

Exploring the Impact of Work Engagement, Organizational Citizenship Behaviour, and the Moderating Role of Office Design on Workplace Sustainability in Vietnam

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Abstract: It will need more than shifting few desks to plan the arrangement of office space. The complexity of today's workplace and current personnel management can create cooperation, develop emotions of comfort and tranquillity among employees, and provide them with space they need to operate efficiently and successfully. This study examines the impact of office architecture and job engagement on the relationship between perceived organizational support (POS) and employee organizational citizenship conduct, based on the social altercation philosophy (OCB). To explain the relationships between the predicted notions, a quantitative technique was used. The participants in this study were 196 expatriates (English teaching professionals) working at twelve international schools in Ho Chi Minh City. Our calculating model's discriminatory rationality was assessed using confirmatory factor analysis. For analyzing specific and relationship outcomes, ordinary least square regression-based analysis was utilized, followed by mediation experiments to analyze interaction outcomes. This is one of the few studies that investigate the relationship between OCB and POS in depth. This paper is unique in that it attempts to observe the effects of workplace design on job engagement and OCB. The findings imply that POS is closely connected to working engagement and that working engagement regulates the interplay between POS and OCB. The relationship between work and OCB is significantly stronger in a cubicle workplace. This study indicates that POS brings out the best in workers by giving high levels of support and enhanced job engagement, which has an impact on their OCB. When expatriates choose a cubicle-style working setting over a more open-plan workplace, an interesting discovery is made. Furthermore, this is the first research to put the concept to the test in a Vietnamese international school setting.

Keywords: Perceived organizational support, work engagement, organizational citizenship behaviour, office design and expatriates

1. Introduction

A wide range of literature tries to investigate the impact of the physical environment on the experiences and activities of people who live in commercial buildings. In the last several years, as the workplace has shifted from traditional (or cubicle) architectural frameworks to a new open space, the effects on residents and organizations, including construction, infrastructure, healthcare, and psychological, have been thoroughly studied from a variety of perspectives (Ashkanasy, Ayoko and Jehn, 2014). In recent years, the effects of globalization on international transition and the persistence of talent management hurdles have posed substantial challenges to employee health. Environmental growth and resilience concept enhance proactive intervention and promotes positive well-being of organizations at all levels, from employees to communities, corporate and inter-company structures (Bodin Danielsson and Bodin 2008).

Career development is one of the most underrated techniques for reaching goals. The power of location to influence employee motivation, engagement, well-being, and motivation is enormous. In recent years, support from management in businesses on office layout and design has proven crucial in maximizing staff productivity. Employee happiness and, as a result, the company's profitability will improve if the workplace design allows for meaningful connections to be made amongst workers (De Croon et al., 2005). Working in an open-plan or cubicle style office environment is one salient factor leading to higher work efficiency, flexible managerial disposition, and boosts communication among employees. No question the workplace setting is one of the most critical management resources for growing job productivity, changing management performances and improved engagement between workers (Bodin Danielsson et al., 2015). There are additional architectural features to consider. Such an architectural element is the division of the workplace into several forms, such as the workspace and open-plan bureau. An open-plan office has no interior walls, giving employees a better possibility of collaborating and communicating (Oldham and Brass 1979; Rothbard and Schweitzer 2013). A cubicle setting, on the other hand, is designed to provide workers with some security; workers who have their own cubicle may not need to share space or speak with their coworkers.

Additional focus was put primarily on the challenges faced by businesses, which must meet ever-increasing demands while also reducing market lead times. Ecosystems have now become a major component in encouraging the production and transfer of knowledge because of this trend (Khazanchi et al., 2018; Backhouse

and Drew, 1992). The open-plan office setting is sometimes referred to as the most favorable for know-how development because it allows its inhabitants to communicate and function spontaneously (Samani, Rasid, and Sofian, 2017). However, growing research indicates that one of the unmet needs of such contexts is that it would promote cooperation and communication, as the open architecture principle suggests (Samani, Rasid, and Sofian, 2017). (Bodin Danielsson and Bodin, 2008). This supports two points: group activity is more efficient than individual work, and in an open-plan environment, employees are more likely to coordinate between offices. The main benefits of an open-plan workplace are financial profit and operational improvements (Brennan, Chugh and Kline 2002). To attain the organizational advantages, less ability per individual is accomplished, and more skills-sharing and teamwork is accomplished (Haapakangas et al., 2018; Dul and Ceylan, 2014).

Furthermore, less space requirements will result in decreased energy use. Balance appears to be crucial. Although open-plan layouts are good for such occupations, they are not appropriate for everybody. The fundamental flaw with the open space concept is that all analysis should take place in a single location. The impact of bureaucracy on employee attitude and behavior, particularly the impact of open-plan designs (i.e. offices that remove physical obstructions to staff members), received a lot of attention (Haynes, Suckley and Nunnington, 2017; Elsbach and Pratt, 2007). The outcomes of these prototypes were inconclusive. Open-plan proponents say that these designs will promote employee interaction and organizational efficiency, cutting operating costs and encouraging effective area utilization (e.g. Otterbring et al., 2018). According to other research, open-plan layouts lead to less opportunities for work-related collaborations and less tracking input (Hua et al., 2010), less team-mate bonds (De Been and Beijer, 2014), and a lower degree of interaction with the outside world (Hua et al., 2010). (Davis, 1984). and a decrease in unit efficiency perceptions (Kim and de Dear, 2013).

