

## Does Perceived Organizational Support Enhances Employee Resilience by Lowering Turnover Intentions Among Academic Expatriates in Vietnam: A Mediator-Moderator Approach

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**Abstract:** This study examines how workers' resilience influences their views of company support and inclinations to leave their employment at international schools in Ho Chi Minh City. We spoke to 226 English teachers who work at five foreign schools, resulting in a total of 226 foreigners (of which 215 are now working). We have validated the discriminant validity of our measurement model by performing a confirmatory factor analysis. Regression analysis was done for direct and interactive effects, and then mediation effects were tested using bootstrapping techniques. The project on the relationship between POS and turnover intentions has been studied thoroughly. This study aims to find out whether the level of job effort affects employee resiliency and turnover intentions. In turn, the relationship between employee turnover intentions and employee resilience is mediated by employee resilience. Both turnover intentions and turnover behavior are associated with an individual's capacity for resilience. This study suggests that POS enhances academic expatriates' motivation and encourages them to turnover. Resilience and outcomes are critical to retaining a competitive edge. When employee resilience increases, expatriate turnover intentions decrease. The first student to evaluate the approach in an international school environment in Vietnam was also assessed at a Vietnamese secondary school.

**Keywords:** Perceived organizational support, employee resilience, work engagement, turnover intentions, and expatriates

### 1. Introduction

Many of the modern civilizations, including trade, medicine, sports, technology, politics, religion, and education, have clearly experienced the effect of globalization. An expatriate is a person who no longer possesses citizenship of the country where they are employed (Andresen et al., 2014). An expatriate is defined as someone who lives and works in a nation that they are not a citizen of, and who can be considered to have talents important to the overall success of overseas companies. Academic mobility has grown thanks to globalization and the internationalization of institutions. The limited availability of academics in nations such as Canada, Australia, New Zealand, the United States, and South Africa has led to academics seeking work abroad. As a result, an increasing number of expatriate academics are employed. In and of itself, to the exclusion of everything else, expatriate academics are assigned to the category of individuals who have planned to take an abroad assignment on their own initiative (Richardson & McKenna, 2000).

Whenever you think about an association, remember that it is composed of individuals, and it depends on the productivity and extraordinary endurance of these employees for its profitability and long-term survival (Kubler & DeLuca, 2006). Employees assume a significant role in the achievement of all authoritative replies, which means they can respond to changing situations (Baran, Shanock & Miller, 2012). At now, an operational core interest is required for adding a staff to the association's flexibility. For instance, it is suggested that hierarchical individuals' actions and partnerships promote the growth of an association's aggregate limit of flexibility (Bolton, 2004; Brooks & Goldstein, 2004). Strategic human resource management systems are argued to be significant in making decisions on appropriate aggregate schedules and cycles.

Research has shown that resilience leads to lower psychological discomfort, increased optimism, and more favorable work attitudes (Campbell-Sills, Cohan & Stein, 2006). Resilient people recover and adjust more rapidly than those who are not resilient, and this contributes to corporate success. Employee resilience is described as "employee competence, aided and supported by the company, to utilize resources to constantly adapt and prosper at work, even if/when faced with tough situations" (Lengnick-Hall & Beck, 2009). Worker flexibility is something that is fostered by support from authoritative, enabling organizations, according to this description. Worker flexibility adds to important execution factors, including favorable representative mentalities and behaviors (Lengneck-Hall & Beck, 2009). Additionally, employee flexibility might be a defense mechanism against workplace change" (McManus et al., 2002). According to study, productive representatives welcome authoritative change, and they are better able to deal with disruptions at work than their less-resilient counterparts (McManus et al., 2002).

Expatriates may have issues getting along in another country for a few reasons. When applying, an expatriate is subjected to new and obscure natural effects, and must change accordingly, incorporating a new way of life, which includes an unfamiliar dialect and diverse rituals, principles, convictions, traditions, rites, and so on

(Andresen, 2015). Inadequate varied alteration has been proven to be the major cause behind most premature returns of expatriates and for turnover expectations throughout jobs (Andresen, Goldmann & Volodina, 2018). 64% of the 77 connections examined in the Hagel, 2012 study included premature termination as a problem, while worker transformation difficulties were related to early termination in 28% of the cases. Early terminations are not only motivating, but they are also costly for organizations. considering the expenditures due to turnover across international jobs, finding information about its antecedents is beneficial for global human asset by all accounts (Lee & Liu, 2007).

Retaining brilliant employees in a rapidly growing, competitive global market is difficult for many businesses, notably universities (Bernard, 2012). Academic institutions are defined by their academic staff's capacity to produce ideas and implement new concepts (Pienaar & Bester, 2008). Therefore, academic institutions must keep their brilliant workers. Many academic institutions have significant employee turnover rates (Hardiman & Yarmolinskaya, 2014). Despite many years of research, excessive staff turnover remains a chronic problem. Attempting to avoid this study is what sparked it.

This study is meant to explore the rising patterns in expatriate turnover intentions in emerging nations. In this study, foreign schools in Ho Chi Minh City employ expatriates. Despite being well-known for international expatriate work, information in South East Asia on it is sparse. The study's objective is to discover the differences in Vietnam-based expatriates' customs and determine if bridging the gap will make hiring expatriates smooth. So, it is important to see if POS, employee resilience, job engagement, and turnover intentions are able to affect the host country environment for expatriates in Vietnam. When the expatriates find it difficult to settle in the new location, they typically abandon their jobs. This study would be useful to academic institutions interested in improving retention and developing suitable organizational support strategies to better manage turnover among expatriates in Vietnam. Furthermore, the link between POS, employee resilience, job engagement, and the intention to leave the foreign school is unknown. It starts by describing the most prominent aspects of the model (see Fig. 1). First, the literature reviews are discussed and then hypotheses are developed from empirical research. Third, findings of the analyses are presented, and lastly theoretical and managerial implications and limits are summarized.

