

Perceived organizational support, self-regulation, job adjustment and expatriate retention in the international education sector in Vietnam



Anantha Raj A. Arokiasamy^a ✉ | Asokan Vasudevan^a | Sam Toong Hai^a | Kumarashvari Subramaniam^a

^aINTI International University, Malaysia.

Abstract The current study investigates the effect of perceived organizational support on job adjustment and retention rates among expatriate employees, as well as the role of self-regulation as a moderator. This study employed a quantitative method in explanatory research with the purpose of explaining the pattern of correlation between the concepts hypothesized. The technique of simple random sampling has been practiced towards the targeted population of expatriates working in the international education sector in Vietnam. With a sample size of 357 respondents, the specific analytical method, regression, moderated multiple regression, and PLS-SEM, was conducted to test the hypotheses constructed in this research. Results indicated that perceived organizational support had a positive impact on job adjustment, and job adjustment had a positive effect on expatriate retention. This study also has shown a significant impact on expatriate retention strategy, and most of the self-regulation components were related to planning and performance outcomes for expatriates' employees. It was also discovered that job adjustment mediates the relationship between perceived organizational support and expatriate retention. The results of this study, utilizing a specific conceptual structure, may also lead to expatriate retention in an emergent economy like Vietnam and can provide a significant avenue for more analysis. This study speculates that before expatriates are hired to work in the higher education sector in Vietnam, they should be made aware of the complexities of working in a foreign country with a mostly homogeneous workforce and emphasize positive and proactive behavior to counter stress, challenges and embrace seamless adaptation. This study is one of few that comprehensively investigate the relationship between perceived organizational support (IV), expatriate retention (DV), self-regulation (moderator) and job adjustment (mediator). The novelty of this research is in its effort to observe the moderation of self-regulation with job adjustment and expatriate retention. In this study, the perceived organizational support, job adjustment and expatriate retention have a positive relationship between these variables. Furthermore, it is the first to test the model on the international education sector in Vietnam.

Keywords: perceived organizational support, job adjustment, expatriate retention, self-regulation, international education, Vietnam

1. Introduction

According to a recent survey by HSBC, Vietnam is ranked 10th for the number of expatriate employees working as professionals, while Switzerland, Singapore and Canada took the top three spots. Over the last few decades, the number of people moving or planning to move abroad has risen significantly. Vietnam is a preferred destination for expatriates based on the HSBC survey conducted among 18,059 expatriate employees in 163 different locations. The results were classified into three distinct components: living, career opportunity and family life. Vietnam was ranked 12th, 3rd, and 20th in these categories. HSBC commented in its report that the attractiveness of Vietnam has expanded immensely in the last few years. Expatriates are setting their vision on the glorious scenery, fascinating culture, and positive work-life balance. Due to the criteria mentioned, Vietnam outranks many other places as one of the most popular selection of expatriates who are already living abroad (HSBC Survey, 2019).

In the context of this study, expatriate academics involves both expatriates and academicians. In this context of study, expatriate academics carry the weight of both an expatriate and an academicians. However, the synthesis of these two elements creates a new phenomenon that is extremely vague in the sense of expatriates' studies. Being an academicians is not an easy job to deliver due to undeniably difficult cognitive practice common to all fields of knowledge (Selmer & Lauring, 2015). However, unlike many other types of the knowledge workforce, it is assumed that academics must maintain two different values of academia: teaching and academic services. Teaching and academic services require a high level of cognitive energy and affective energy and must operate within a university context (Selmer & Lauring, 2015; Kleinman & Vallas, 2001).



According to statistics, nearly 25 percent of the university's academic staff in the world are expatriate academics (Kim, 2015; Trembath, 2016). A primary objective of recruiting expatriate academics is to build the international reputation and credibility of the university (Ramalu and Subramaniam, 2019; Stoermer et al., 2020). Expatriate academics are also encouraged to publish in leading journals, apply for research grants successfully and participate in excellent education. Awareness of the workplace helps the expatriate academics to cope with their workplace pressure, and retain positive attitudes is essential. Furthermore, the recent literature on the relationship between perceived organizational support (POS) and expatriates showed mixed results. For example, the organization's support practices of 230 expatriate supervisor dyads from three United State Multinational Companies analyzed by Kraimer and Wayne (2004) and the career support for POS have been established as a clear determinant of intentions without any effect on job performances or contextual results. Kawai and Strange (2014), on the other hand, found that POS has a negative effect on work change and affective commitment in their study.

The current continuing trend towards globalization in higher education is one factor leading universities to employ more expatriates from developed countries. Thus, meeting the demands of students for an international education experience, and a high demand for expatriate scholars.

This phenomenon has imposed a new set of demands concerning expatriate hiring and has created an enormous international labor market for talented academics (Albrecht et al., 2018). Due to opportunities arising elsewhere, departure of academics causes concern at many universities in emerging countries, as they need to find suitable replacements often at short notice. Lack of commitment and loyalty to existing institutions creates a multitude of inconveniences. Therefore, it is practically inevitable that a system should evolve reducing the withdrawal rate, improving adaptability, and promoting a successful expatriate workforce (Andresen & Margenfeld, 2015; Valenzuela & Rogers, 2018).

The definition of retention, which applies to expatriates' intentions to stay in their foreign role, is closely linked to adaptation (Crick et al., 2014). Although several studies about the experience of expatriate academics explored adjustment, it is surprising that relatively few expanded their attention to embrace retention, and especially given its significance in international human resource management (Schoepp, 2011). Furthermore, self-initiated expatriates seem to be very mobile and willing to work in various countries (Hussain & Deery, 2018). Therefore, they are not likely to stay at work for too long if they feel unfavourable conditions for job/non-jobs. Although a clear correlation between adjustment and retention is observed (Takeuchi et al., 2005), the latter definition calls for a longer-term outlook. Therefore it is more likely they will shift jobs and non-employment conditions in the host country (Gregersen & Black, 1990).

Past research has indicated that the intention of staff to leave and hence increase turnover was negatively linked to corporate engagement. Thus, organizational engagement indicates the importance of the relationship between individuals and their organization (Brunetto et al., 2012). This close relationship through organisational engagement can shorten the rate of turnover, which thereby minimising the substantial toll imposed on administration through increased recruitment and staff separation responsibilities. Such changes cause significant disruption to the lives of the academics leaving or joining the institution. An expatriate may establish an international assignment to a parent company (from which an expatriate comes and still formally belongs to) and an obligation to a foreign subsidiary or local transaction (where an expatriate undertakes a temporary international assignment). There have been numerous examples of conflicts between the dedication and retention of the parent company (Gregersen & Black, 1990).

Nevertheless, the relation between the local operational commitment and retention has been important in certain cases only (Naumann et al., 2000). The relationship was reported in other cases as irrelevant (Gregersen & Black, 1990; Gregersen et al., 1996). With such contradictions thriving, it may be possible that working conditions temper the connections between the local procedures' commitment and retention. Nonetheless, though foreign tasks endure various difficulties in Asia, such as the financial, cultural, and political climate, western expatriates also have challenges at work, such as high job autonomy, job complexity and lack of control by parent companies. (Biemann & Andresen, 2010; Cerdin & Pargneux, 2010; Nguyen et al., 2014).