For other reasons, it might be difficult to explain why the workplace architecture will affect employees. To begin with, the workplace has changed dramatically since the 1980s and 1990s, when a slew of current tests was conducted, undermining confidence in the extrapolation of prior work. New initiatives at workplace growth, in comparison, are dissimilar from those made previously. In the 1980s and 1990s, room renovations frequently entailed a shift away from traditional office spaces and toward meeting rooms. Currently, remodeling efforts encompass a variety of activities (Levin, 2010; Heerwagen et al., 2004), such as eliminating cubicle walls, creating more flexible workspaces (e.g., inventive areas, area collecting, safety areas, etc.), and a better respect for aesthetics and the environment (e.g. having more natural lighting). Furthermore, technological advancements hinder simple equivalences; for example, when more knowledge is communicated electronically, there is less need for file system data storage. Another issue that affects workplace design research is that the average age of employees in today's modern workplaces is on average young and much more ethnic, raising the question of how recent findings apply to younger and more ethnic groups of workers. The workplace environment requirements of millennial employees (also known as "Gen Xers" and "Millennials") may differ from those of their senior counterparts (also known as "Baby Boomers"), who have spent much of their working lives in a private, single-office setting (Ferri-Reed, 2014).

The goal of this research is to identify gaps in the literature and construct models to evaluate the emerging trends in expatriate adjustment and retention in emerging nations. The author concentrated the study on Vietnamese international schools that employed expats. In Europe and the United States of America, there is a wealth of information about expatriate jobs, but in Southeast Asia, there is still a scarcity. The goal will be to identify the cultural adjustments made by expats in Vietnam and to investigate the gaps to make the function of expatriates and cultural adaptations more seamless. As a result, more research is needed to see if POS, work engagement, and OCB have an influence on the host country environment for expatriates in Vietnam. When expatriates find it difficult to acclimatize to their new surroundings, they frequently abandon their jobs in the host nation. The author thinks that this research will be useful to academic institutions wishing to increase their retention rates and design suitable organizational support policies to better manage their retention, hence lowering the rate of expatriate turnover in Vietnam. Furthermore, there has been no empirical study of the link between POS, work engagement, office design, and OCB among foreign schools in Vietnam.

The following is how this research is structured: we begin by stating the major elements of our model (see Fig. 1). The author begin by discussing the literature reviews, then remark on the formation of hypotheses based on empirical research, then provide the outcomes of our analysis, and lastly summarize the theoretical and managerial implications, as well as the study's limitations.

2. Theories and Research Hypotheses

2.1 Perceived Organizational Support and Work Engagement

Any human idea may be related to the allocation of incentives and compensation, according to interpersonal communication philosophy. Human social behavior is frequently inferred as commerce, such as mutual relationships, based on this hypothesis (Emerson, 1976). To some extent, the gift to the association is intended for the distribution of assistance from organizations. And this exchange might be advantageous to both parties. This ideology suggests that the most significant remuneration considered by organizations throughout the interaction between employees and organizations should be proportional to the commitment supplied by workers to organizations. If workers will know that, we can strive intensely and devote themselves to organizations to obtain assistance in the form of moral and financial incentives (Kurtessis et al., 2015).

Social exchange is defined by Schwab, Dustin, and Bricker (2017) as "social communication and outward interchange." Foreign trade is much of a beneficial trade between people and organizations, including pay and reward, in realistic management. Employee engagement is defined as both sides' relationship collaboration and devotion (Loi, Ao and Xu, 2014). Eisenberger et al. (1986) created a philosophy of organizational aid for employees' brain interpretation of encouragement and aid from organizations, based on the philosophy of reciprocal interaction and reward. This raises the question of whether workers' contributions will be sufficiently recognized, as well as how they view the construction process. Furthermore, according to Zhang (2013), excellent organizational support may frequently bring functional advantages in times of preparation and others, making it easier for workers to get this supporting encouragement from their employers. In conclusion, effective organizational assistance may give both moral and functional help. Because employees with a solid POS strategy believe that their companies' efforts are valued, their engagement, citizenship, and success can improve.

Work engagement is defined by Hur et al. (2017) as group members self-regulating to complete their work. Work involvement is divided into three aspects by Setton, Bennett, and Liden (1996): physical, cognitive, and emotional. The three dimensions are quite distinct, and if one of them is stronger, the whole effort may be raised. According to the Taipale et al. (2011) research, three dimensions in job commitment include ability, engagement, and performance, as opposed to job characteristics weariness, such as tiredness, cynicism, and lack of professional quality, as the opposite direction of occupational stress. Jimenez and Dunkl (2017) revised the selection criteria, commitment, and influence of job performance, mostly based on a Triangular Responsibility technique developed by Hakanen, Schaufeli, and Ahola (2008). Employee participation, according to this concept, entails the worker's participation and responsibility for his or her performance alongside his or her coworkers.

According to the study and evaluation, POS is a good illustration of job satisfaction in the workplace. Although scientists conclude that successful organizational assistance will have a significant impact on working commitment through realistic management and analytical studies, they also conclude that successful organizational assistance will have a significant impact on working commitment through adopting approaches through realistic management and analytical studies (Shen et al., 2014). The devotion of its employees can be improved using POS. The neurological agreement between employees and businesses indicates corporate commitment. Staff motivation will be substantially increased if there is a higher level of devotion (Lee and Peccei, 2007; Arokiasamy, A. (2021)). POS has the potential to affect employee motivation, as well as their commitment to the task. According to Baran, Shanock, and Miller (2012), the implementation of POS has a favorable impact on employee happiness, which in turn promotes employee participation indirectly. Working relationships between a corporation and its employees are crucial to the collaboration. A person's enthusiasm and devotion to his or her employment characterizes an "organization's success," and he or she is therefore taking positive actions to promote the organization's image and aims.