## 2. Literature Review and Hypotheses Development

### 2.1 Perceived Organizational Support and Employee Resilience

According to the organization support hypothesis, it is feasible that the employee-employer connection may be explained. Additional study suggests that both personnel and company outcomes are affected by the prevalence of positivity (Chung, 2017; Eisenberger et al., 1986). A beneficial organizational behavioral consequence includes employee engagement (Kurtessis et al., 2017), citizen behavior (Loi, Ao & Xu, 2014), and performance (Mathumbu & Dodd, 2013). (Baran, Shanock & Miller, 2012). Behavioral effects beneficial to the business include improved confidence in the company, work happiness, and enhanced in-role performance. Behavioral results include workplace stress, burnout, and withdrawal behavior. justice, human resource policies, and supervisor support are significant predictors of POSS (Baran, Shanock & Miller, 2012; Kurtessis et al., 2017).

The association's aims for its members and recognition of individual value and their dedication to it are articulated through the use of the term POS. According to "social exchange theory" and the "reciprocity principle," investigations of hierarchical help have used speculation as a foundation. The primary motive behind social trading is that individuals feel compelled to help others, and, when they do, they expect to be rewarded later (Eisenberger & Stinglhamber, 2011). Similarly, if the hierarchical aid was recognized by the representatives, they would believe that the association would keep its promises to both partners, and assume they are legally obligated to pay the association, which will inspire them to put in more effort. When workers sense support and compassion from the association, they will then put forth an effort to help attain organization objectives. authoritative support for workers has a good direct influence on their participation in their jobs (Eisenberger et al., 2002).

Study of the greatest approach to enhance and increase work force strength is growing (Witmer & Mellinger, 2016; Meng et al., 2017). Worker flexibility arises from wanting to strengthen authoritative frameworks and frameworks that depend on having strong leaders, as well as hierarchical maintainability, which need effective leadership (Kantur & Iseri-Say, 2012). While associations, particularly in response to a trigger, are more likely to need a flexible employee, in stable positions, as well, is also appropriate. Until now, adaptable representative practices have been identified to be influenced by the worker's association: administration (strong oversight), learning society, and a stable workplace (steady group and association) (Al-Hawari, Bani-Melhem & Quratulain, 2020). An initiative style that emphasizes employee participation with their exhibition, and conveys concern while also offering support, is seen as an effective strategy for strengthening workers' ability to adjust, as well as inspiring them to support hierarchical change. Another, the organization called Al-Hawari, Bani-Melhem & Quratulain, which advocates a "learning society" (al-hawari, bani-melhem, & quratulain, 2020), connects to

greater representational flexibility (Pretsch, Flunger & Schmitt, 2012). Additionally, organizations can cultivate a stable workplace that contains beneficial social interactions. If representatives are able to be completely honest while making mistakes, problems, and both negative and positive points of view known to their colleagues and leaders, employees will be positively impacted (Azevedo & Shane, 2019).

We argue that employee flexibility, and the characteristics that demonstrate this capability, are manifestations of individual contextual influences (Siu et al., 2006). Because strong individuals are also the results of hereditary factors, however, it is not a stable characteristic. Rather, it is more likely to appear in settings that foster multi-faceted abilities (Niitsu et al., 2017). We empower proactive, flexible, and uphold-looking methods from now on (Cooke et al., 2019). Employee flexibility has been specifically described as variables such as a positive learning society (Tonkin et al., 2018). The investigation in view of the aforementioned suppositions is presented as follows:

**Hypothesis 1:** Workforce resilience is strongly correlated with perceived organizational support.

## **2.2 Employee Resilience and Turnover Intentions**

Resilience is the capacity to deal with change, danger, and hardship by individuals. capacity varies and is increased by individual and environmental protective factors (Davies, Stoermer & Froese, 2019). Ghandi defines “resilience” as a person's capacity to seamlessly blend into the environment and shield oneself from harm. To overcome hardships, additional capacities might be included as a factor in this definition. Despite several disappointments or obstacle, resilient individuals will rise higher. It is a method to counteract challenging situations and embrace achievement in life) (2005; Scanlan & Still, 2019). Instead of being overpowered by adversity, trauma, or disappointment, they find a way to shift direction, openly repair, and keep advancing toward their goals.

Working under difficult situations, particularly international rivalry, often needs an innovative, adaptive, and quick hierarchical response. Staff are vital to development, speed, and adaptability, and an association is supported by workers' responsiveness to changes (Srivastava, Kapoor & Yadav, 2019). Workforce prepared to react forcefully is crucial for hierarchical endurance and future success in a tough environment. This necessitates groups investing in workplace flexibility (Saeed et al., 2014).

The researchers agree that flexibility denotes the limit of recovering from unpleasant sentiments and the continuous adaptation of one's state. Power may be “being a marvelous manifestation of positive transformation, especially when facing tragedy or danger” (Celik, 2018, p. 18). Ryff and Singer (1996) asserted that flexibility is as important as forestalling sickness and preventing bad habits. So, Ryff, Singer, Dienberg, and Essex (1998) deemed strength as the capability to retain or recover a sense of affluence even with hardship. Previous study has demonstrated that strong people will cushion difficult events with positive outcomes (Giao et al., 2020). The study concluded that those who can do more with their minds are often proactive and use their mental assets to cope with stressful events before they arise.