To date, there is no clear research finding on the relationship between perceived organisational support, self-regulation, job adjustment, and expatriate retention in various Vietnamese university departments. Therefore, this study aimed to examine this knowledge gap by assigning models to investigate the growing trends and changes associated with expatriates in emerging countries, with a focus on expatriates working in the higher education institutions in Vietnam. It is essential to ensure that expatriates have seamless cultural adaptations to the local setting. Thus, it is vital to identify the challenges faced by these expatriates. Furthermore, there is a clear need to explore in greater depth the issues surrounding cultural adaptation and investigate the host country's effects on perceived organisational support, adjustment, and expatriate retention in Vietnam. The main reason driving expatriates to leave is the difficulty to adjust to the new surroundings. Thus, findings from this study can guide the academic institutions to develop appropriate organisational support policies that will improve retention and reduce the turnover rate of expatriates in Vietnam.

As a result, the aim of this research was to address the following research questions in the Vietnamese higher education market. First and foremost, does POS have a good impact on career adjustment and expatriate retention? Second, does POS have an indirect impact on expatriate retention through a mediator of job adjustment? The study's main objectives were to

investigate the relationship between POS, self-regulation, job adjustment, and expatriate retention in Vietnam's higher education sector. And explore the indirect effect of POS on expatriate retention through job adjustment and examine the indirect impact of job adjustment on expatriate retention through self-regulation in the higher education sector in Vietnam. The following is how the rest of the paper is organized: The variables (POS, job adjustment, self-regulation, and expatriate retention) and hypotheses formulation are detailed in Section 2. The research approach is defined in Section 3, which includes the population, sampling, and data collection procedures. Section 4 discusses the data processing method and explanation of the research findings, while Section 5 discusses the relationship between POS, job adjustment, self-regulation, and expatriate retention. Section 6 concludes with a discussion of the theoretical and practical ramifications of our results, as well as certain research flaws and assumptions.

2. Literature Review

2.1. Perceived Organizational Support

According to Yoon et al. (2020), developing employees' beliefs concerning their welfare, such as valuing input from employees, fulfilling their socio-emotional needs, and showing concern for their well-being, can achieve organizational success. Thus, POS is defined as the employee's belief that the organization values their contribution and cares about their well-being.

When employees identify with and adopt the organizational culture, both business and individual employee success are favored. Expatriates often receive more benefits and are rewarded more by their organization than the local employees. Higher rewards are based on equity theory because expatriates may offer more than their local counterparts (Saragih & Prasetyo, 2020; Tensay & Singh, 2020). For expatriates, factors like organizational support relating to fair organizational procedures, supervisory support and higher compensatory rewards with better job conditions lead to positive outcomes for both individual employees and their organizations. These beneficial results of enhanced work performance, reduced incidence of withdrawal and higher affective commitment were revealed in a systematic review of more than 60 studies (Akgunduz et al., 2018).

Roemer and Harris (2018) mentioned that employees regard POS as a way of ensuring that help is accessible when they must do their job and cope with stressful circumstances successfully. Based on Job Demand-Resources Model, we argue that POS is a type of operational tool that improves the interactions involving employees and their establishment and localities. POS is also a motivating tool for self-initiated expatriates that organizations should include in their administration and culture. Perceived organizational support is the level to which employees consider that their supervisors or managers value their commitment and consider their welfare. These organizational tools are based on a Job Demands-Resources Model perspective, an occupational stress model in which a mismatch between workload and labour resources place undue stress on the worker. Wong and Wong (2017) investigated the function of POS in predicting employees' motivation based on self-determination theory. All studies have found POS strong and substantially related to self-reliance and regulated motivation challenged the original hypothesis that only autonomous encouragement should be correlated with POS. To offer a plausible answer, we further examine this discrepancy of these unexpected findings through deconstruction of POS into three dimensions (economic, technical and adjustment) and its effect on autonomous self-initiated expatriates (i.e., voluntary) and controlled incentive (i.e., forced) to work. Financial POS describes the degree to which the company, by different means of compensation and job benefits, is concerned with the financial needs and rewards employee contributions (Pungnirun et al., 2020). Financial POS may provide a lucrative package for expatriates, such as allocation incentives, cost of living changes, and other benefits.

On the other hand, self-initiated expatriates are typically paid according to their professional qualifications and put according to local employees on the pay grid. Financial compensation is a psychological transactional arrangement or trade of interest leading to a commitment to work (Pungnirun et al., 2020). These reciprocal views can inhibit employees' autonomous motivation and increase their managed motivation as they feel that they must do something in return for financial incentives (Tirta & Enrika, 2020). Our argument is consistent with the observation by self-determination theory researchers that the autonomous motivation of individuals decreases, and regulated motivation increases when they earn contingent monetary payments (Deci, 1972). A meta-analytical study also found that external incentives (e.g., money and allowances) undermined self-reliant motivation and substantially increased regulated motivation (Deci et al., 1999). Then, career POS is described as the degree to which the company is interested in its employees' career needs (Ma et al., 2020). For example, a mentor may provide career POS for self-initiated expatriates when self-initiated expatriates arrive in a new country with a new job or longer-term career planning (Tirta & Enrika, 2020). Like financial POS, we expect career POS to link with the self-employed motivation of self-initiated expatriates. Within self-determination theory, support for autonomy has been recognized as the most researched factor for autonomous motivation prediction (Chen & Shaffer, 2017). Organizational activities are considered to promote freedom when organizations make employees aware of their duties, prioritize choice, and monitor and understand employees' views and needs (Chen & Shaffer, 2017). In POS-career, companies involved in employee employment, taking employee goals and feelings into account in making career choices enter a psychological partnership contract with employees. They provide signals to employees that they are free to choose their career paths and goals and will support their careers individually. It increases the autonomous incentive of employees to work. A recent study by Farrow and Parkin-Bashizi (2019)

has shown that training programs that improve employee job adjustment (example POS) have positively predicted self-employed motivation.

Researchers have concluded that POS plays a significant role in assessing employee satisfaction. The perception of an organisation's support is a measure of employer loyalty and confidence in the degree to which the business takes care of the well-being of employees, while job satisfaction focuses solely on various aspects or points of view in the workplace (Aselage & Eisenberger, 2003; Rhoades & Eisenberger, 2002). A variety of studies involving different categories of staff, including managers, vendors, and part-time employees, have shown a positive and important association between perceived organizational support and job satisfaction. Research indicates that POS contributes significantly to employee satisfaction (Kurtessis et al., 2017). Furthermore, Allen et al. (2003) found a positive relationship between organizational support and work satisfaction. In addition, POS has been expected to influence the overall affective reactions of employees to their work, including job satisfaction and an optimistic attitude. There is a strong association between POS and job satisfaction, according to Zumrah and Boyle (2015). Researchers argued that POS is strongly correlated to job satisfaction based on the data cited above.

2.2. Expatriate Retention

Expatriate teachers are more likely, on their initiative, to be self-initiated expatriates pursuing teaching abroad (Peltokorpi & Froese, 2009), who may be impaired by various motivating elements that in turn influence their organizational engagement. A large-scale survey of 2,608 self-initiated expatriates in New Zealand found that the dominant motivation factors are culture and job (Thorn, 2009). In the South Korean family, labor market conditions overseas and foreign experience are at play in the expatriation and adaptation of higher education scholars, according to Froese (2012), for whom interaction adjustment turns out to be a challenge.

A comparative study of 448 self-initiated and organizational expatriates from Finland was conducted by Suutari and Brewster (2000). The study indicated that interest in international experience and professional growth is the most important motivating factor for both types of expatriates. Yet, interest in internationalism and bad jobs at home are more critical factors for self-initiated expatriates than for organizational expatriates.