In a subjective manner, the POS expresses the company's and its members' broad ambitions, as well as their respect and devotion to their own relevance. The "global sharing philosophy" and "reciprocity notion" have frequently served as the theoretical underpinning for studies on organizational support and working employment. When an individual provides a favor to another, he hopes that the other person will return the favor in the future, according to the notion of social trade partnership (Eisenberger and Stinglhamber, 2011). Similarly, once employees receive organizational aid, they believe the company will honor its trade promises and will reimburse the entity, so they work hard to attain financial and moral rewards and therefore undertake social transfers. Only when employees get organizational encouragement and assistance because of the notion of mutual recognition should they contribute positively to the company and allow active improvement of actions or behavior to achieve their organizational goals. According to a relevant study, organizational help has a clear favorable predictive influence on the participation of information employees (Eisenberger et al., 2002). Study into the unpleasant

actions of Chen, Fah, and Jin's jobs (2016) showed that employees' unpleasant behavior may be greatly impeded by POS. The final conclusions are provided based on the below-mentioned analysis:

Hypothesis 1: Perceived organizational support is positively correlated with work engagement.

2.2 Work Engagement and Organizational Citizenship Behavior

In recent human resource studies, comprehension of workers' activities at work has taken center stage. Several diverse concepts and hypotheses have developed in this regard throughout the previous decade (see Airila et al., 2014). It is possible to comprehend the significance of feelings and consciousness. Because work is such a tangible reality, research into workplace social behavior is a natural extension. It goes into great length about the psychological interplay between the employer and the employee. It is a two-decade-old contemporary paradigm for human resource development (Bakker and Leiter, 2010; Coyne and Ong, 2007). Work engagement, on the other hand, is distinct from job involvement in that it refers to how employees use their sentiments and the recognition that all work satisfaction and dedication are intertwined (Xanthopoulou et al., 2009). The contribution is a two-way system that focuses on an external position (discretionary effort) and an employee's involvement (Bakker and Demerouti 2008).

Workers' job involvement is much more focused on a give-and-take arrangement, referred to as the "social exchange theory principle," so organizational commitment is calculated on the basis of mental, moral, and physical energy that one is willing to contribute in exchange for services received from the employer (Coetzer and Rothmann, 2010). There are a variety of viewpoints on employment involvement, including "place participation," "trait engagement," and "compartment participation." Zhang (2013) described how the three components of organizational culture are discriminated against and, as figured out, how organizational performance is similar to a condition, and how the parameters that constitute trait involvement are similar to explanatory variables or descendants of performance management, and behavioral paternalism.

OCB is one of the components of pro-social activity that benefits both businesses and employees (Cohen and Keren, 2008; Koys, 2001). People in corporate jobs get the endurance, desire, and adaptability to deal with extra work without expecting to be compensated (Kazemipour, Mohamad Amin and Pourseidi, 2012; Morrison, 1994). Workers' self-fulfillment and excitement are plainly seen in their loyalty and dedication to the firm in such circumstances. OCB is defined as "each person's discretionary activity that is not explicitly or implicitly recognised by the established framework of pay." Organ et al., 1997. OCB is frequently described as an extra-role activity or an in-role activity in multiple OCB-based studies by various authors. Organ has a well-known idea of OCB, and Podsakoff et al. (1990) developed a scale that is frequently used to compute OCB, whereas the definitions of the other scales appear to correspond with such definitions. OCB refers to professional behavior that goes above defined workplace standards, and workers may select how much OCB they want to engage in. This description is mostly concerned with the Organ's function (1997). Staff can demonstrate nationality conduct in five ways: (1) altruism, which corresponds to actions targeted at a single individual with an issue related to the organization; (2) awareness of behavior that exceeds the minimum expectations required; (3) sportsmanship, which refers to conduct such as accepting adverse circumstances without objection; and (4) consideration, which refers to conduct that can avoid issuance (Organ 1988). The initial findings of the OCB research have piqued people's curiosity in the phenomena. Although previous research has found a correlation between workplace contact and OCB, nothing is known about this prospective association in other larger group cultures (Shaninger and Turnipseed, 2005; Parent and Lovelace, 2015; Jung and Yoon, 2015; Yarimoglus and Gunay, 2020). In addition, given the continually changing workforce structures and working management tactics in many international contexts, it is vital to reaffirm the links between work engagement and OCB. The second hypothesis of the analysis was therefore:

Hypothesis 2: Work engagement is positively correlated with organizational citizenship behaviour.

2.3 The Mediating Job of Work Engagement in the Relationship amid POS and OCB

The Social Exchange Theory (Blau, 1964) provides a theoretical understanding of interaction's mediating function. If trade rules are followed, this theory predicts that both the boss and the employees will have a more trustworthy and loyal relationship. The explanation for why "social contact entails behaviours that rely on the supporting responses of others yet allows for experiences and engagement that will support one another in the long run" (Hallberg and Schaufeli, 2006). There is significant evidence that point-of-sale employees are a crucial driver for improving extra-role activities, both in terms of non-monetary and monetary support (Xanthopoulou et al., 2009). Therefore, the critical partnership between POS and OCB is verified (Mathumbu and Dodd, 2013). Although over years, several scholars have concentrated on the team and revert for understanding how POS

strengthens OCB (Alkerdawy, 2014; Shaufeli, 2013). Effective leadership, which corresponds to an optimistic, gratifying, and employee performance that is marked by energy, dedication, and integration, is the mediator component discovered in this study's investigation of cultural communication (Schaufeli, 2006). In certain ways, measuring workers' efforts and well-being bolstered the hopeful attitude toward the organization and its activities, leading to the establishment of OCBs (Hakanen, Bakker, and Schaufeli, 2006). (Yaqoob, Cheema and Asim, 2012). Thus, employee work engagement is in a proper position to mediate the relationship between POS and OCB since it is integrating among psychological, emotional, and physical components is a key determinant of OCB (Podsakoff et al., 2000). Therefore, the subsequent hypothesis is proposed:

Hypothesis 3. The relationship between POS and OCB is mediated by work engagement.