A worker's emotional appraisal of the opportunity to quit the organization for the time being is referred to as a motivation to depart (Carmeli & Weisberg, 2006). Ache, Kucukusta, and Chan (2015) found that objective to search for a job elsewhere is departure from the association and pursuit of employment elsewhere. The scholars (Giao et al., 2020) attempted to clarify employees' turnover conduct by using a turnover expectation model, which had gotten an initial objective to leave as the proportion of turnover conduct. representative turnover is most founded in intent to leave and has been previously proven to be a precursor of it (McNall, Masuda & Nicklin, 2009). According to Lu and Gursoy (2016), veteran bosses influence whether veterans intend to leave their current job. Work-related difficulties, job opportunities, and job security are key preceding conditions to the success of a job. On the surface, cooperation upholding is important to the choice to separate the two sessions, but not the result. According to Pang et al. (2015), activity fulfillment, work bouncing, professional stability, preparation opportunity and promotion opportunity are strongly correlated with goals like “leaving”. Kim et al. (2017) reports that turnover is a major burden to any business since the cost of advertising, recruiting, selection, and hiring is substantial. An employee's psychological well-being influences the efficacy of the present workers. Hutchison (1997) defined turnover as “The ratio of the workers who departed the company in a specific period with the average number of workers during that period.”

Workforce turnover intention occurs when an employee leaves their employment before the expiration of their contract (2019). Scholarly scholars have discovered several contributory elements and the significant consequences if the organization ignores this crippling issue (Chen, Ayoun & Eyoun, 2018). It is up to the employee to choose whether to stay or quit an organization. the literature classified women as women who are more likely to remain in an organization (Judge, Boudreau & Bretz, 1994). Age and turnover intentions are linked to seniority in that more senior or seasoned employees will stay and grow with the company (Trank, Rynes &

Bretz, 2002). It is believed that employees who are more resilient are more likely to hold onto their jobs longer. So, the second hypothesis of the study was:

**Hypothesis 2:** High level of employee resilience was correlated with less turnover intentions.

### **2.3 POS and Turnover Intentions have a Mediating Role in relation to Employee Resilience.**

In accordance with Kurtessis et al. (2017), the evidence shows that POS aid employee well-being, leading in greater retention in the company. Also, physically, and emotionally secure personnel are more likely to take charge and overcome obstacles and bad days by doing so (Shin et al., 2012). Self-efficacy and resilient personality qualities both have a role in a person's success and recovery in transformation processes (Shin et al., 2012). To highlight the indirect link between POS and turnover intentions of expatriates, this study employed the concept of resilience. Resilience is heightened in those persons who confront difficulty (Folke et al., 2010). Individuals that react with flexibility when presented with adversity have a higher level of adaptation and resilience (Folke et al., 2010).

Resilience is the tendency to react positively and creatively under difficult circumstances (Shin et al., 2012). Resilient individuals are those that are sociable and enjoy learning and taking on new challenges (Wu et al., 2013). participating into work-related activities to establish social connections with colleagues reflects an elevated resilience attitude (Witmer & Mellinger, 2016; Kossek & Perrigino, 2016; Lengnick-Hall, Beck & Lengnick-Hall, 2011). Resilience in the workplace should enable people to decrease their turnover intentions. Resilience and executive cognitive processes are linked, according to some scholars. People are given the tools to manage difficult situations that need strong emotional stability (Somers, 2009). It is assumed in this study that to manage stress at work, organizations should provide adequate assistance for employees to assist decrease their turnover intentions. In regard to the study's previous findings, the current research has centered on the mediation impact of employee resilience in the link between POS attitudes and intention to turnover hypothesizing that:

**Hypothesis 3:** The connection between perceived organizational support and employee turnover intentions is mediated by employee resilience

### **2.4 Work Engagement have a Moderating Role in relation to Employee Resilience and Turnover Intentions**

Employee resilience and turnover intentions are correlated, which suggests that an employee's level of engagement at work is important in determining his or her level of resilience (Van nook Broeck et al., 2008; Hallberg & Schaufeli, 2006). interacting with employees has good implications for workers and businesses, however, the usual level of linked workers throughout the globe is 13 percent, which is detailed in Gallup's review from 2011–12 (Taipale et al., 2018). It is important to study the many factors that contribute to work dedication as well as those that are impacted by it. Workforce strength is a critical competitive advantage that should grow in significance in the foreseeable future and workforce turnover remains a hotly debated issue among management researchers. Cohen, Blake, and Goodman (2016) found that social objectives are the most effective measure of actual turnover. Goals to turnover have recently emerged as the strongest antecedent. Aim to depart is established in terms of real turnover. Association turnover is linked to anticipated expectations. When employees are helping to keep workplaces stable and authoritative, they will stay long enough to become familiar with their clients, providers, and associates, and they will strive to develop greater consistency. Early studies, like Alfes et al. (2013), have found that engaged employees generally had lower turnover intentions. Saks (2006) defines commitment as a precursor to expectations of turnover. Workers that are highly engaged are often busy with positive energy and activity in their job, so there is less time for negative thoughts such as rumination. Because of this, employees would not consider about quitting their present businesses (Kovjanic, Schuh & Jonas, 2013; Oluwatayo & Adetoro, 2020).

