, work engagement dropped accordingly (simple slope $b = -1.29$, $t = -4.13$, $p < .001$). Next, with reward mismatch, for those who scored low on psychological adaptation, work engagement was generally low regardless of the degree of reward mismatch (simple slope $b = -.00$, $t = -.02$, ns), but for those who scored high on psychological adaptation, as reward mismatch increased, work engagement reduced (simple slope $b = -.55$, $t = -3.12$, $p < .01$). Lastly, with fairness mismatch, for those who scored low on psychological adaptation, work engagement was generally low and was not significantly affected by fairness mismatch (simple slope $b = -.30$, $t = -1.66$, ns), but for those who scored high on psychological adaptation, as fairness mismatch increased, work engagement reduced (simple slope $b = -.91$, $t = -3.96$, $p < .001$).



Note: WM = workload mismatch, CM = community mismatch, RM = reward mismatch, FM = fairness mismatch

Figure 2. Moderating effect of psychological adaptation on the relationships between work engagement and four job mismatch variables.

Differences between length groups

Table 5 shows the means and standard deviations of psychological adaptation, job burnout and work engagement between newly arrived (< 3 years) and seasoned employees (≥ 3 years). As presented in the table, none of these dependent variables showed statistically significant differences between length groups.

Table 5. The means, standard deviations of variables in two length groups (N = 62).

	Newly arrivals (< 3 years) N = 30		Seasoned (≥ 3 years) N = 32		P value
	Mean	SD	Mean	SD	
PA	1.34	.43	1.37	.26	.69
Job burnout	2.89	1.35	3.19	1.20	.37
Engagement	5.02	1.25	4.90	.92	.65

Note: PA = psychological adaptation

Discussion

The present study aimed to investigate the relationships between psychological adaptation, job mismatch, job burnout and work engagement for international employees working in Sweden. In particular, it was hypothesized that first, psychological adaptation moderates the relationship between job mismatch and job burnout, and between job mismatch and work engagement; secondly, that more seasoned employees show lower job burnout, higher psychological adaptation and work engagement than the newly arrived. The results revealed the moderating effect of psychological adaptation with workload and community mismatch to job burnout, and with workload, community, reward and fairness mismatch to work engagement, but no group differences were found between the length groups. Thus, *H1* was supported and *H2* was rejected in this study.

General discussion

The strong correlations between the variables indicated that a greater job mismatch (i.e., workload, reward, community, fairness and value) was associated with a higher degree of burnout, and a lower work engagement, which supports the mismatch model (Maslach & Leiter, 1997) on cross-cultural samples. Moreover, this finding is in line with other empirical studies on international employees, which highlight workload (Bhanugopan & Fish, 2006) and community mismatch (Eriksson et al, 2009) as crucial indicators to job burnout.

The moderating effects of psychological adaptation on the relationships between community and workload mismatch and burnout, and workload, community, reward and fairness mismatch and work engagement were confirmed. This finding confirms the assumption of the role of psychological adaptation drawn from Eriksson et al's (2009) study, as well as supports the effect of adaptation to work engagement that was found in Selmer and Luring's (2015b) recent study.

Contrary to the second hypothesis, no group differences were found in burnout, engagement and psychological adaptation between newly arrived (< 3 years) and more seasoned (≥ 3 years) international professionals. This finding is consistent with Selmer and Luring's (2014) study on expatriate work engagement, and is inconsistent both theoretically with the time stages of psychological adaptation (Gullahorn & Gullahorn, 1963; Lysgaard, 1955; Ward, Okura, Kennedy, & Kojima, 1998) and empirically with the study on job burnout

(Selmer & Lauring, 2011). The inconsistency in adaptation might be due to the time cut-off for the new arrivals, since although it varies in different curve models, the turning point of psychological adaptation is mostly proposed to be at one year, instead of three years which was set to make the groups balanced for comparison in the present study. In regards to the different finding with the burnout study, Selmer and Lauring (2011) did not measure burnout directly as did the current study, but inferred it from the work related factors tested.

Contributions

The present study is one of few studies to investigate two work related states, job burnout and work engagement for international professionals, which are seeing increasing importance in the global labor market. The moderating effect of psychological adaptation yielded important theoretical and practical implications. For a theoretical perspective, psychological adaptation is suggested to be taken into consideration when underlining expatriate job burnout and work engagement mechanism. For a practical aspect, international organizations could invest larger effort to help their international professionals familiarize with the host culture, and more importantly, to advance the companies' workload and workplace community management. Secondly, the study tested and supported the mismatch model in relationship to job burnout in a cross-cultural context. More importantly, to my knowledge this study is the first empirical investigation that linked the job mismatch model and work engagement and revealed a promising result. Furthermore, whereas previous studies mainly focused on the community dimension of job mismatch in relation to burnout in the global labor context, the present study broke the six areas down and examined each of them in relation to burnout, and revealed that community and workload are perhaps more significant than other mismatch areas for international professionals in Sweden.