In addition to cultural adjustment, the school background and climate also present challenges, especially for expatriate teachers (Fee, 2011). Roskell's (2013) qualitative analysis of expatriate teachers working in an international school in South-East Asia shows that their adaptation may be more threatened by the working atmosphere than the host country's culture. Hardman's (2001) survey of 30 teachers in Indonesia, Tanzania, Egypt, and Argentina describes the key reasons for entering and staying in an international school as: professional development, a productive working atmosphere, a sense of security, and supportive colleagues and administration. Odland and Ruzicka (2009) highlight some important factors in their study of teachers in international schools, such as pay, the ability to encounter foreign cultures, and personal circumstances, in addition to administrative leadership. In the meantime, Mancuso et al. (2010) reached a similar conclusion that teacher turnover in international schools in the Near East and South Asia region is correlated with wage satisfaction and perceived school leadership effectiveness. Halicioglu (2015) also addresses the professional difficulties faced by expatriate teachers, which can arise from a lack of acquaintance with the curriculum, students, cultural norms of staff, and local leadership styles.

2.3. Job Adjustment

Employees must create favorable conditions for new employees to ensure that the new employees become familiar with their work tasks, conditions, and social environment before taking up a job position (Sargent & Terry, 1998). Therefore, considerable effort and time may be invested in the process of recruiting an employee, including selection and final hiring. However, suppose the process of orientation and adjustment is managed efficiently. In that case, becoming familiar with the work, conditions and social environment can take less time, be more effective, and influence the nature of employee relations at all levels, including their attitude to work, organization, supervisors, and other members of their workgroup. A stable psychological trait of readiness and willingness to adjust to career changes is referred to in this context by the word "adaptivity" (Sulistiani & Handoyo, 2018).

Although the adjustment process to a new place of work is deemed an underutilized field for managing human capital, the efficiency of the progress of adjustment will indicate the outcome of the job of the newly recruited staff. There are three stages for an integrated procedure of professional adjustment for new employees (Villajos et al., 2019). The first stage of adjustment is supported by the exposure of freshly recruited employees to the current state of the organization, especially regarding its corporate mission and vision. The second stage of adjustment is to the organization's programs in a valid and economic environment and its external ecosystem. Finally, the third stage of adjustment is to the work standards and other rules within the institution.

Although much has been studied in the cross-cultural adjustment of organizational expatriates (OEs), none of the intercultural adjustments of self-initiated expatriates is currently understood (Aycan, 1997). Cerdin and Selmer (2014) showed that self-initiated expatriates appear to be better modified than OEs. Concerning work adjustment, Froese and Peltokorpi

(2013) found self-initiated expatriates to display lower job satisfaction than organizational expatriates. Moreover, they did not empirically measure the self-initiated expatriates’ adjustment background. Still, they hypothesized that previous social networking and increased motivation of self-initiated expatriates could affect interaction and adjustment positively. In terms of job satisfaction, they hypothesized that self-initiated expatriates get less work support. Besides, Ramalu and Subramaniam (2019) research implicitly indicated that families and partners positively impact cross-cultural adjustment.

In summary, intercultural adjustment varies significantly between self-initiated expatriates and organizational expatriates. Moreover, the precedents of intercultural adjustment by the self-initiated expatriates can also be different from those of the organizational expatriates. Therefore, this research aims to examine the history, relationships, and adjustment factors of self-initiated expatriates in general.

2.4. Self-Regulation

Pintrich (2004) expressed that most self-regulated learning interpretations have four general beliefs in common. The first is the active constructive assumption that comes from cognitive aspects. From this standpoint, learners should create their meaning, goals and techniques in their “external” environment and “internal” environment through existing knowledge (Pintrich, 2004). A second supposition is a potential for control assumption. In this respect, individuals can track, control and regulate unique aspects of their cognition, motivation, behaviour, and specific circumstances (Pintrich, 2004). This belief, however, does not suggest that humans can control and regulate their cognitive motivation and behaviours (Boekaerts et al., 1999). Instead, individuals expect to improve their learning and then control their awareness, motivation and conduct to achieve their goals (Vohs & Baumeister, 2004). The last general principle is that self-regulatory practices mediate personal and contextual characteristics and real success and achievement. In addition to cultural, social, individual differences, individual’s self-regulation, motivation, and actions are significant factors in achieving their objectives (Posner & Rothbart, 2000).

Academics often enjoy a fair degree of latitude as to how they perform their tasks, even in the case of critical tasks such as prioritizing their daily work duties, choosing tactics to use with a particular client/ student, when and from whom to seek feedback about performance (Tsui & Ashford, 1994). Thanks to this degree of latitude, academics burden with a sizable proportion of obligation for governing their own affective, cognitive, and general conduct at work to achieve valuable aims, which has promoted raised concern concerning the subject of self-regulation among theorists of organizational theory (Wrosch et al., 2003; Sosik et al., 2002).

2.5. Research Framework

The Figure 1 shows the study framework used in the research.

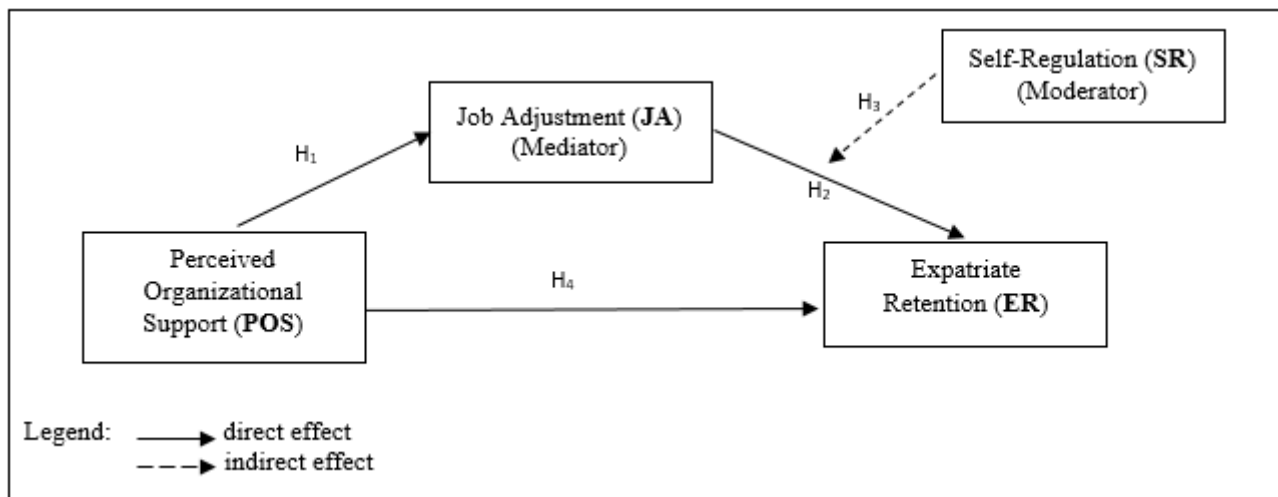


Figure 1 Conceptual framework of the study.

3. Hypothesis Development

This section hypotheses will be developed for the direct relationship between POS as an independent variable, expatriate retention as a dependent variable mediated by job adjustment and self-regulation as moderator.

3.1. POS and Job Adjustment

The organizational support theory notes that POS considers that employers acknowledge that their jobs and responsibilities value their commitment and care for their welfare (Wayne et al., 1997; Gaudet & Tremblay, 2017). POS, in turn,



can engender a desire in the employee to identify with the welfare of the organization and help achieve its goals. Integrating organizational participation and role position into the employee's social individuality and fortify their belief that the organization will reward improved results, POS also fulfils the social-emotional needs of its employees (Guan et al., 2015). The stronger the bond between expatriates and mentors and the more often they interact with one another, the smoother it would be for expatriates to assimilate appropriate technical skills and establish strong working relationships, thus strengthening their ability to adapt to new jobs. If employers provide their employees with a high degree of support based on reciprocity principles, employees are emotionally dedicated to their organizations, with a low risk of turnover and good job performance, which results in employees who are dedicated and loyal in their work (Ungureanu et al., 2019; Cohen et al., 2016). As a result, the following hypothesis is proposed in this study.