Turnover is a big concern for certain associations nowadays, especially jobs that offer high instruction and broad-based learning (Levine, 1993). the most solid indication and greatest immediate precursor of employee turnover (Dick et al., 2004; Loi et al., 2006). Workers' authoritative duty and anticipation to quit are two indications of turnover (Chiu & Francesco, 2003; Loi et al., 2006). Most studies find that frustration is the primary cause of representative turnover. When the overall activity contentment level is sufficiently low, individuals will set personal goals to discontinue their activity and find optional job. This bond has developed through time (Chiu & Francesco, 2003). Exiles living in a new setting will often encounter both employment-related and individual problems. In the long term, pressures and disappointments might cause employee turnover. Reduced turnover has been found to increase employees' emotional burden (Kraimer & Wayne, 2004). Both strength and turnover rate are linked to mixed results. An increasing number of representatives resign their employment to reduce the disparity. up to this point, the study confirms that employees' flexibility is a driving factor in career satisfaction, and a lack of it might lead to turnover in company leaders in various companies and businesses (Koys, 2001).

The turnover of expatriates has long been a major concern for training foundations because of its scale and effects (Black et al., 1991 & Ashamalla, 1998). Most immediately, determination, preparation, and migration expenditures will be incurred. There are also the two backhanded expenditures associated with the board's dissatisfaction, reduction in viability, and lack of seriousness. Yet, as many expatriates, instead of local workers, utilize this resource, it is primarily concerned with turnover that is brought about by variables associated with the abroad situation, namely those pertaining to multidimensional modification. "The members of the ostracized group frequently mention the fact that they have been unable to adjust to life and work in the other nation; in fact, this is the main reasons why they have chosen to leave their duties overseas" (Carmeli & Weisberg, 2006). Until now, academics have had to examine the way multi-faceted change and turnover expectations intersect (Black et al., 1992; Naumann, 1993). The project aims to find out whether those who advocate for an organization's work commitment have more effect on the underperformers' feelings of abandonment than the mediator of work commitment. There is no evidence that turnover goals are related to strength. Thus, it is well accepted that:

**Hypothesis 4:** The link between the employee resilience of employees and the turnover intentions of expatriates is moderated by work engagement.

Based on these ideas, the conceptual model (Figure 1) was created. In this model, employee and customer retention is held as two independent variables, while the turnover intentions of expatriates are treated as a dependent variable. In this study, we intend to investigate the link between employee resilience and turnover intentions and examine if workplace engagement is a mediator of this connection.

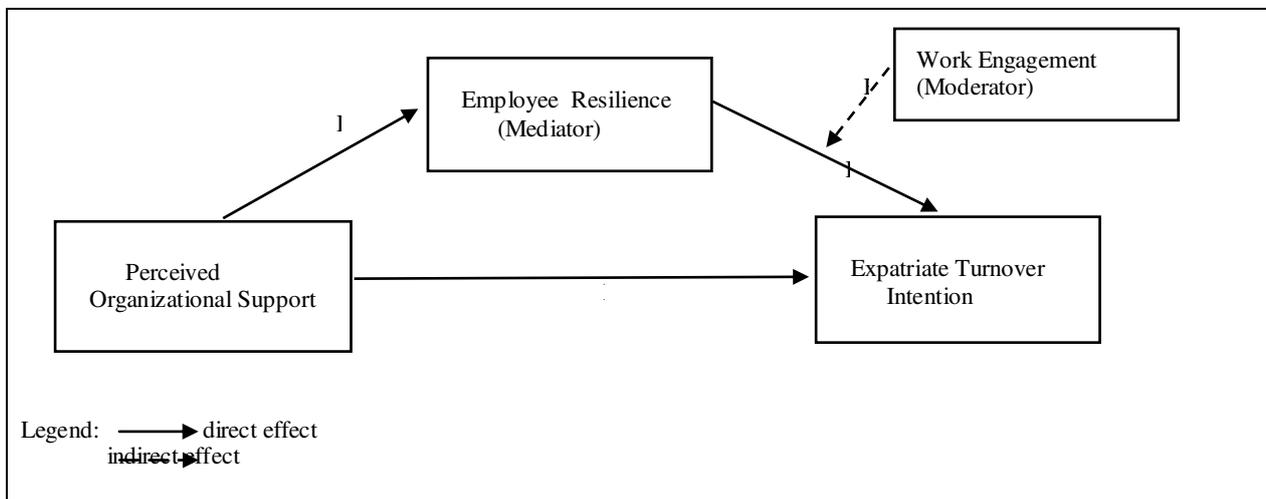


Figure 1. Conceptual Frame of the Study

### 3. Method

#### 3.1 Measures

When assessing our variables in the study, we employed reliable and valid scales. According to Podsakoff et al. (2003), we split the independent and dependent variables into different questionnaire sections to decrease CMV. We made participants aware that there are no right or incorrect responses and that they should reply without hesitation.

##### 3.1.1 Perceived Organizational Support

POS variable assessed using 9-items by Eisenberger, Huntington, Hutchison, and Sowa (1986), such as "My working circumstances promote my success," "This business offers a supportive work environment," and "When I initially started working here, the firm offered onboarding and training information." Likert scale responses ranged from strongly disagree to strongly agree. To obtain an overall POS score of 1 to 5, responses were averaged. Cronbach  $\alpha$  was .89, which demonstrates that the scale has a fair level of reliability.