Limitations and future directions

The study has some limitations. Firstly, the cross-sectional data make it impossible to draw a further causal relationship. Secondly, the study has a relatively low response rate (25.1%), which may indicate that highly burnt out international professionals might not have chosen to participate, leading to an underestimation on the degree of job burnout and work engagement in this population. Nonetheless, considering the survey fatigue in Sweden

nowadays (Örstadius, 2015), it is also likely that the target population were not willing to invest their time to complete external surveys. Thirdly, despite the great effort on recruiting participants, the study sample is still small ($N = 63$), which makes it difficult to find statistical effects and to generalize the results. However, the sample is still representative of the target population, which is foreign born professionals working in Sweden. Lastly, one of the mismatch variables predicting job burnout and work engagement moderated by psychological adaptation, community mismatch, showed low internal consistency ($\alpha = .60$). This, could have had some impact upon the present study's reliability. However, given that this study is in an early research stage within this specific area, as well as the fact that it does not have case-finding as its main objective, the scale's reliability of community mismatch is considered within a good range (Helmstadter, 1964; Nunnally, 1978).

Future research could further focus on residence length in relation to psychological adaptation, job burnout and work engagement, defining the newly arrived as less than one year. Secondly, a comparison study between national versus international professionals from the same organizations in this study could be conducted to achieve an overall understanding of job burnout and work engagement for international professionals in Sweden. Moreover, replicate studies could be carried out for profession specific samples, to make the findings of expatriate job burnout and work engagement more generalizable for specific occupations.

Conclusion

In this sample of international professionals working in Sweden, it was observed that psychological adaptation moderates the relationships between job mismatch (i.e. community and workload) and job burnout, and between job mismatch (i.e. workload, community, reward and fairness) and work engagement. In addition, the residence length does not play a significant role to psychological adaptation, job burnout and work engagement. Accordingly, to prevent job burnout and boost work engagement for international professionals, the need to understand psychological adaptation, to optimize workload and reward distribution, to enhance work related social support and workplace fairness should be further emphasized in organizations' workforce and talent management.

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Appendix A

Information to participants and informed consent

Work Environment Survey

Welcome!

We hereby invite you to participate in a questionnaire survey about organizational environment in international workplaces in Sweden.

This study is being conducted as part of a master's thesis in Psychology at Lund University, Sweden. The study aims to investigate the relationship between work environment and workers' well-being.

You will first answer a few questions about yourself, after that you will answer three sets of questions about your feelings towards Swedish culture and society, your work and work environment, and your feelings at work. Specific instructions are given before each section. The entire questionnaire takes 15 -20 minutes to complete.

All your answers are anonymous and will be treated confidentially. No one except the researcher will have access to your answers and they can't be traced back to you. Your participation is voluntary and you are entitled to withdraw at any moment without giving any explanation.

Your participation is much appreciated. If you are interested in receiving a copy of the final thesis you are welcome to contact us by the Email that will be given at the end of the survey.

* Required

I agree to participate and allow my responses to be used for research. *

- Yes
- No

Appendix B

Work Environment Survey

* Required

Personal background

In this section you will answer a few demographic questions about yourself and several questions about your work.

1. Age (in years) *

Dropdown choices ranging from “under 18” to “above 65” with one year interval between each option

2. Sex *

Male

- Female
- Other

3. Current marital status *

- Cohabitate with spouse
- In a relationship, my spouse is in another country/city
- Single
- Other

4. Formal education (approx.length in years) *

- Comprehensive school (1 -- 9 years of education)
- Secondary school/ vocational school (10 --12 years of education)
- College degree (13 -- 16 years of education)
- Higher university degree (more than 16 years of education)

5. Country of origin *

- Sweden
- Other Nordic countries (Norway, Denmark, Finland, Iceland)
- Non-Nordic Europe
- North America
- Other countries

6. Your age (in years) when you arrived to Sweden? *

Dropdown choices ranging from “< 18” to “> 60” with one year interval between each option

7. How long (in years) have you been living in Sweden? *

Dropdown choices ranging from “< 1” to “> 10” with one year interval between each option

8. Were either of your parents born in Sweden? *

- Yes, both parents
- One parent
- No
- I don't want to answer

9. Is your employment contract at the present organization *

- Permanent
- Temporary (< 1 year)
- Temporary (1 year)
- Temporary (2 years)
- Temporary (3 years)
- Temporary (4 years)
- Temporary (5 years)
- Temporary (> 5 years)

10. How long (in years) have you worked at your current position? *

Dropdown choices ranging from “< 1” to “> 10” with one year interval between each option

How do you feel about Swedish culture and society?