2.4 The Moderating Function of Office Plan (Cubicle vs. Open-Plan) in the relationship between Work Engagement and OCB

The most striking and beneficial characteristic of an organization will be a well-organized workplace design; a nice, organized workplace may often communicate a message of brand excellent, power, legitimacy, commitment, and enjoyment to everyone including workers. Numerous studies have shown that people who are satisfied with their jobs and departmental setup perform better, are more efficient, and are more reliable (Levin, 2010; Spreitzer, Porath and Gibson, 2012). Although the creation of offices might bring joy (Zijlstra and Mobach, 2011), commitment (Jaitli and Hua, 2013), competitiveness (Becker, 2002), and health insurance for working people (Asmui, Hussin, and Paino, 2012), the creation of enterprises as offices is a controversial problem. Previously, corporate planning and policy limits were utilized haphazardly to solve this issue (Ajala, 2012). However, with businesses increasingly data-driven and office room budgets, several corporations have started to take into consideration other costs including efficiency decline and diminished staff dedication (Hongisto et al., 2016). The implications of the workplace architecture decisions for workers have been posed by these factors. A broad variety of job practices and priorities have been encouraged over time by numerous workplace designs. In this analysis we look at two typical principles for modern businesses, defined here as Cubicle and Open-plan.

Cubicles have an enclosed desk room for each employee, splitting open office floors with partitions between desks. This design was once the most frequent kind of bureau design, but in recent years it has been less common (Lee et al., 2016). Some advantages of this kind of office architecture have been found, for example the decreased visual distraction contributing to greater perseverance, but these are now seen as balanced for by detrimental cultural consequences and diminished cooperation (Bodin Danielsson and Bodin 2009). Many of the works in this genre centered on isolated cubicles without established function in an isolated, wide cubicle with a team of workers. Using cubicles has several advantages as well. Employees and supervisors can enjoy greater privacy in a closed-plan workplace than they would in an open-plan workplace. Cubicles provide everyone with their own personal area, making it easier for people to keep their belongings tidy. It is simple for your stuff to crawl into your neighbor's workstation if you have an open concept, but it is simpler to maintain your things in its own place if you have cubicles. Cubicles also create a more suitable setting for individual work (Chan, Beckman, and Lawrence, 2007). If you want your employees to spend the most of their time concentrating on their own task rather than collaborating with one another, cubicles are an excellent option.

Unlike cubicles, open concept workplaces have limited room isolation, such that the floor of the workspace contains no interior walls or doors. These are generally quite common in large companies, although they are related to several problems, particularly enhanced disruptions, and loss of privacy (Jahncke et al., 2011; Jaitli and Hua, 2013). Open-plan settings have been found to improve potential for casual contact between workers. These experiences and the versatility in organizing personnel encountered inside these structures are driven by enhanced cooperation between employees in accessible ecosystems. Open-plan workspace will often help staff feel more pleased with their peers relative to more conventional workplace settings. These advantages have also culminated in higher levels of workplace satisfaction (Kim and de Love, 2013). Open-plan settings may also be related to better expectations of jobs, with staff stating in one analysis that their organization was "more (and) less organized". Previous research has demonstrated the potential for open-plan workplace structures to drive detrimental worker habits and perceptions by lack of room and enhanced interaction with colleagues (Elsbach and Pratt, 2007). Environmental factors such as sound and visual distractions, inadequate air quality, weather, and illumination were already found to have an effect on happiness, participation, and efficiency in open-plan settings, indicating that the study of an open-plan office configuration in an artificial environment brings value to the research (Davis, 1984; Bangwal, Tiwari and Chamola, 2017; Pierrette et al., 2015). Professionals can learn significant productive behaviours such as OCB if their company does not conceal their actions from each other. The managers who see their employment as equal appear to be happier and more dedicated to the organization as per Tziner and Sharoni (2014), which contributes to improved work involvement in OCB. Depending on the

above-mentioned considerations, we believe working people are quite inclined to participate in socially motivated behavior, have a good mindset and are satisfied with the organization and successfully interact with their colleagues. The preceding theory thus indicates that office architecture plays a moderating function in the partnership between job participation and OCB.

Hypothesis 4. *Office Design moderates the relationship between Work Engagement and OCB such that the relationship is stronger when the office design is cubicle rather than open-plan.*

As a result, the conceptual model (Figure 1) in this paper was built based on the preceding theories. POS and work engagement are considered independent variables in this model, while OCB is a dependent variable. We propose to examine office design as a moderator in the association between work engagement and OCB in this study.

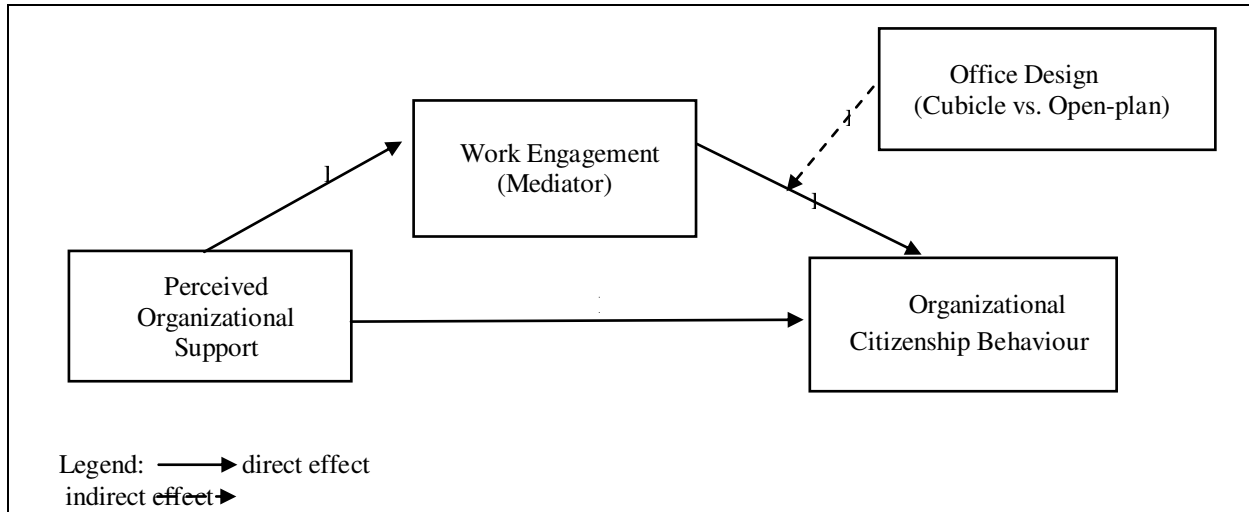


Figure 1. Conceptual Frame of the Study

3.Method

This segment pronounces the measures, facts on the model, and data analysis procedures.