##### 3.1.2 Employee Resilience

The Resilience Scale (RS-14) was created by Wagnild and Young (2009), with 14 items designed to have values ranging from 1= strongly disagree to 7= strongly agree. Reliability of 0.76 to 0.91 has been estimated. The results are as follows: 0.81.

### 3.1.3 Work Engagement

Work Engagement, including scales for vigour, commitment, and absorption, was adapted from Schaufeli et al. (2002). My employment invigorates me, and so do my responsibilities. Reliability's stated value is 0.81 to 0.96. Likert Scales evaluated each of the items (1= never, 5= always). Reliability for the current research was 0.87.

### 3.1.4 Turnover Intentions

For Turnover Intentions we used a 3-item measure developed by Cammann et al. (1979) that had a Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Cronbach's Alpha was a respectable .88.

### 3.2 Sample and Data Collection

This research included expatriate staff from twelve international schools in Ho Chi Minh City, Vietnam. While being personal relationships, these firms were representative of several well-established, big private international schools in Vietnam (Browell, 2000). Google forms were used to contact each participating foreign school. The sample was taken from teachers from twelve foreign schools teaching English topics. There were about 227 unique responses that we validated among the total 376 responses. Due to incomplete or missing data, we had to remove 149 items. The response rate of 60.3% was reached. More than 122 individuals (64% of whom were male) provided answers, while 66 people (36% of whom were female) replied (36 percent). Most of the respondents were in their 30s to their early 40s (40 percent). The "standard deviation" of the average age is 4.14 years (SD  $\frac{1}{4}$  4.14). more than three-quarters of the responders had a four-year degree" (52.5 percent). Out of the whole sample, 52.5% had a higher level of education, 41.3% had a postgraduate degree, and 4.6% had a Ph.D. In general, the participants differed in their responses with reference to school directors. 64% of participants were found in cubicle offices according to our study. Table 1 provides the demographic information for the 227 respondents.

Table 1. Sample Demographic Variables

Variables	Values	Frequency	Percentage
Gender	Female	72	36.8
	Male	124	63.0
Age	24-29	32	16.3
	30-39	78	40.0
	40-49	67	34.1
	$\geq 50$ 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	$\geq 1$ but less than 3 years	28	1.4
	$\geq 3$ but less than 5 years	65	33.1
	$\geq 5$ but less than 10 years	71	36.2
	$\geq 10$ years	32	16.3
Positions	Educator	47	23.9
	Senior Educator	108	55.1
	Academic Manager	29	14.8
	Academic Director	12	6.1

### 3.3 Control Variables

The demographic factors studied were age, gender, education, and tenure, because each of these factors might influence employees' opinions about the company (Zenger & Lawrence, 1989). Additionally, Jaros (1997) revealed that education, tenure, and gender are significantly linked with turnover intentions. This variable was measured as follows. Participants were first asked to enter their age and years of employment. 0 = male, 1 = female Higher Diploma= 1, Undergraduate Degree= 2, Postgraduate Degree= 3, and PhD= 4. Finally, participants picked from the following educational levels: 4-year bachelor's degree, master's degree, or Ph. D.

### 3.4 Common Method Bias and Non-Response Bias

In the event where all data is gathered from a single source, the relationship between constructs can be increased or decreased (Podsakoff et al., 2003). To mitigate participant risk, we pledged confidentiality and

anonymity in the cover letter. According to Fuller et al. (2016), we performed a single-factor test to come up with CMV (Fuller et al., 2016; Podsakoff, MacKenzie & Podsakoff, 2012). Thankfully, we did not find a CMV issue in the study.

**3.5 Preliminary Analysis**

The research began by identifying outliers and incomplete occurrences in the data. The three deleted occurrences from the dataset are given below. CFA was applied to every conceivable scale, which consisted of several questions. AMOS version 24.0 was used in the investigation, along with the maximum likelihood estimator. In consequence, the study defined the following as the key structures: positive outcome, employee resilience, job engagement, and turnover intentions. An estimate of the amount of variance in the three resilience items that is attributable to the hypothesized latent component was not reliable, which indicates that only a tiny percentage of the variation in these items can be explained (Schreiber et al., 2006). In the research, these items were excluded. Data analysis confirmed that the model matched the data well: ( $\chi^2=165.849$ ;  $DF= 110$ ;  $p <.001$ ;  $CMIN/DF= 1.508$ ;  $CFI= .969$ ;  $TLI= .961$ ;  $RMSEA= .054$ ) (see for thresholds in e.g. Backhaus et al., 2010; Byrne, 2001). Additionally, all scales had acceptable convergent validity, with composite reliability estimates over .70 and AVE values for each factor over .5 (Wong, 2013).

The discriminant validity assessment followed. Fornell and Larcker (1981) suggest that the AVE per factor is larger than the squared correlation of any other component. The AVE was .542, which implies that components are different. Aftereffects suggest that CMV did not adversely influence our data. Furthermore, a similar latent factor test was done (Podsakoff et al., 2003). These findings imply that CMV was not a major concern, or that the effect CMV had on the indicator factor loadings was small. Lastly, to avoid multicollinearity, all predictive variables were centered before to analysis (Aiken & West, 1991).

**4. Results**

**4.1 Descriptive Statistics**

Table 2 lists the variable means, standard deviations, and inter-correlations. We tested our assumptions using IBM SPSS software version 24.0 and the PROCESS-tool (Hayes & Scharkow, 2013).