The following 10 statements are about how you feel about Swedish culture and society.

Please read each statement carefully and indicate how often you feel it.

Statements *	most of the time	sometimes	Not at all
1. I am excited about being in Sweden			
2. Out of place, I feel like I don't fit into Swedish culture			
3. I feel a sense of freedom being away from my home country			
4. I am sad to be away from my home country			
5. In Sweden I feel nervous about how to behave in certain situations			
6. I feel lonely without my family and friends from home country around me			
7. I am curious about things that are different in Sweden			
8. I feel homesick when I think about my home country			
9. I am frustrated by difficulties adapting to Sweden			
10. I am happy with my day-to-day life in Sweden			

Work Environment

On the following pages you will find questions and statements about your work and the organization where you work.

Please choose the alternative which best describes your opinion, from very seldom or never to very often or always.

1=very seldom or never, 2=rather seldom, 3=sometimes,4=rather often, 5=very often or always

Questions or Statements *	1	2	3	4	5
1. Is your work load irregular so that the work piles up?					
2. Do you have too much to do?					
3. Are there interruptions that disturb your work?					
4. Do the demands of your work interfere with your home and family life?					
5. Have clear, planned goals and objectives been defined for your job?					
6. Do you know what your responsibilities are?					
7. Do you have to do things that you feel should be done differently?					
8. Are you given assignments without adequate resources to complete them?					
9. Do you receive incompatible requests from two or more people?					
10. Can you influence the amount of work assigned to you?					
11. Can you set your own work pace?					
12. Can you influence decisions that are important for your work?					
13. Are your work achievements appreciated by your immediate superior?					
14. At your organization are you rewarded (money, encouragement) for a job well done?					
15. If needed, can you get support and help with your work from your co-workers?					
16. If needed, can you get support and help with your work from your immediate superior?					
17. Are your co-workers willing to listen to your work related problems?					
18. If needed, is your immediate superior willing to listen to your work-related problems?					
19. Have you noticed any disturbing conflicts between co-workers?					
20. Is the relationship between you and your immediate superior a source of stress to you?					
21. Is there sufficient communication in your department?					
22. Do you feel that you have someone or an organization which looks after your interests					
23. Does your immediate superior help you develop your skills?					
24. Does your immediate superior tackle problems as soon as they surface?					
25. Does your immediate superior distribute the work fairly and impartially?					
26. Does your immediate superior treat the workers fairly and equally?					
27. Are workers well taken care of in your organization?					

- 28. To what extent is the management of your organization interested in the health and well-being of the personnel?
- 29. Does your job involve tasks that are in conflict with your personal values?
- 30. To my friends I praise this organization a great place to work
- 31. My values are very similar to the organization's values
- 32. Do you trust the ability of the management to look after the future of the company/organization?
- 33. Are you happy at work?
- 34. Are you stressed from non-work related factors?

What is the climate like in your work unit? *

	Very seldom or never	Rather seldom	sometimes	Rather often	Very often or always
35. Encouraging and supportive					
36. Distrustful and suspicious					
37. Relaxed and comfortable					
38. Do you belong to a permanent working group or team? *					
• Yes					
• No					

If the answer to question 37 is Yes,

	Very seldom or never	Rather seldom	sometimes	Rather often	Very often or always
39. Is your group or team work flexible?					
40. Is your group or team successful at problem solving?					

If the answer to question 37 is No,

- 41. Does your job include contact with customers or clients? *
- Yes
- No

If the answer to question 40 is Yes,

- 42. Do you have to receive and handle complaints from customers or clients? *
- very seldom or never
- rather seldom
- sometimes
- rather often
- very often or always

How do you feel at work I? *

Below are 14 statements that describe different feelings that you may feel at work.

Please indicate how often, you have felt each of the following feelings for most of your working time.

The alternatives are given from never to always, where 1 = never, 2 = very seldom, 3 = seldom, 4 = sometimes, 5 = often, 6 = very often and 7 = always.