3.1Measures

This analysis trusted on formerly advanced and legalized measures. Before data gathering, a pilot test was showed with a convenience sample of 35 expatriates (English teaching professionals) employees from three international school in Ho Chi Minh city. The findings of the actual study demonstrated the acceptability of the instruments and the protocols for obtaining the information. These participants were omitted from the actual two-way data acquisition sample. The measuring device for each element is defined in outlined in the subsequent pages.

3.2Perceived Organizational Support

Corporate reputation help relates to the understanding of workers as to the degree of whether the company recognizes their commitment and takes care of the quality of life-being. POS had often shown to provide significant effects for job success and its well-being. Analysis on organizational identification help started with the finding that, when administrators are associated with the loyalty of their workers to the organization, workers are based on the dedication of the company to them (Eisenberger , Huntington and Sowa, 1986). The POS component was assessed with 9-items, such as “The workplace environments help the outcomes that I had been supposed to produce”, “This organization has an environment that encourages me to improve my technical skills”, and “Since I start practicing for the very first time, this organization supported the requisite on-board knowledge and preparation”. The answer structure for the research questions composed of a 5-point Likert - type scale of the consensus (1 = strongly opposed, 5 = strongly agreed). Employment answers were summed to build an aggregate POS score varying from 1 to 5. Higher scores suggest that respondents thought that their company was more welcoming. Cronbach α was .89, showing the good reliability of the scale.

3.3 Organizational Citizenship Behaviour

The OCB analysis was carried out on a 24-sample test produced by Podsakoff et al. (1990). The pioneers of this scale recorded reliability at 0.97, while in the present analysis the consistency was 0.87 (civic honesty, $\frac{1}{4}$ 0.78; altruism and team spirit, $\frac{1}{4}$ 0.77; modesty and openness to experience, $\frac{1}{4}$ 0.67). It is necessary to remember that the worker self-assessment method was used in this analysis instead of the supervising scores as in the original sample. All things have been rephrased to represent the shift of emphasis.

3.4 Employee Engagement

The 9-point edition of the Utrecht Job Commitment Scale assessed employee involvement (UWES-9, Schaufeli et al., 2002). The measure of interaction used in this analysis has been demonstrated to display effective personal accuracy and test-retest reliability and also unequal, converging and positive consistency (Seppala et al., 2009; Kantan and Sadullah, 2012; Christian, Garza and Slaughter, 2011). Of type of commitment, namely immersion (e.g. 'I'm absorbed in my work'), devotion (e.g. "I'm happy for my work") and vigor (e.g. "I feel full of enthusiasm at work") was measured with 3 objects. We used a 7-point frequency level scale from 1 ("never") to 7 ("always") with all subscales. The average accuracy of the integrated interaction scale was 0.89.

3.5 Sample and Data Collection

The study's participants were expatriate employees from twelve international schools in Ho Chi Minh City, Vietnam. Even though these companies were picked based on personal connections, they were representative of several well-known significant private international schools in Vietnam (Browell, 2000). The survey was sent to each of the participating foreign schools using Google Forms. The examination was devised with the help of expatriate English teachers at each of the twelve international schools. 180 of the 376 reactions were eliminated owing to varied inadequate findings, leaving 196 correct replies for the actual sample. The average reply rate increased to 52 percent. There were 124 men (63 percent) and 72 women among the 196 responders (36 percent). The bulk of the participants were between the ages of 30 and 39. (39.8 percent). The average length of time spent at this institution was 8.77 years (SD 14.15). Most respondents stated that they had completed a four-year college degree (52.5 percent). In terms of specialty, 52.5 percent of expatriates had a graduate degree and 41.3 percent had a master's degree; the percentage of expatriates with a PhD was the least, at 4.6 percent. Respondents' current situations ranged from educators to academic directors. A total of 64% of the employees who took part in our poll worked in cubicle offices. Table 1 presents the demographic characteristics of the 196 respondents.

Table 1. Sample Demographic Variables

Variables	Values	Frequenc y	Percenta ge
Gender	Female	72	36.8
	Male	124	63.2
Age	24-29	32	16.3
	30-39	78	39.8
	40-49	67	34.1
	≥ 50 years	19	9.7
Education	Higher Diploma	3	1.53
	Undergraduate degree	103	52.5
	Postgraduate degree	81	41.3
	Ph.D. degree	9	4.6
Experience at this institution	≥ 1 but less than 3 years	28	1.4
	≥ 3 but less than 5 years	65	33.1
	≥ 5 but less than 10 years	71	36.2
	≥ 10 years	32	16.3

Positions	Educator	47	23.9
	Senior Educator	108	55.1
	Academic Manager	29	14.8
	Academic Director	12	6.1

3.6 Control Variables

We considered age, ethnicity, education, and retention as control variables since both segments of the population factors can influence worker attitudes towards to the company (Zenger and Lawrence, 1989). In addition, Mohamad, Quoquab and Zakaria (2010) observed that organizational tenure, learning days and sex are strongly associated with OCB measurements. Demographic characteristics factors have been calculated based. First, in years, we asked participants to suggest the age and intensity of their organization. Sex has been classified as 0 for a man and 1 for a woman. As far as office setting are concerned, we encoded the cubicle as 1 and open-plan as 2. After that, in terms of education, students selected: higher diploma, bachelor's degrees for four years, postgraduate degree, or PhD. The learners selected the best choices.