*Table 2. Means, standard deviations and inter-correlations*

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. POS	0.79	0.44	-0.36**	0.30**	0.18	0.14	1.00			
6. ER	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. TI	3.74	0.62	0.06	0.18*	0.03	0.17*	0.08**	0.41**	0.38**	1.00

*Note: N=227, \*\*p<0.05, \*p<0.01. 1= age, 2= gender, 3= tenure, 4= education, 5= POS, 6= employee resilience, 7= work engagement, 8= turnover intentions.*

**4.2 Measurement Model**

Table 3 shows the measurement model indices for the research variables. We used AMOS version 24.0 to assess the construct validity of the variables. As demonstrated in Table 3, the  $\chi^2$  test supports the four-factor model of organizational POS, employee resilience, job engagement, and turnover intentions ( $\chi^2 = 332.08$ ;  $df = 189$ ;  $RMSEA = 0.04$ ;  $CFI = 0.87$ , and  $TLI = 0.93$ ). These CFA findings highlight the four variables' uniqueness for additional analysis (Table 3).

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

Model	$\chi^2$	df	CFI	TLI	RMSEA	$\Delta df$	$\Delta \chi^2$
4-Factor model (hypothesized model)	332.08***	189	0.87	0.93	0.05	-	-
3-Factor model (POS and ER merged)	479.39***	202	0.82	0.88	0.11	3	207.37***
2-Factor model (POS, ER and WE merged)	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=227, \*\*\*p<0.01, POS= perceived organizational support, ER= employee resilience, WE= work engagement, CFI= comparative fit index, TLI= Turkey-Lewis Index, RMSEA= root mean square error of approximation.*

### 4.3 Hypotheses Testing

POS was hypothesized to be favorably connected to employee resilience. Analysis findings (Figure 2) corroborate this assumption ( $\beta = 0.16$ ,  $SE = 0.07$ ,  $p < 0.05$ ). Thus, H1 was accepted. Employee resilience was postulated to be positively associated to decreased turnover intentions. examination of employee resilience and turnover intentions ( $\beta = 0.18$ ,  $SE = 0.04$ ,  $p < 0.05$ ) backs up H2.

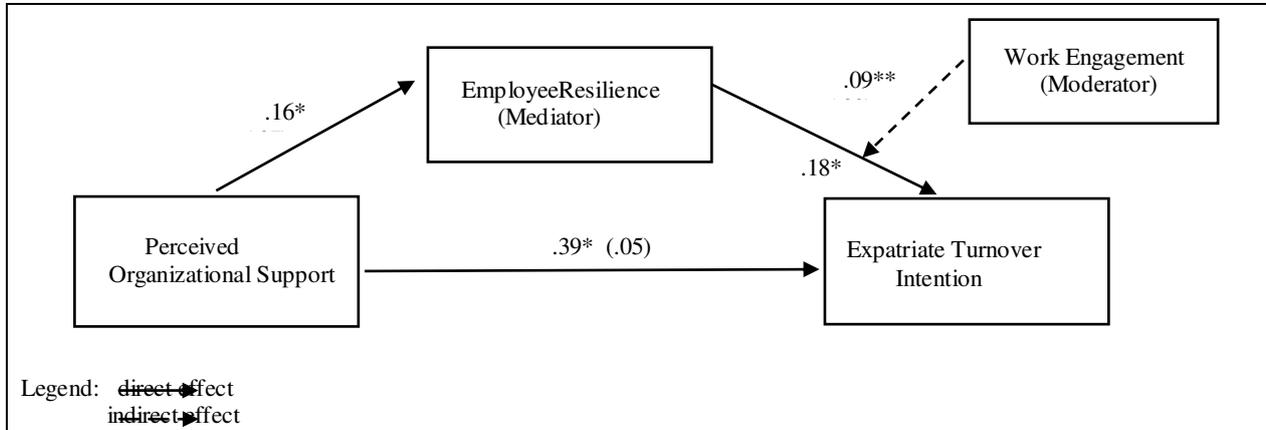


Figure 2. Results of regression analysis

The relationship between turnover intentions and the desire to use a different payment system will be limited by employee resilience. The indirect impact of 10,000 Monte Carlo simulations generated an indirect impact confidence interval with a 95% CI that had an indirect impact of 0.39 (CI: 0.05, 0.14). The 95% confidence interval did not include zero, and H3 was supported (see Table 4). When resilience was taken into consideration, the link between POS and turnover intentions was significantly stronger ( $\beta = .39$ ,  $p < 0.01$ ). The mediation model, after correcting for measurement error, accounted for 39% of the variance in turnover intentions.

Table 4. Mediating Effect of Employee Resilience

	Indirect Effect	Estimate SE	LL95% CI	UL95% CI	
H <sub>3</sub>	POS→ER→TI	0.39**	0.03	[0.05, 0.14]	[0.04, 0.24]

Note: N=227, POS = perceived organizational support, ER = employee resilience, TI = turnover intentions, SE = standard error, CI = confidence interval. \*\* $p < 0.01$

With the introduction of the "Hypothesis 4," workplace involvement is expected to moderate the relationship between employee resilience and intentions to leave. This discovery agrees with H4. depiction of the moderating influence, which is shown in Figure 3, demonstrates how having a strong work engagement increases employee resilience and how it has a beneficial impact on turnover intentions (Aiken & West, 1991). When engagement in the workplace is limited, the link breaks down.