1. I feel tired	Never	1	2	3	4	5	6	7	Always
2. I have no energy for going to work in the morning	Never	1	2	3	4	5	6	7	Always
3. I feel physically drained	Never	1	2	3	4	5	6	7	Always
4. I feel fed up	Never	1	2	3	4	5	6	7	Always
5. I feel like my "batteries" are "dead"	Never	1	2	3	4	5	6	7	Always
6. I feel burned out	Never	1	2	3	4	5	6	7	Always

Never	1	2	3	4	5	6	7	Always
7. My thinking process is slow								
Never	1	2	3	4	5	6	7	Always
8. I have difficulty concentrating								
Never	1	2	3	4	5	6	7	Always
9. I feel I am not thinking clearly								
Never	1	2	3	4	5	6	7	Always
10. I feel I am not focused in my thinking								
Never	1	2	3	4	5	6	7	Always
11. I have difficulty thinking about complex things								
Never	1	2	3	4	5	6	7	Always
12. I feel I am unable to be sensitive to the needs of coworkers and customers								
Never	1	2	3	4	5	6	7	Always
13. I feel I am not capable of investing emotionally in coworkers and customers								
Never	1	2	3	4	5	6	7	Always
14. I feel I am not capable of being sympathetic to coworkers and customers								
Never	1	2	3	4	5	6	7	Always

How do you feel at work II? *

Below are 9 statements are about how you feel at work.

Please indicate how often, you have felt each of the following feelings for most of your working time.

The alternatives are given from never to always, where 1 = never, 2 = very seldom, 3 = seldom, 4 = sometimes, 5 = often, 6 = very often and 7 = always.

1. At my work, I feel that I am bursting with energy								
Never	1	2	3	4	5	6	7	Always
2. At my job, I feel strong and vigorous								
Never	1	2	3	4	5	6	7	Always
3. I am enthusiastic about my job								
Never	1	2	3	4	5	6	7	Always
4. My job inspires me								
Never	1	2	3	4	5	6	7	Always
5. When I get up in the morning, I feel like going to work								
Never	1	2	3	4	5	6	7	Always
6. I feel happy when I am working intensely								
Never	1	2	3	4	5	6	7	Always
7. I am proud of the work that I do								
Never	1	2	3	4	5	6	7	Always
8. I get carried away when I am working								
Never	1	2	3	4	5	6	7	Always
9. I am immersed in my work								
Never	1	2	3	4	5	6	7	Always

Many thanks for your participation!

If you have questions regarding the questionnaire or are interested in information about the results, please contact the researcher at yang.zhao.253@student.lu.se.

Appendix C

QPS – MISMATCH

Frågor ur QPS Nordic om passform mellan individ och arbete bedömda enligt Maslach och Leiters modell för burnout

v. 3.0

Namn:.....
Personnummer:
Datum:

Så här besvarar du formuläret:

På följande sidor finns frågor och påståenden om ditt arbete och din arbetsplats. Ta god tid på dig när du svarar. De flesta frågor besvarar du genom att ringa in det svarsalternativ som bäst stämmer överens med din åsikt.

Om du är helt sjukskriven just nu, besvara frågorna så som du tror att du skulle ha besvarat dem när du senast var i arbete.

Exempel:

	mycket sällan		ganska sällan		ibland		ganska ofta		mycket ofta
	eller <u>aldrig</u>		<u>sällan</u>				<u>ofta</u>		eller <u>alltid</u>
1. Måste du skynda på för att hinna med ditt arbete?	1	2	3	4	5				

Arbetsbelastning	mycket sällan eller aldrig	ganska sällan	ibland	ganska ofta	mycket ofta eller alltid
1. Är din arbetsmängd så ojämnt fördelad att arbetet hopar sig?	1	2	3	4	5
2. Har du för mycket att göra?	1	2	3	4	5
3. Förekommer störande avbrott i ditt arbete?	1	2	3	4	5
4. Påverkar kraven i ditt arbete ditt hem- och familjeliv på ett negativt sätt? ..	1	2	3	4	5
5. Innefattar ditt arbete kontakt med kunder eller klienter? <input type="checkbox"/> Ja <input type="checkbox"/> Nej (gå vidare till fråga 7) ↓					
6. Måste du ta emot och behandla klagomål från klienter / kunder?	1	2	3	4	5