Hypothesis 1: *Perceived organisational support is positively associated with job adjustment in Vietnam's higher education sector.*

3.2. Job Adjustment and Expatriate Retention

Companies need to create favorable working conditions for new employees. Favorable conditions can assist them in becoming familiar with their job tasks, work conditions, and social environment as they take up a new job position (Pandey et al., 2018). Very often, companies spend a considerable amount of effort and time in the process of recruiting, selecting, and hiring an employee. Therefore, it should be followed with a similar level of effort. If the adjustment process during the orientation period is managed efficiently, it will take less time for the employees to become familiar with the working condition and social environment. As a result, their work attitude is better, and they can become more effective at work. Furthermore, they will foster a closer relationship with supervisors and other members of the organization (Yang et al., 2019; Malanchini et al., 2019).

Previous studies indicate a significant relationship between discontent at work and turnover intentions (Rahman et al., 2008; Lee et al., 2012). Nawaz et al. (2019) also reported organizational engagement to have the greatest and most direct effect on turnover intentions. This effect was reinforced by reduced absenteeism and turnover in organizations with higher rates of commitment (Meyer & Allen, 1997) and Jaros (2007), which found that high influencing commitment predicted lower turnover rates. Although the literature offers an overview of the history of retention research, few studies have explored the subject in relation to law enforcement personnel (Lynch & Tuckey, 2008; Norvell et al., 1988). Studies by Jaramillo et al. (2005) stated that employee satisfaction was the best indicator of organizational engagement in six law enforcement agencies, among other factors. Their research also found a clear correlation between organizational participation and police plans to leave. Brough and Frame (2004) reported a negative correlation between work satisfaction and the amount of leave taken, plus the lack of incentives for promotion in the organization, for law enforcement personnel. Nonetheless, few studies have explored the causal relationship between work satisfaction, affective involvement, and policy turnover intentions. Based on the previous literature, the researcher hypothesized that:

Hypothesis 2: *Job adjustment is positively associated with expatriate retention in the higher education sector in Vietnam.*

3.3. Self-Regulation

Self-regulation is frequently exploited imprecisely with social competency (Bridgett et al., 2015). The abstract gateway that relates activation theory, variance arousal theory, a conversation of resources theory and discriminatory proficiency is self-regulation. Comparing one's current form with the aim or criterion is a part of regulation, and if there is a disagreement, one may adapt one's behavior to fulfil the criterion (Forrier et al., 2015). The capability to adapt behavior when there is a difference in the theory of self-regulation, an option between alternative actions in response to evolving contingencies and successful evaluation by individuals of situation characteristics are all included in the definition of self-regulation. Positive emotions such as happiness or satisfaction will be generated if a promotion system focuses on self-regulation concentrates on growth and accomplishment with favorable outcomes. However, if the outcome is unfavorable, it may cause negative emotional reactions such as sadness or disappointment (Kumar et al., 2019).

Another approach is to investigate the essence of emotions that expatriates will feel in their intercultural meetings. Although stress has been considered in existing research on expatriate adjustment, the impact of discrete emotions on expatriate adjustment is scarce. Emotions are affective states of high intensity that last for a short time but can nevertheless be extremely important in forming the interpersonal exchanges between individuals (Deci et al., 2017; Luring and Selmer, 2018). For example, the protagonist can achieve his goals, yet negative emotions occur when they are torn by accomplishing their aims. Likewise, the expatriate is likely to be torn by achieving his or her goals, setting the stage for negative emotions such as anger or anxiety to emerge. Therefore, it is crucial to know how an expatriate manages the emotions he/she encounters and their effects on his/her work and interaction adjustments. This reaction to success is a subject that expatriate researchers have seldom explored, while organization science is now much more than willing to engage in emotional research (Koveshnikov

et al., 2014; Silbiger et al., 2017; Chen & Shaffer, 2017). In our view, this represents a crucial weakness in literature as the emotional effects shape judgments and impact the other party's reactions. Therefore, it is hypothesized that:

Hypothesis 3: *Self-regulation moderates the relationship between job adjustment and expatriate retention. Self-regulation will enhance the positive relationship between job adjustment and expatriate retention in the higher education sector in Vietnam.*

3.4. Job Adjustment

Reinardy (2009), in their study on job satisfaction and organisational support, drew upon Herzberg's Motivational Theory of Hygiene Factors and Motivational Factors. They found that employees' perception of organisational support can positively affect job satisfaction and that stressful work functions may contribute to dissatisfaction. Emhan (2012) indicated the influence management support had on job adjustment and organisational commitment and found a statistically significant impact, although it may not significantly impact organisational commitment. Choi and Chiu (2017) analysed the influence of employee perception on organisational support, and findings indicated strong effects of role ambiguity and role conflict on employee performance and employee turnover. The study further notes that the company actively promotes employee's views of corporate policies and activities. Zumrah and Boyle (2015), in their study, stated that job adjustment has a mediating effect on perception towards organization support and effectiveness of training. Their study further asserts that a positive perception towards organizational support will improve job adjustment. According to Baron and Kenny (1986) posited that in the event of the existence of a direct and positive relationship between three variables that one of these variables might mediate the relationship between the other two variables. Based on that, this study assumes:

Hypothesis 4: *Job adjustment mediates the relationship between POS and expatriate retention in the higher education sector in Vietnam.*

4. Methodology

4.1. Data Collection and Sample

Descriptive analysis was employed to analyse the information received to test the hypotheses. The researcher collected by web survey data from expatriate academics working in Ho Chi Minh City, Vietnam. The international academics respondents were all members of expat.com Vietnam. A web survey consists of a structured questionnaire was used to collect data during February 2020. The purpose of the evaluation and aggregate data analysis carried out by professional academic researchers was notified to the participants. In addition, information on data protection was appropriately conveyed to the respondents, with a statement stressing the use of the data for research purpose only and confirming anonymity. In total, 600 questionnaires were distributed via Google Docs, of which 364 were returned, and from there, 357 were found to be valid. We appealed to respondents' altruistic motives by emphasizing the importance of their participation in contributing to research or making a difference in a particular area. The descriptive analysis for the impact of POS on job adjustment, the impact of job adjustment on expatriate retention as the moderating and mediating effect of self-regulation and job adjustment accordingly was explained by the number of the respondents (N), mean, standard deviation and the number of items. This section was to identify the respondent's demographic profiles from expatriate academic staff working in the higher education sector in Ho Chi Minh City, Vietnam.

4.2. Demographic Profile of the Respondents

Table 2 shows the demographic characteristics of the respondents, including gender, race, category, age, working experience, and period of work collected from the 357 expatriate retention staff. Half of the respondents (50.1%) were females. Most of the respondents were Middle Easterners (35.6%), followed by Canadians (23.5%). Meanwhile, Americans and French accounted for 13.2 percent of the respondents, respectively. Only 1.7 percent of them were from China. Among the respondents, 38.1 percent were graduate holders, followed by 37 percent of postgraduate holders and 24.9 percent of diploma holders. About one-quarter (24.9%) were within the age group of 26-30 years, and another 18.8 percent were younger than 25 years old. Among the respondents, 38.1 percent had 4-6 years of working experience, followed by 35.9 percent with only 1-3 years of experience. The rest were more senior with 7-9 years of working experience (26.1%). As for the period of work, most of the respondents have been working for two years (37.5%) while only 5.3 percent has worked for more than five years in the current position.