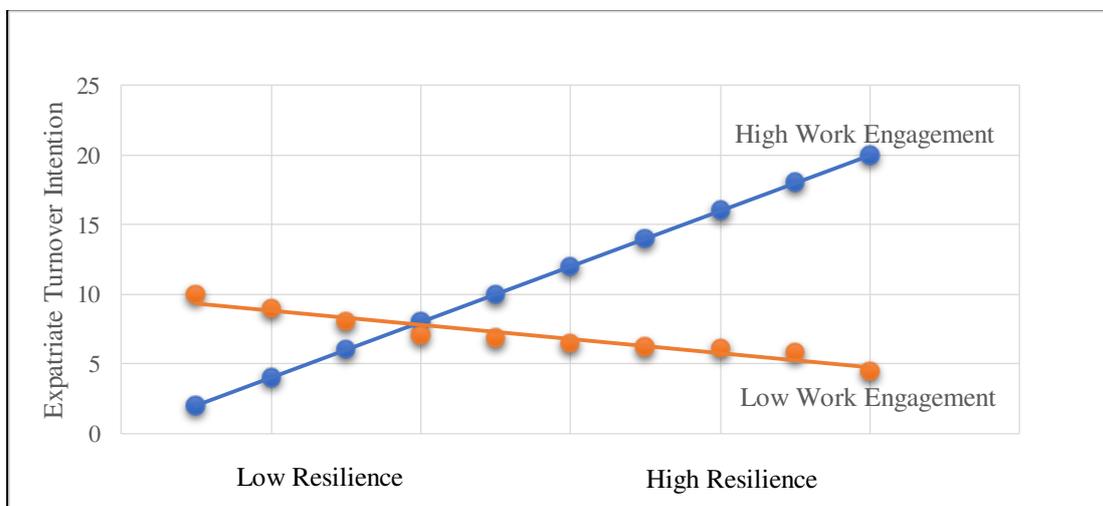


Figure 3. Interaction plot of employee resilience and work engagement

#### **4.4 Model Fit**

The  $R^2$  coefficient is a metric that measures the predictive power of the formula. In terms of variation in the organic dependent variable of the conceptual model,  $R^2$  equals the sum of the variance among the independent (exogenous) components.  $R^2$  is on the spectrum from 0 to 1.  $R^2$  represents a better implicit structure when the  $R^2$  number is greater. The results demonstrate that, as the coefficients show, the values of the variables may be predicted using the direction model (Hair along with others, 2017). The change in internal organizational commitment may be due to the POS, worker tolerance, or job dedication being localized to the cell. These values vary from 0.27 (a high influence) to 0.14 (a moderate effect) to 0.03 (low impact). As  $R^2$  was higher than 0.27, the analysis was successful.

### **5. Discussion**

This review presents critical aspects that impact turnover rates among expatriates. Turnover is an expensive consequence, as it costs more money to recruit, screen, and retain new personnel. The present literature highlights the significance of POS and workplace tolerance in employee attrition. This study helps support the four hypotheses. First, as shown in observations 1, 2, 3, and 4, we found a strong connection between employee job performance and HRM-designed preparation and structured support systems, as proposed by Cooke et al. (2019). The outcomes of this study show that workers value POS because it delivers respect, acceptance, and affiliation, as well as help when they are stressed. People feel strongly attached to the business, are pleased with their employment, and regard corporate objectives as their own because good management and HR procedures contribute to a high degree of POS. Research shows beneficial relationships between diverse sources of support in the company and the way work duties are conceptualized (Zhang, 2013). It appears that those with higher levels of endurance are more involved at work. Workers, as they are absorbed, are more likely to create a social climate that encourages cooperation, assistance, and other discretionary activities that reduce turnover intentions (Huning & Renn, Allen 2013). boost global workforce preparedness and commitment by giving more advantages for existing studies (Robertson et al., 2015).

Helping in the organization has been demonstrated to contribute to ethical and civic elements of turnover. For workers, companies that care about their growth and engagement also appear authentic. The study's findings reveal workers who perceive the degree to which their efforts and inquiries are valued by their bosses (Eisenberger and Stinglhamber, 2011). Pos and turnover intentions have an inverse relationship. When revenue grows, plans for turnover shrink. Workers with greater stamina may have decreased turnover motives. He may perform additional roles freely. Resilient people view their life as significant. To feel obligated and proud of what you have done, just perceive your life as planned. They have a stronger approach to work, and they appreciate their employment. With strength, a person may escape momentum and response. Regardless of setbacks, the resilient individual retains their company. Stevens, Zalta, and Hobfoll (2015) argue that stability of emotion helps people to progress in complex, demanding settings. Brand loyalty and member commitment are enhanced by strength. The results can be compared to previous research.

The findings supported the theory, how job dedication impacts employee endurance and turnover expectations. work commitment influences employee endurance both explicitly and indirectly by reducing attrition attitudes (Coyne & Ong, 2007). For a company to be successful, both leaders and workers must have a tolerance for stress and turnover. devotion to the firm has behavioral consequences in terms of eliminating redundant goals (Henneberger, Sousa-Poza 2004). Also, the happiest and most enthused workers will suffer because of job emergencies, stresses, logistical difficulties, etc. Resilience sometimes needs time, energy, and financial investment to regenerate, stabilize, and return to homeostasis. Resilience permits the use of failures as "springboards" or professional growth outside the field of tangency (Zaferanchi & Gharakhani 2019, Luthans & Youssef 2007). According to the hypothesis, it is also important to focus on improving efficiency and the other desirable characteristics while also increasing flexibility. While greater identification and organizational links give lower turnover expectations, better identification and organizational ties are not as important as that. Therefore, the study gives confirmation of the relationship between employee durability and willingness to move jobs.