Kontroll	mycket sällan eller aldrig	ganska sällan	ibland	ganska ofta	mycket ofta eller alltid
7. Finns det klart definierade mål för ditt arbete?	1	2	3	4	5
8. Vet du vilket ansvarsområde du har?	1	2	3	4	5
9. Måste du utföra saker som du tycker skulle göras annorlunda?	1	2	3	4	5
10. Får du arbetsuppgifter utan att få de resurser som behövs för att utföra dem?	1	2	3	4	5
11. Ställs det oförenliga krav på dig från två eller flera personer?	1	2	3	4	5
12. Kan du påverka mängden arbete du får?	1	2	3	4	5
13. Kan du själv bestämma din arbetstakt?	1	2	3	4	5
14. Kan du påverka beslut som är viktiga för ditt arbete?	1	2	3	4	5

Belöning	mycket sällan eller <u>aldrig</u>	ganska <u>sällan</u>	<u>ibland</u>	ganska <u>ofta</u>	mycket ofta eller <u>alltid</u>
15. Får du uppskattning för dina arbetsprestationer från din närmaste chef?	1	2	3	4	5
16. Belönas man för ett väl utfört arbete på din arbetsplats (pengar, uppmuntran)?	1	2	3	4	5

Gemenskap	mycket sällan eller <u>aldrig</u>	ganska <u>sällan</u>	<u>ibland</u>	ganska <u>ofta</u>	mycket ofta eller <u>alltid</u>
17. Om du behöver, får du då stöd och hjälp med ditt arbete från dina arbetskamrater?	1	2	3	4	5
18. Om du behöver, får du då stöd och hjälp med ditt arbete från din närmaste chef?	1	2	3	4	5
19. Om du behöver, är dina arbetskamrater då villiga att lyssna på problem som rör ditt arbete?	1	2	3	4	5
20. Om du behöver, är din närmaste chef då villig att lyssna på problem som rör ditt arbete?	1	2	3	4	5
21. Har du lagt märke till störande konflikter mellan arbetskamrater?	1	2	3	4	5
22. Är förhållandet mellan dig och din närmaste chef en orsak till stress?	1	2	3	4	5
23. Är det tillräckligt med kommunikation på din avdelning?	1	2	3	4	5
<i>Hurdant är klimatet på din arbetsenhet?</i>	mycket lite eller <u>inte alls</u>	ganska <u>lite</u>	<u>något</u>	ganska <u>mycket</u>	väldigt <u>mycket</u>
24. Uppmuntrande och stödjande	1	2	3	4	5
25. Misstroget och misstänksamt	1	2	3	4	5
26. Avslappnat och trivsamt	1	2	3	4	5
27. Ingår du i en fast arbetsgrupp? <input type="checkbox"/> Ja <input type="checkbox"/> Nej (gå vidare till fråga 30) ↓	mycket sällan eller <u>aldrig</u>	ganska <u>sällan</u>	<u>ibland</u>	ganska <u>ofta</u>	mycket ofta eller <u>alltid</u>
28. Utförs arbetet i gruppen på ett flexibelt sätt?	1	2	3	4	5
29. Är er grupp bra på att lösa konflikter?	1	2	3	4	5

Rättvisa	mycket sällan eller <u>aldrig</u>	ganska <u>sällan</u>	<u>ibland</u>	ganska <u>ofta</u>	mycket ofta eller <u>alltid</u>
30. Känner du att du har någon person eller organisation som bevakar dina intressen?	1	2	3	4	5
31. Hjälper din närmaste chef dig att utveckla dina färdigheter?	1	2	3	4	5
32. Tar din närmaste chef itu med problem så snart de uppkommer?	1	2	3	4	5
33. Fördelar din närmaste chef arbetet på ett opartiskt och rättvist sätt?	1	2	3	4	5
34. Behandlar din närmaste chef de anställda på ett rättvist och jämlikt sätt?	1	2	3	4	5
35. Tas de anställda väl omhand på din arbetsplats?	1	2	3	4	5
36. I vilken utsträckning intresserar sig ledningen för personalens hälsa och välbefinnande?	1	2	3	4	5

Värderingar	mycket sällan eller <u>aldrig</u>	ganska <u>sällan</u>	<u>ibland</u>	ganska <u>ofta</u>	mycket ofta eller <u>alltid</u>
37. Innefattar ditt arbete arbetsuppgifter som är i konflikt med dina personliga värderingar?	1	2	3	4	5
38. För mina vänner berättar jag att organisationen är ett mycket bra ställe att arbeta på	1	2	3	4	5
39. Mina egna värderingar är mycket lika organisationens	1	2	3	4	5
	mycket lite eller <u>inte alls</u>	ganska <u>lite</u>	<u>något</u>	ganska <u>mycket</u>	väldigt <u>mycket</u>
40. Litar du på ledningens förmåga att klara framtiden för arbetsplatsen / organisationen?	1	2	3	4	5

Tack för din medverkan!