4.3. Normality Testing

A normality test is a test that has been used to measure the normal distribution of the data set. The primary criterion for trials for the assessment of the normality is Kolmogorov Smirnov and Shapiro-Wilk test. With the large sample size (>40), Kolmogorov-Smirnov was used for the evaluation of normality and the Shapiro-Wilk test used in sample size (<40). As this present study sample size was 357 (>40), the Kolmogorov-Smirnov test was used to determine the normality of data (Ghasemi

and Zahediasl, 2012). In the examination of normalcy, a non-significant result ($p > .05$) indicates normal distribution. In this regard, the parametric test will be used for statistical analysis. However, if the significant values ($p < .05$) it is still considered as a normal distribution if the two mean values differences compared (mean and 5% mean trimmed) was not too different and the value of skewness and kurtosis in the range of ± 1 . Table 3 shows all variables has a significant value ($p < 0.05$). The significant value of all variables was normally distributed. The differences of the two mean values compared (mean and 5% mean trimmed) were not to differ, and the amount of skewness and kurtosis in the range of ± 1 .

Table 1 Demographic profile.

Demographic		Frequency	Percent
Gender	Male	178	49.1
	Female	179	50.1
Race	American	47	13.2
	British	10	2.8
	Chinese	6	1.7
	French	47	13.2
	Canadian	84	23.5
	Middle Eastern	127	35.6
	Others	36	10.1
Category	Postgraduate	132	37.0
	Graduate	136	38.1
	Diploma	89	24.9
Age	<25	67	18.8
	26-30	133	24.9
	31-35	89	19.0
	36-40	68	37.3
Experience of working	1-3 years	128	35.9
	4-6 years	136	38.1
	7-9 years	93	26.1
Period of work	1 year	74	20.7
	2 years	134	37.5
	3 years	72	20.2
	4 years	58	16.2
	>5 years	19	5.3

Table 2 Normality tests of variables.

	Kolmogorov-Smirnov						
	Statistic	df	Sig.	Mean	5% Trimmed mean	Skewness	Kurtosis
Perceived Organisational Support	.096	357	.000*	.020	3.74	.129	.257
Job Adjustment	.081	357	.000*	.014	3.73	.129	.257
Expatriate Retention	.077	357	.000*	.021	3.71	.129	.257
Self-Regulation	.079	357	.000*	.022	3.71	.129	.257

a. Lilliefors Significance Correction

4.4. Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) was used to evaluate the overall measurement model for POS, JA, SR, and ER. Convergent validity and construct reliability of each variable had been tested by assessing the fit indices, the factor loading, Average Variance Extracted (AVE), and Construct Reliability (CR). In order to get the model fit, Hair et al. (2010) suggested to achieve at least three fit indices to establish model fit, and the recommended fit indices include Relative Chi-Square, RMSEA, and any one from GFI, AGFI, CFI, NFI, and TLI. As a result, the model achieves fit for all variables as it is shown in Table 4, the RMSEA was lower than 0.08, and the relative chi-square was lower than five, and the value of GFI, AGFI, CFI, NFI, and TLI was higher than 0.90.

In illustrating Table 4 of CFA for the construct of POS, JA, SR and ER, which have nine items, ten items, nine items and six items respectively where all the items' factor loadings were more than 0.5 and their AVE was more than the recommended value of 0.5 (Fornell and Larcker, 1981). Therefore, none of the items were deleted. Thus, it can be concluded that all the items achieved adequate convergent validity (Hair et al., 2017).

4.5. Common Method Bias and Non-Response Bias

When data is obtained from a single source, common method bias may increase or decrease the correlation between constructs, according to Podsakoff et al. (2003). To reduce the evaluation anxiety of the participants, we emphasized that there

were no right or wrong answers and assured the confidentiality and anonymity of participants in the cover letter. We followed Fuller et al. (2016) recommendation by conducting Harman's single-factor test to report common method variance (CMV). If a first factor accounts for more than 50 percent of the variance among variables, common method bias may be a serious problem (Fuller et al., 2016; Podsakoff et al., 2012). Much to our relief, we reported no CMV problem in the study.

Table 3 Factor loadings, AVE, and construct reliability of the variables.

Constructs	Items	Factor Loadings	Mean	SD	Construct Reliability	AVE
Perceived Organizational Support	POSQ1	0.856	3.584	1.178	0.911	0.7113
	POSQ2	0.767	3.565	1.165		
	POSQ3	0.833	3.561	1.121		
	POSQ4	0.820	3.621	1.108		
	POSQ5	0.791	3.588	1.112		
	POSQ6	0.923	3.584	1.145		
	POSQ7	0.771	3.586	1.117		
	POSQ8	0.813	3.572	1.106		
	POSQ9	0.802	3.136	1.113		
Job Adjustment	JAQ1	0.794	3.202	1.091	0.898	0.672
	JAQ2	0.806	3.228	1.087		
	JAQ3	0.811	3.122	1.112		
	JAQ4	0.797	3.163	1.098		
	JAQ5	0.815	3.242	1.097		
	JAQ6	0.824	3.356	1.095		
	JAQ7	0.799	3.312	1.087		
	JAQ8	0.782	3.335	1.110		
	JAQ9	0.880	3.378	1.117		
Expatriate Retention	ERQ1	0.897	3.784	1.123	0.882	0.677
	ERQ2	0.857	3.684	1.169		
	ERQ3	0.866	3.774	1.146		
	ERQ4	0.812	3.783	1.192		
	ERQ5	0.826	3.681	1.167		
	ERQ6	0.796	3.664	1.127		
Self-Regulation	SRQ1	0.781	3.773	1.123	0.916	0.688
	SRQ2	0.794	3.761	1.121		
	SRQ3	0.816	3.758	1.187		
	SRQ4	0.825	3.689	1.112		
	SRQ5	0.841	3.664	1.198		
	SRQ6	0.817	3.719	1.187		
	SRQ7	0.807	3.723	1.195		
	SRQ8	0.797	3.682	1.187		
	SRQ9	0.779	3.669	1.110		
	SRQ10	0.803	3.687	1.123		

4.6. Findings of Hypotheses

Table 5 shows a significant positive relationship between POS and job adjustment with a p -value of 0.010. Therefore, Hypothesis 1 was supported. Hypothesis 2 was tested using the same technique. The result shows a significant positive relationship between job adjustment and expatriate retention with a p -value of 0.005. Therefore, H2 was supported.

Table 4 Path co-efficient results.

		β	S.E.	Beta	C.R.	P	Decision
H1	POS \rightarrow JA	0.928	0.775	0.351	2.521	0.010	Supported
H2	JA \rightarrow ER	0.810	0.621	0.264	3.120	0.005	Supported

Note: POS = perceived organizational support, JA = job adjustment, ER = expatriate retention.

4.7. Analysing the Moderating Effect

This study used PLS-SEM to assess how self-regulation moderates the relationship between job adjustment and expatriate retention and found that self-regulation enhanced the positive relationship between job adjustment and expatriate retention. PLS-SEM is particularly well-suited for analyzing complex models with many constructs and indicators, especially when the data is non-normal or small sample sizes. It handles situations where there are fewer observations per parameter, which is common in social sciences and business research. PLS-SEM does not require strict assumptions of multivariate normality in the data. This makes it more flexible and robust, especially when dealing with data that may not meet the normality assumptions, such as Likert-scale data commonly found in survey research. Guilford’s rule of thumb was applied (Thomas et al., 2012). Based on the standard, if the relationship is <0.20, it is considered a negligible relationship. The range between 0.41-0.70 indicates a moderate correlation, whereas >0.90 is considered a stable relationship. Table 6 shows a significant value in which the sample mean, and SD were 0.621 ± 0.253 (*p*-value = 0.003). Therefore, Hypothesis 3 was supported by sufficient statistical evidence. Thus, self-regulation moderates the relationship between job adjustment and expatriate retention.