3.7 Common Bias and Non-Response Bias Process

Podsakoff et al.'s analysis (2003) reported that correlations between structures may be enhanced or diminished by traditional system prejudice when data is obtained from a credible system. While, to mitigate common method bias of the process, we used the guidelines of Podsakoff et al. (2003). To minimize any possible questions regarding assessment, we maintained privacy and confidentiality of the respondents' responses in the covering letter of our internet survey and clarified that there have been no right or wrong replies. We tested the results common method bias by performing a single-factor Harman test (Fuller et al., 2016). As described in the Harman One-Factor Test Rules, if there is a large amount of common method bias, then a simple concept will explain almost all of the covariance or a single indicator would explain most of the correlation coefficients. Common method bias may be a critical problem if the first element contributes for more than 50 percent of the variation between variables (Fuller et al., 2016; Podsakoff, MacKenzie and Podsakoff, 2012). There was no common method bias in the outcome of the study and there was no single factor variable affecting any of the uncertainty. An unrotated factor analysis established four separate variables and 34.7 percent of the variation was the biggest factor. The findings also showed that the common method bias was not a major problem in this analysis since there was no single influence explaining much of the variation.

3.8 Data Analysis

The STATA 14.2 package was the basis of all statistical research. A sequence of Confirmatory Factor Analysis (CFA) has been carried out before evaluating theories to assess the validity of the factors. Different fit indexes (CFI, TLI and RMSEA) have been used for determining the model fit for our hypothesized application. The CFI and the TLI of the model must be higher than 0.90 and the RMSEA value just under 0.06 (Brown, 2006) to render a certain model satisfactory. Ordinary least square regression-based analysis was used to examine the direct and interaction effects. To determine the controlling effect, we concentrate the values of the individual variables and moderators and use the focused variables. We even estimated VIF ratings, which was less than ten (Creswell, 2012). In comparison, bootstrapping research has been performed with 5000 random samples to verify the scientific basis of the Hypothesis 3 indirect influence.

4. Results

4.1 Descriptive Statistics

Table 2 lists the ways, standard deviations, and ratios of the factors. A big link has arisen between office setting, age, and gender. The connexion between tenure and employment was important to POS. Work engagement was also associated favourably with OCB.

Table 2. Means, standard deviations and correlations between variables

Variable	Mean	S.D.	1	2	3	4	5	6	7	8
1. Age	39.8	8.49	1.00							
2. Gender	0.57	0.64	0.03	1.00						

3. Tenure	5.25	7.14	0.61**	0.22*	1.00					
4. Education	3.15	0.78	0.33**	-0.01	0.28	1.00				
5. Office design	0.79	0.44	-0.36**	0.30**	0.18	0.14	1.00			
6. POS	3.89	0.58	-0.07**	0.05	0.32**	-0.07	0.02	1.00		
7. WE	3.96	0.41	0.00	-0.01	-0.04	0.03	0.01	0.43**	1.00	
8. OCB	3.74	0.62	-0.06	0.18*	0.03	0.17*	0.08	0.41**	0.38**	1.00

Note: N=196, **p<0.05, *p<0.01. 1= age, 2= gender, 3= tenure, 4= education, 5= office design, 6= POS, 7= work engagement, 8= OCB.

4.2 Measurement Model

The measurement model fit indicators for the analysis variables are presented in Table 3. In order to test the structural reliability of the variables, the author carried out CFA using STATA 14.2. As seen in Table 3, the fit indices promotes a stronger system fit than the three, two and one portfolio optimization of the hypothesized four-factor models of POS, work engagement, office design and OCB ($\chi^2 = 312.04$; $df = 188$; RMSEA = 0.04; CFI = 0.89 and TLI = 0.91). These CFA findings support the characteristics of the following four sample variables (Table 3).

Table 3. Chi-square difference tests among alternative measurement models

Model	χ^2	df	CFI	TLI	RMSEA	Δdf	$\Delta \chi^2$
4-Factor model (hypothesized model)	312.04***	188	0.890	0.910	0.05	-	-
3-Factor model (POS and WE merged)	479.39***	202	0.820	0.88	0.11	3	207.37***
2-Factor model (POS, WE and office design)	681.06***	204	0.74	0.73	0.14	5	482.91***
1-Factor model (all variables merged)	873.56***	205	0.66	0.56	0.15	6	695.48***

Note: N=196, ***p<0.001, POS= perceived organizational support, WE= work engagement, CFI= comparative fit index, TLI= Turkey-Lewis Index, RMSEA= root mean square error of approximation.

4.3 Hypotheses Testing

Hypothesis 1 proposed that POS would be positively related with work engagement. As seen in table 4, POS was linked to work engagement strongly and favourably ($\beta = 0.53$, $p < 0.001$, model 2). Hypothesis 1 has now been confirmed. Hypothesis 2 indicates that employees’ work engagement will be linked to OCB positively. This estimate is confirmed by the findings of the regression test ($\beta=0.22$, $p<0.01$, Model 4).

Table 4. Hierarchical Multiple Regression Analyses

Variables	Work Engagement		Organizational Citizenship Behavior		
	M1	M2	M3	M4	M5
POS		0.53***	0.07	0.04	
WE				0.22*	0.08
OD				0.06	0.06
WE x OD					0.22*
R ²	0.00	0.16	0.07	0.13	0.17
F	0.12	7.95***	3.60**	3.41**	3.59***
ΔR^2		0.15		0.02	0.03
ΔF		39.22***		3.01*	4.44*

Note: N=196, * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$. POS = perceived organizational support, WE = work engagement, OD = office design.

Hypothesis 3 proposed that the relationship between POS and OCB is mediated by work engagement. We utilized a bootstrap arbitration approach to assess the mediator component, whereby 5000 specimens with substitute and percentile bootstrap trust intervals. The indirect influence of POS on OCB through work engagement was substantial ($b = 0.08$, 96 % CI: 0.01, 0.14), as shown by the confidence interval excluding zero (see table 5).

