









Fig. 2: Job burnout ought to be reduced from internal factors (i.e., working years and loadings) and external factors (i.e., family burden) from temporal and numerical charges.

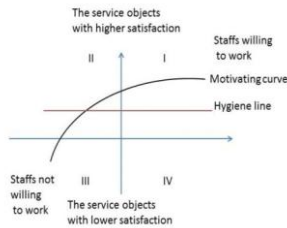


Fig. 3: Managing collaborative innovation applied to a refined theory named Motivation-Hygiene Theory. Staffs located at third quadrant (III) have been requested to retired and/or quitted jobs; located at second quadrant (II) have been considered to improve basic salaries as well as increase other motivation factors; and located at fourth quadrant (IV) have been requested to learn more practical career trainings. According to Herzberg et al. (1959), there are two factors could be reduced job burnout stress from the Motivation-Hygiene Theory [4]. Motivating factors are able to urge employees with high satisfaction and hygiene factors can be only eliminated the feelings of employee’s dissatisfaction. Motivation factors are described: the work itself, work identity, self-growth, promotion, professional development, self-responsibility and achievements. Hygiene factors are described: salary, governance, work status, job security, working environment, personal life, organizational policy and interpersonal relationships.

In the second quadrant (II) (see Fig. 3), the staffs are not willing to work, but their performance is not so bad, and their

employers are also satisfied from their performance. Since the status of the staffs may occur job burn-out trends, the employers are willing to retain employees from quitting jobs since their excellent experiences. Based on Herzberg's Motivation-Hygiene Theory, the senior employees have given all hygiene factors, such as: salary, working status & loadings, job security, working environment, and fine personal relationships, they should reconsider their motivation factors as well as their family lives and values.

### 5. Conclusion

Collaborative innovation is a new concept for decision makers to encourage their colleagues and staffs to work efficiency from multi-functional approaches. All motivation factors as well as hygiene factors are useful to design innovated organization and new motivation processes. We detected that if the college counselors could be released their job burnout burdens, and aroused their working enthusiasm and initiative; it might be helpful to rotate their works from professional development with others appropriately. It might be also useful to improve their professional training to enhance their occupational identity by personal development.

### 6. References

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