#### **5.1 Theoretical Contributions**

This research gives many observations. In the past, job participation reports have studied the impact of workplace involvement on employee efficiency. This research is the first to examine how work involvement as a connection is connected to employee flexibility in a corporate context (i.e. turnover intention). Resilience as a psychological phenomenon has gained attention, but has yet to be conceptualized and empirically assessed in the workplace, notably utilizing POS. González-Romá et al. (2005) and Hakanen et al. (2008) examine employee strength in the corporate and work spheres and on the subject of positivity and job participation in their separate studies. Resilience as a set of talents and traits that may be fostered by organizational support is furthermore

highlighted by the thesis. This outcome conformed to the prediction, as seen in Figure 3. The investigation indicated another “black box” between POS and the primary aim of turnover. Favorable connection has been demonstrated independently, along with a positive connection between staff resilience and corporate intentions. Assuming data has been gathered from several foreign institutions in Vietnam, this research leads to the generalized conclusions from prior study in Vietnam.

## **5.2 Managerial Implications**

This study will impact human resource and division leaders from international institutions who hire expatriate educators. Conclusions show that increasing both employee and company tolerance would lower the expatriate staff turnover. Even yet, when foreign workers function in new cultural situations, flexibility and job dedication are critical to a productive relationship. It might be based on your reputation. When comparing these features, HR practitioners must consider if they will give expatriate employees a comfortable work environment. Those that participate in training and development programs can have their staff succeed and to perform at their top.

Absenteeism is lower, productivity is better, and production is greater. The approach makes sense: providing workers with an accurate knowledge of their position, their resources, and their growth prospects. Workers are immersed in their task. Encourage improved communication with coworkers to help employees care more about their work. Personal ties are important in a career where collaborations are required. If we treat workers the same, then they would feel valued and valued for what they do for the company. Incentives and praise help motivate and enhance people's values (Hoole & Victor, 2017). The message enables employees to better understand how they fit within the company's objectives and what kind of actions are rewarded. They set up and nurture a community that also demands praise (Hulkko-Nyman et al., 2012).

Additionally, we want to stress that businesses could not necessarily enforce processes and procedures that were meant to benefit employees on the ground level. School and HR managers must create a work environment that provides clarity on expectations, supports performance, and fosters productivity. Our results confirmed the notion of enhanced POS for expatriate staff by enhancing the organization's resource and engagement. One method for this is customization of human resources strategies and procedures (De Coninck, 2011). It has been proven that tactics and practices in personnel management are strongly associated with sales and earnings. We believe that an international school environment can offer companies with staffing methods and processes that are generically acceptable to apply to all employees but are customizable enough to be customized to varied requirements of employees. Using and retaining foreign-teacher expatriates is an expensive challenge. The HR managers can adapt the company's policy plan to fit to the unique demands of expatriate workers and meet their housing demands. These projects remind workers that their employers, and not only for financial gain, genuinely care about their well-being. The effectiveness of a company is deeply linked to the contribution of its employees.

## **5.3 Limitations and future research directions**

This project has several issues that must be examined. First, while foreign employees (academic foreign nationals) from foreign nations are being surveyed, the results only apply to Vietnam, thus conclusions cannot be generalized to other nations or other types of foreigners (professional staff). It is believed that some parameters may apply to the system as well. Additionally, the technique may be changed and adapted to include other organizations and other nations, which allows for cross-country analysis to be improved. Compilation of data for this study occurred at a specific point in time. It adopted a simple sampling approach. Due to the possible lack of participants who represent all employees at the international school, it is important to assess the influence of POS on the recruiting intentions of employees, ideally using a random sample approach. It is critical to re-analyze the findings to apply to different areas of education or higher education sectors.

This study provided early evidence for the balancing hypothesis. Future research is suggested to increase sample numbers to examine the moderating function of job interaction and to confirm the early conclusions of this research. Although self-assessment typically comes with inherent problems, it has been tested thoroughly in the survey. Traditional system uncertainty was reduced by applying several methodological and mathematical recommendations developed by Podsakoff et al (2003). The typical procedure variance has only been mitigated by data collected from people employed abroad. Many CFA studies have used the estimating model, such as Harman single variable and latent variable reviews. It was deduced that the process variance was not a major portion of the data variation. Despite this, next research will use experimental evidence to assess trigger factors.

## **6. Conclusions**

Additionally, there is evidence that the global population is aging and that the labor force will need increasing levels of skill to hold onto employment in the long run. Underemployment, not only in one industry, but in specific locations, may be far more widespread. Training is not susceptible to global trends (Zhang et al., 2008). Job involvement has a major impact on corporate performance. It is essential that employment participation in higher education is addressed. Because universities have considerable financial backing, it is crucial for

institutions to maximize their employees' potential (Attridge 2017; Murthy, 2009). In a nutshell, employees need to have the ability to survive throughout time. Resilience was found as a key indication of both intent for POS and intent for turnover. Resilience is a positive psychological skill that can be measured, strengthened, and effectively regulated to accomplish certain objectives (Cooke et al., 2019). The present analysis highlights the importance of POS in reducing turnover intentions while illustrating the benefits of organizational resilience. This study gives more information on the relevance and implications of resilience in organizations.

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