Table 5 Path co-efficient result.

	β	S.E.	Beta	C.R.	P	Decision
H3 SRS*JA → ERQ	0.810	0.621	0.253	3.120	0.003	Supported

Note: SRS = self-regulation, JA = job adjustment, ERQ = expatriate retention.

4.8. Analysing the Mediating Effect

PLS-SEM was used to identify how job adjustment mediates the relationship between POS and expatriate retention. The results showed that the level of job adjustment mediated the relationship between POS and expatriate retention. As illustrated in Table 7 below, the result indicated that the bias-corrected 95% percentile confidence interval (Beta = 0.085, P = 0.017) and does not include zero in between LB and UB. This finding revealed that the indirect effect of POS on expatriate retention through mediator job adjustment is statistically significant at the 0.05 level of significance. In explaining the mediation effect, the result of the direct model and the mediation model were compared. Since the direct effect was statistically significant, it could be concluded that job adjustment partially mediated the relationship between POS and expatriate retention. Therefore, Hypothesis 4 was supported by sufficient statistical evidence. Thus, job adjustment partially mediates in the relationship between POS and expatriate retention.

Table 6 Mediation effect result.

Hypothesized Path	Beta	P-Value	95% Bootstrap		Decision
			LL	UL	
Direct Model					
POS → ER	0.820	0.000			
Mediation Model					
JA → POS → ER	0.664	0.002			
Std. Indirect Effect	0.085	0.017	0.016	0.189	Partial Mediation

Note: POS = perceived organizational support, ER = expatriate retention, JA = job adjustment.

5. Discussions

Regarding Hypothesis 1, POS was found to be positively associated with job adjustment. Previous research by Nanan et al. (2018) on the performance of expatriate teachers in Thailand stated that POS has a direct correlational effect on job adjustment. The result is also consistent with past research that showed good organisational support for employees would encourage them to adapt to their work, environment, and organisation regulations. In addition, Caesens and Stinglhamber (2020) mentioned that high-level employee POS (financial assistance, family support, co-worker support & career path) facilitates the employees’ adjustment with their co-employees. A more effortless adjustment helps them to abide by organisational rules and work procedures. Although expatriates are employees, there might be some differences as expatriates must cope with many changes in their lives. Expatriates might have higher socio-emotional needs than employees as their decision to move abroad can greatly impact their lives. To satisfy these socio-emotional needs, expatriates may need a higher level of POS or different POS practices than employees.

Consequently, POS might have a different effect on job satisfaction for expatriates than for employees. Therefore, the results may be different in this study. Nevertheless, all these findings echoed the sentiment of this study that expatriates can adapt better to a new cultural setting when their individual needs in the work environment are addressed which, in turn, improves their performance and job satisfaction.

As for Hypothesis 2, job adjustment was positively associated with expatriate retention, as shown in Table 5. In other words, job adjustment directly influences expatriate retention. It is believed that the organization will reap sound output



efficiency if their expatriate staff have a high degree of job adjustment. Similarly, Davies et al. (2019) research on the impacts of social assistance and transition leadership on expatriate adjustment and efficiency also showed a strong positive association between expatriate retention and job adjustment. The results were also consistent with Hu et al. (2020). A supportive relationship was observed between expatriate retention and job adjustment and between employee attitude change and background efficiency of the organisation. In many instances, job adjustment can be a turning point for the employees to stay on their targets. One way to improve job adjustment is via attractive work benefits such as financial and lifestyle perks (Hippler et al., 2017; Kumar et al., 2019). It might thus be possible that only financial incentives are influencing the expatriate's retention. Another possible explanation might be that instead of POS strengthening the expatriate's level of job adjustment, they reinforce each other. So, it becomes apparent that POS might work as a moderator on the relationship between the expatriate's job adjustment and the intention to complete the assignment. For example, expatriates with a high level of job adjustment may perceive their organizational support higher than people with a low level of job adjustment. This would thus change the relation into a moderating one instead of a mediating relation.

Additionally, for Hypothesis 3, it was observed that self-regulation moderated the relationship between job adjustment and expatriate retention (please see Table 6). The result was consistent with the previous research by Chew et al. (2019), in which self-regulation was found to moderate the relationship between job adjustment and expatriate retention. Self-regulation emphasises the individuals' initiative, perseverance, and adaptive ability towards job adjustment. Consequently, any role change involving the transition of the worker to a new environment calls for well-planned internal procedures to enable successful employment within the organisation. For example, suppose the organization provides pre-departure training, job training, language training, information about host country, attractive compensation packages, cooperation, emotional support, and organizes cultural familiarity programs. In that case, it can help expatriates to adjust to the host country and improve their performance and retention levels. Furthermore, these expatriate benefits ensure improvements in the outcomes in terms of changes in behaviour such as career preference, employee engagement, workplace satisfaction, and work efficiency (Lauring & Selmer, 2018; Saad & Abbas, 2018; Zhu et al., 2016).

Lastly, Hypothesis 4 was proven in which the relationship between POS and expatriate retention was found to be mediated by job adjustment (please see Table 7). The result was in line with Caesens et al. (2017) that showed expatriate employees with high job adjustment could achieve better performance. Furthermore, POS on the transition and success of expatriates also showed a significantly positive result concerning the adjustment and performance of the expatriates. In line with the social exchange perspective, expatriates seem to become involved deeply in the organization's activities to reciprocate for its caring about and its responsibility for future career development. Employees' perceptions of the organization's dedication to their well-being considering career planning contribute to enhancing expatriates' job performance via job adjustment and retention. In this study, we thus contributed to opening the black box of the mechanism that can realize superior expatriate performance. In short, the study found a constructive relationship between job adjustment and the task performance of the employees, as well as a positive relationship between expatriate retention and their performance (Kraimer et al., 2009; Van der Laken et al., 2019).

Unlike previous research, this study focused on retaining expatriate academics in a developing country like Vietnam. Thus, it has provided a unique outlook. In this age of globalisation of educational institutions, academic executives must commit considerable resources to optimise the global experience of expatriates to attract and retain these essential scholars. Support of these strategic expatriate roles will enhance the survival and growth of these institutions. A developing nation like Vietnam may not be an attractive option for many expatriates with global experience and skills. However, given the beneficial impact of hiring expatriate academics, as shown in this study, the relevant stakeholders should tap into the research findings to support the university's continued progress.

6. Conclusion

The primary purpose of this study was to investigate the impact of POS on job adjustment and retention rates among expatriate employees and the influence of the moderating role of self-regulation. The results showed a positive impact of POS on job adjustment among expatriate employees. Furthermore, the significant results from this research can be a benchmark to be discussed by practitioners and scholars. Future researchers can further explore different types of expatriates in other countries or expatriates in different occupations to obtain a broader perspective.

6.1. Implications

In terms of theoretical implications, the study first contributes to the existing literature on the effects of POS on job adjustment and the retention rate among expatriates. Although personality characteristics have been shown to predict various forms of behaviour, their relationship with self-regulation is largely unknown, especially with job adjustment playing the mediating role. Our study findings were able to offer more evidence in this area. To begin, the findings of this study suggest that HR managers should provide direct and indirect support to expatriates and their families in terms of language and cultural training, continuous communication with expatriates during international assignments, career development, logistical

assistance, family mentoring, psychological counselling, job search, self-development, and other areas. This direct and indirect assistance would assist expatriates, and their families carry out their work tasks in a safe atmosphere, interact with host country residents, and adjust to their new surroundings. Direct and indirect assistance will not only assist expatriates in adjusting to life in the host country in terms of employment, engagement, and general transition. Still, it will also assist expatriates in achieving their job goals, improving their interactions with host country nationals, and overall success. Furthermore, overt, and indirect sponsorship will foster an atmosphere that encourages expatriates and citizens of host countries to work hard to accomplish organizational goals.