Table 5. Mediating Effect of Work Engagement

Indirect Effect	Estimate	SE	95 % CI
POS→WE→OCB	0.08	0.03	[0.01, 0.14]

Note: N=196, POS = perceived organizational support, WE = work engagement, OCB = organizational citizenship behavior, SE = standard error, CI = confidence interval.

In conclusion, the author analyzed whether the office design moderates the positive association between work engagement and OCB. As stated, the engagement of the job as well as the configuration of offices have been turned into mean centered variables. The author also computed the VIF values to assess work engagement and office design using STATA 14.2. The variables were 1.73 and 1.19 simultaneously for work engagement and office design. We may therefore assume that the problem of multicollinearity did not impact two variables (work engagement and office design). This may also prove our hypothesis that the positive correlation between the work engagement and the OCB is greater when the office designs are more cubicles than open-plan layout. Table 4 (Model 5) shows a substantial association between work engagement and office design ($\beta = 0.16$, $p < 0.05$); Hypothesis 4 is also confirmed (Model 5, Table 4). We also performed a simple sloping test for the substantive (reference) interaction influence. As predicted, the significant indices for the cubicle office setting ($\beta = 0.23$, $p < 0.002$) confirmed hypothesis 4.

5. Discussion

Employees trust POS because it meets their needs for acceptance, confidence, and connection, as well as providing support during times of stress, according to the findings of this study. As a result of good management and HR practices contributing to a high level of POS, employees are happy with their jobs, feel very strongly connected to the organization, are significantly more likely to see corporate goals as their own, and are considerably more responsive and loyal to the firm. This rationale is consistent with research that show a positive relationship between expectations of various forms of organizational aid and interaction formation (Hur et al., 2017; Mustosmaki, Anttila and Natti, 2013). This study also suggests that people who are engaged in their occupations are more likely to engage in organizational citizenship activities. Employees would be more likely to create a social environment conducive to cooperation, support, voice input, and other spontaneous activities that may contribute to organizational success if they were participating (Podsakoff et al., 1990). The findings add to previous research, demonstrating the benefit of this design as a desired work attitude and offering greater encouragement for the global component of employee engagement (Kovjanic, Schuh and Jonas, 2013). Perceived organizational support has been identified as a key factor to OCB's civic virtues component. Employees were expected to comply by voluntarily participating in non-compulsory activities sponsored by the corporation, as they understood the organization's genuine care for mutual well-being and learning opportunities. The findings of this study show that workers who believe their employer values their job and cares about their well-being (Eisenberger et al., 1986) had higher levels of OCB. The OCB levels frequently grow in tandem with the POS. This indicates that employees think their employer is assisting them, that they are concerned about their well-being, that employees' prospective progress is boosting their confidence to fill, and that workers appear to have a greater OCB. When considering the moderating influence of office design in the relationship between job engagement and OCB, the study discovered that workers who worked in a cubicle rather than an open-plan office were more dedicated and productive at work. This finding suggests that in a workplace, partitioning and internal walls provide a more attractive working environment for employees. Enhanced confidentiality makes employees feel more secure and at peace, eliminating the shame of being "called out" in front of a large group of people and ensuring a safer environment for everyone. The private feature also helps to persuade employees that they are expected to manage their daily tasks and obligations, thereby improving worker accountability (Chung, 2017). This increased sense of responsibility improves worker productivity by allowing them to work more effectively and with more concentration. Previously, businesses felt that having an open-plan office would save money, boost employee communication, and create a more inventive atmosphere. The open-plan office design, on the other hand, increases noise pollution to the point of discomfort and makes workers feel more worried, according to this study.

5.1 Theoretical Contributions

This research leads to the growth of office design and POS studies. Studies involving the design of offices have thus far examined the direct effect of the design of offices on work engagement of employees. This research is the first in the author's experience to look at the management strategy of the office as a guide on the interaction between employee work engagement and OCB. Through this analysis the author have benefited the most from this report. The author explored how the interaction between social, perceptual, physical and office design affects the actions between the employees. This incorporation provides a modern approach to office analysis. Moreover, as mentioned, work engagement has been investigated as just a moderating variable in research on the impact of POS on OCB. This research revealed nevertheless the mediating role of work engagement in POS-OCB ties. Therefore, it is good for not just the organizations and people as workers engagement in OCB. Another "black box" between POS and OCB was revealed as we explored the work engagement as an intermediary process. The analysis also found that POS has a positive relationship with work

engagement and a friendly association with work engagement and the OCB, respectively. This research leads to the generalization, in a new setting, of the previous findings on certain ties, namely Vietnam since the knowledge was obtained from various educational institutions in Vietnam.

Many research that look at the impact of architecture and design of workplaces have connected open-plan workplaces that are popular in the professional world, both for employer and employee gain. The construction of offices and furniture are two big factors and have a decent share of office construction. A scarcity of accessible knowledge on open-plan workplaces is more socially active than its equivalents. This will increase workers' morale by becoming more comfortable with their setting, allowing individuals to fit better into the team, fostering team spirit and creating a networking atmosphere as compared to closed spaces (Leather, Beale, and Sullivan 2003). The popular way of exchanging ideas is where people simply chat in the space and not having to arrange organized meetings. It is good to see both departments operate together in one space so that tasks can be achieved as easily as possible (De Been and Beijer, 2014). The novelty of this study is the expatriate employees in the international schools in Vietnam prefer a cubicle office design compared to open-plan settings. A cubicle maintains secrecy and ownership feeling. It has a cabinet or storage space to lock their valuables, records, archives, and other important items. Standardization in cubicle office design adds to strengthen employees' spirit.