Before coming to work in Vietnam, expatriates are attracted by the fact that they will experience a different cultural, political, and social environment. However, they will need to adjust and adapt to it (Nguyen et al., 2015). This study has shown that POS and job adjustment play a critical role in enhancing expatriate retention and improving their performance through the moderating role of the self-regulation mechanism. Therefore, the university management needs to provide expatriates with sufficient training and opportunities to acquire proactive behaviour that can be applied in their daily assignments. Furthermore, universities need to implement support practices to fulfil the needs of expatriates at the time of hiring. Such practices should be complemented with the necessary resources for them to adapt to stress and challenges. Apart from that, university managers must establish the necessary mechanisms that can recognise and respect the expertise of global expatriates and leverage it to their current work assignments. If an expatriate perceives job POS positively, he or she is more likely to see the company's offer of an expatriate assignment as a valuable career opportunity and be more attentive to achieving the assignment. Also, by being more dedicated, the expatriate can repay the employer for this possible career-enhancing opportunity. Furthermore, financial POS was associated with a favourable relationship between dedication to the international facility and mission success. In short, POS, job adjustment, self-regulation and expatriate retention will be beneficial to both university management and individual expatriates.

6.2. Limitations and Future Research Directions

This study had several limitations. First, its focus was on the effects of POS and job adjustment on expatriate retention. It must be recognized that the researchers attempted to conduct the study to produce accurate results. Limitations that should be noted are as follows. First, the population of expatriate academics as the target group working in the higher education sector in Vietnam may be a unique population. Second, the relation between POS on job adjustment was examined, but no comparison of the performance levels and different adjustment levels in various organizations was made. Last, in this study, expatriate academics were not separated by nationality. Other higher educational institutions and users should be aware of these points when applying the results of this study.

Future studies can investigate a qualitative design study to establish more projections of expatriates' turnover and the relevant reasons. Future research can also assess the characteristics of expatriates that determine if they have imaginative or conventional job attitudes. This study covered a wide range of nationalities. Thus, future studies can recruit a larger sample size to investigate whether nationality plays a role in predicting expatriates' attitudes in their professions. Furthermore, workforce development programmes can be paired with expatriate specific frameworks to facilitate job management in the future. Thus, it would be possible to predict the impact of various career phases of expatriates, giving major significance to future inquiry. Finally, like-minded researchers can consider recruiting participants using different sources and methods to obtain more comprehensive and less biased results.

Ethical Considerations

Ethical approval was not provided for this study on human participants because this study was conducted in conformance with Declaration of Helsinki involving humans and all its later amendments. This study followed and obeyed the ethical standards of the institutional and national research committee of Malaysia and obtained approval from the Research Ethics Committee in Malaysia (PA23-2020-ITU3300). The participants provided their written informed consent to participate in this study.

Conflict of Interest

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Funding

The authors disclosed receipt of the following financial support for the research, authorship, and/or publication of this article: We are grateful for the APC support from INTI International University, Malaysia for funding this work.

References

Akgunduz, Y., Alkan, C. & Gök, Ö. A. (2018). Perceived organizational support, employee creativity and proactive personality: The mediating effect of meaning of work. *Journal of Hospitality and Tourism Management*, 34, 105-114.

- Arokiasamy, A. R. A. (2013). Literature review on workforce diversity, employee performance and organizational goals: A concept paper. *Researchers World*, 4(4), 58.
- Arokiasamy, A. R. A. (2012). The influence of globalization in promoting entrepreneurship in Malaysia. *South East European Journal of Economics & Business* (1840118X), 7(2).
- Arokiasamy, A. R. A. (2012). Literature review: service quality in higher education institutions in Malaysia. *Contemporary Business Studies*, 3(4), 227-44.
- Albrecht, A.-G., Dilchert, S., Ones, D. S., Deller, J. & Paulus, F. M. (2018). Success among self-initiated versus assigned expatriates. *Managing expatriates: Success factors in private and public domains*, 183-194.
- Allen, D. G., Shore, L. M. & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of management*, 29, 99-118.
- Andresen, M. & Margenfeld, J. 2015. International relocation mobility readiness and its antecedents. *Journal of Managerial Psychology*.
- Aselage, J. & Eisenberger, R. (2003). Perceived organizational support and psychological contracts: A theoretical integration. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 24, 491-509.
- Aycan, Z. (1997). Expatriate adjustment as a multifaceted phenomenon: Individual and organizational level predictors. *International Journal of Human Resource Management*, 8, 434-456.
- Baron, R. M. & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of personality and social psychology*, 51, 1173.
- Biemann, T. & Andresen, M. (2010). Self-initiated foreign expatriates versus assigned expatriates: Two distinct types of international careers? *Journal of Managerial Psychology*.
- Boekaerts, M., Zeidner, M. & Pintrich, P. R. (1999). *Handbook of self-regulation*, Elsevier.
- Bridgett, D. J., Burt, N. M., Edwards, E. S. & Deater-Deckard, K. (2015). Intergenerational transmission of self-regulation: A multidisciplinary review and integrative conceptual framework. *Psychological bulletin*, 141, 602.
- Brough, P. & Frame, R. (2004). Predicting police job satisfaction and turnover intentions: The role of social support and police organisational variables. *New Zealand journal of psychology*, 33, 8-18.
- Brunetto, Y., Rodwell, J., Shacklock, K., Farr-Wharton, R. & Demir, D. (2016). The impact of individual and organizational resources on nurse outcomes and intent to quit. *Journal of advanced nursing*, 72, 3093-3103.
- Brunetto, Y., Teo, S. T., Shacklock, K. & Farr-Wharton, R. (2012). Emotional intelligence, job satisfaction, well-being and engagement: explaining organisational commitment and turnover intentions in policing. *Human Resource Management Journal*, 22, 428-441.
- Caesens, G. & Stinglhamber, F. (2020). Toward a more nuanced view on organizational support theory. *Frontiers in psychology*, 11.
- Caesens, G., Stinglhamber, F., Demoulin, S. & De Wilde, M. (2017). Perceived organizational support and employees' well-being: The mediating role of organizational dehumanization. *European Journal of Work and Organizational Psychology*, 26, 527-540.
- Cerdin, J.-L. & Selmer, J. (2014). Who is a self-initiated expatriate? Towards conceptual clarity of a common notion. *The International Journal of Human Resource Management*, 25, 1281-1301.
- Cerdin, J. L. & Pargneux, M. L. (2010). Career anchors: A comparison between organization-assigned and self-initiated expatriates. *Thunderbird International Business Review*, 52, 287-299.
- Chen, Y.-P. & Shaffer, M. A. (2017). The influences of perceived organizational support and motivation on self-initiated expatriates' organizational and community embeddedness. *Journal of World Business*, 52, 197-208.
- Chew, H. S. J., Sim, K. L. D. & Cao, X. (2019). Motivation, challenges and self-regulation in heart failure self-care: a theory-driven qualitative study. *International journal of behavioral medicine*, 26, 474-485.
- Choi, H. & Chiu, W. (2017). Influence of the perceived organizational support, job satisfaction, and career commitment on football referees' turnover intention. *Journal of Physical Education and Sport*, 17, 955-959.
- Clayton, S. & Myers, G. (2015). *Conservation psychology: Understanding and promoting human care for nature*, John Wiley & Sons.
- Coffman, C. & Gonzalez-Molina, G. (2002). *Follow this path: How the world's greatest organizations drive growth by unleashing human potential*, Hachette+ORM.
- Cohen, G., Blake, R. S. & Goodman, D. (2016). Does turnover intention matter? Evaluating the usefulness of turnover intention rate as a predictor of actual turnover rate. *Review of Public Personnel Administration*, 36, 240-263.
- Crick, R. D., Stringer, C. & Ren, K. (2014). *Learning to learn: International perspectives from theory and practice*, Routledge.
- Davies, S. E., Stoermer, S. & Froese, F. J. (2019). When the going gets tough: the influence of expatriate resilience and perceived organizational inclusion climate on work adjustment and turnover intentions. *The International Journal of Human Resource Management*, 30, 1393-1417.
- Dawley, D., Houghton, J. D. & Bucklew, N. S. (2010). Perceived organizational support and turnover intention: The mediating effects of personal sacrifice and job fit. *The Journal of Social Psychology*, 150, 238-257.