5.2 Managerial Implications

This research has consequences in foreign schools of expatriate employees for human resources management and head of departments. These results indicate that high levels of POS as well as work engagement can help OCB of expatriate employees. When foreign staff function in unfamiliar cultural contexts, though, they interact with each other; the intensity of a partnership is more valued than the organization's assistance. This can increase/diminish to a degree based on how the job is handled. Therefore, the correct compromise between these assets is crucial for HR practitioners and helps expatriate workers to perform in a desirable setting. Organizations engaging in employee contribution initiatives produce better outcomes when they build conditions in which workers excel and are motivated to perform their work. Absenteeism is smaller, efficiency is better, and results are greater. It is only prudent to provide workers with a reasonable expectation of their position, instruments, and tools in achieving targets and growth opportunities to expand and grow continuously. Engaged staff felt involved in their work personally. One effective approach to make workers think for their jobs is to encourage stronger partnerships with staff. Good personal ties are a key component in a job in which partnerships are more and more relevant. If workers are addressed correctly, it will encourage staff to feel valued and respected for what they contribute to the business. The benefits and acknowledgments are another way to raise loyalty and morale (Schmitt, Ohly and Kleepies, 2015; Dai, Chen, and Zhuang, 2016). To do this, companies ought to make it transparent what the company's priorities entail, since this communication allows employees a better understanding about how they integrate into the company's purpose and goals. They establish and preserve a community that often involves substantive appreciation. Teachers and students look forward to interactions with these school leaders.

Another implication that we would like to emphasize is that companies cannot enforce human resource strategies and procedures that say that they value their workers on the surface alone, it needs to be practiced holistically. HR administrators and school leaders ought to develop an atmosphere that strengthens the understanding of these activities as genuine and not merely as a way of improving efficiency. These results strengthen the notion of enhanced POS by expatriate employees, by improving the expectations of expatriate employees regarding organizational support and commitment. One approach to do this could be to provide for the customization of human resource strategies and procedures. Many experiments have found that human resource strategies and activities are strongly associated to POS when it is customized (Rashid and Harif, 2015; Moorman, Blakey and Niehoff, 1998). While this can contribute to issues correlated with handling workers differently, we agree in an international school environment, organizations should have human resources strategies and procedures that are comprehensive enough to extend to all staff, yet versatile enough to respond to their particular needs. Hiring and keeping expatriate employees (English teaching professionals) is an expensive affair in international schools. HR administrators can examine the customization of the benefits policy to suit the desires of expatriate employees and provide a discounted rental scheme to help cater the requirements of individual people. These measures could show employees that their organizations are sincere in their efforts to retain expatriates, value their contributions, concern about their well-being and are not merely seeking to improve the bottom line. This is because employee engagement is inextricably tied to productivity levels and staff retention rates.

Finally, the survey discovered that expatriate employees prefer a cubicle-based workplace design over an open-plan office environment. HR professionals should consider the needs of employees and seek to create an office atmosphere that is conducive to both. It is critical to have clearly defined spaces for seclusion, intensively

concentrated work, and cooperation. Employees will be able to be as engaged as possible throughout the day because of this. Some employees may be irritated by continuous interruptions. The look of offices is changing. Businesses are beginning to recognize the negative effects of open-plan offices on productivity, team morale, and employee well-being. To fully flourish in their jobs, HR professionals should try to discover efficient solutions to situations like these. This necessitates prioritizing workplace design. It is critical for every company's success to attract and retain the greatest employees. As a result, HR should make sure that recruits have a positive image of the workplace they may be working in for years.

5.3 Limitations and Future Research Directions

The author also found some possible weaknesses that need to be acknowledged in undertaking this report. The findings are relevant to Vietnam and might not necessarily be generalizable to other countries or various categories of expatriates (professional staff). Whilst the chosen parameters for the system may be viewed as appropriate for studies relevant to engagement and behaviour, other variables may also be deemed suitable for this method. In addition, the framework must be developed and altered to incorporate various organizations and nations, and a cross-country research may improve the generalizability of the findings while also influencing the outcomes. Furthermore, the data gathering phase in this study took place all at once. In the sampling procedure, we used a convenient technique. Because the respondents in this study do not truly represent all of the communities at a foreign school, the impact of POS on OCB should be examined, ideally using a random sample approach that includes other international school staff (professional and local employees). The research thus requires to be repeated to generalize their observations in foreign schools and in other fields of higher education.

Throughout this research, the author proactively endorsed the hypothesis of moderation. To further explore the moderating function and validate the preliminary results of this report, the author urged potential researchers to gather larger sample sizes. In addition, the arbitrary metrics used in a survey, even though already validated, have their own intrinsic limits. The author emphasized that, incorporating some of the Podsakoff et al. (2003) theoretical and numerical guidelines, we also attempted to mitigate the impact of common method variance. The author exclusively gathered data from expatriate employees, and we ran various CFA tests on our measurement model, including a Harman's single component test and a methods' latent factor test, to reduce the possible confounding effects of common method variance. The findings all pointed to the idea that the technique factor did not account for a substantial portion of the variance in the data. Although the findings did not match the literature, future research should consider longitudinal data and evaluate the causality of factors.

6. Conclusions

Not only is there enough evidence that the world's population is aging and that those going to work will require a greater level of competence to meet possible needs, but there is also evidence that the world's population is aging. In several industries, a shortage of competent personnel is relatively uncommon, yet it can become more significant areas. These patterns may be seen in training across the world. Work engagement has a significant impact on an organization's performance. Recognizing function in higher education will give significant benefits to universities and the public. It is critical that colleges get the best out of their personnel by allocating large resources to professors and staff (Simons and Buitendach, 2013; Van den Broeck et al., 2008). A good talent strategy that drives an engaged workforce inside an organization may have long-term economic benefits for years to come (Ghadi, Fernando and Caputi, 2013). Employee desire to participate in extra-role conduct will increase because of cubicle plan office architecture, according to this study. When presenting new rules and processes, human resource managers and department heads should communicate with employees in a way that emphasizes the organization's beneficent goals and ethical intents.

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