- Deci, E. L. (1972). The effects of contingent and noncontingent rewards and controls on intrinsic motivation. *Organizational behavior and human performance*, 8, 217-229.
- Deci, E. L., Koestner, R. & Ryan, R. M. (1999). The undermining effect is a reality after all—Extrinsic rewards, task interest, and self-determination: Reply to Eisenberger, Pierce, and Cameron (1999) and Lepper, Henderlong, and Gingras.
- Deci, E. L., Olafsen, A. H. & Ryan, R. M. (2017). Self-determination theory in work organizations: The state of a science. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 19-43.
- Emhan, A. (2012). Relationship among managerial support, job satisfaction and organizational commitment: A comparative study of nonprofit, for-profit and public sectors in Turkey. *International Journal of Business, Humanities and Technology*, 2, 179-190.
- Farrow, K. & Parkin-Bashizi, N. (2019). Job-Readiness Programs Are Foundational to Successful Employment Outcomes. *Journal of Visual Impairment & Blindness*, 113, 551-556.
- Fornell, C. & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18, 39-50.
- Forrier, A., Verbruggen, M. & De Cuyper, N. (2015). Integrating different notions of employability in a dynamic chain: The relationship between job transitions, movement capital and perceived employability. *Journal of Vocational Behavior*, 89, 56-64.
- Froese, F. J. & Peltokorpi, V. (2013). Organizational expatriates and self-initiated expatriates: Differences in cross-cultural adjustment and job satisfaction. *The International Journal of Human Resource Management*, 24, 1953-1967.
- Fuller, C. M., Simmering, M. J., Atinc, G., Atinc, Y. & Babin, B. J. (2016). Common methods variance detection in business research. *Journal of Business Research*, 69, 3192-3198.
- Gaudet, M.-C. & Tremblay, M. (2017). Initiating structure leadership and employee behaviors: the role of perceived organizational support, affective commitment and leader–member exchange. *European Management Journal*, 35, 663-675.
- Ghasemi, A. & Zahediasl, S. (2012). Normality tests for statistical analysis: a guide for non-statisticians. *International journal of endocrinology and metabolism*, 10, 486.
- Gillet, N., Colombat, P., Michinov, E., Pronost, A. M. & Fouquereau, E. (2013). Procedural justice, supervisor autonomy support, work satisfaction, organizational identification and job performance: The mediating role of need satisfaction and perceived organizational support. *Journal of advanced nursing*, 69, 2560-2571.
- Gregersen, H. B. & Black, J. S. (1990). A multifaceted approach to expatriate retention in international assignments. *Group & Organization Studies*, 15, 461-485.
- Gregersen, H. B., Hite, J. M. & Black, J. S. (1996). Expatriate performance appraisal in US multinational firms. *Journal of international business studies*, 27, 711-738.
- Guan, Y., Zhou, W., Ye, L., Jiang, P. & Zhou, Y. (2015). Perceived organizational career management and career adaptability as predictors of success and turnover intention among Chinese employees. *Journal of Vocational Behavior*, 88, 230-237.
- Hair, J., Hollingsworth, C. L., Randolph, A. B. & Chong, A. Y. L. (2017). An updated and expanded assessment of PLS-SEM in information systems research. *Industrial Management & Data Systems*.
- Hippler, T., Haslberger, A. & Brewster, C. (2017). Expatriate adjustment. *Research handbook of expatriates*. Edward Elgar Publishing.
- Hu, S., Hu, L. & Wang, G. (2020). Moderating role of addiction to social media usage in managing cultural intelligence and cultural identity change. *Information Technology & People*.
- Hussain, T. & Deery, S. (2018). Why do self-initiated expatriates quit their jobs: The role of job embeddedness and shocks in explaining turnover intentions. *International Business Review*, 27, 281-288.
- Jaramillo, F., Nixon, R. & Sams, D. (2005). The effect of law enforcement stress on organizational commitment. *Policing: An International Journal of Police Strategies & Management*.
- Jaya, J., Vasudevan, A., Nagaraj, S., Hashim, M. H., & Tunjungsari, H. K. (2023). Empowering human potential and fostering values: A vision for private higher education in Malaysia. *Humanities and Social Sciences Letters*, 11(4), 491-501.
- Jaros, S. (2007). Meyer and Allen model of organizational commitment: Measurement issues. *The Icfai Journal of Organizational Behavior*, 6, 7-25.
- Kawai, N. & Strange, R. (2014). Perceived organizational support and expatriate performance: Understanding a mediated model. *The International Journal of Human Resource Management*, 25, 2438-2462.
- Kim, E. C. (2015). International professors in China: Prestige maintenance and making sense of teaching abroad. *Current Sociology*, 63, 604-620.
- Kleinman, D. L. & Vallas, S. P. (2001). Science, capitalism, and the rise of the "knowledge worker": The changing structure of knowledge production in the United States. *Theory and Society*, 30, 451-492.
- Koveshnikov, A., Wechtler, H. & Dejoux, C. (2014). Cross-cultural adjustment of expatriates: The role of emotional intelligence and gender. *Journal of World Business*, 49, 362-371.

- Kraimer, M. L., Shaffer, M. A. & Bolino, M. C. (2009). The influence of expatriate and repatriate experiences on career advancement and repatriate retention. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 48, 27-47.
- Kraimer, M. L. & Wayne, S. J. (2004). An examination of perceived organizational support as a multidimensional construct in the context of an expatriate assignment. *Journal of management*, 30, 209-237.
- Kumar, R., Budhwar, P., Patel, C. & Varma, A. (2019). Self-regulation and expatriate adjustment: The role of regulatory fit. *Human Resource Management Review*, 29, 100666.
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A. & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of management*, 43, 1854-1884.
- Lauring, J. & Selmer, J. (2018). Person-environment fit and emotional control: Assigned expatriates vs. self-initiated expatriates. *International Business Review*, 27, 982-992.
- Lee, C.-C., Huang, S.-H. & Zhao, C.-Y. (2012). A study on factors affecting turnover intention of hotel employees. *Asian Economic and Financial Review*, 2, 866.
- Lynch, J. E. & Tuckey, M. (2008). The police turnover problem: fact or fiction? *Policing: An international journal of police strategies & management*.
- Ma, Y., Chen, S.-C. & Ruangkanjanases, A. (2020). Perceived Organizational Support and Career Adaptability as Predictors of Self and Environmental-career Exploration: An Empirical Investigation in China.
- Mcqueen, A. C. (2004). Emotional intelligence in nursing work. *Journal of advanced nursing*, 47, 101-108.
- Meyer, J. P. & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*, Sage publications.
- Na-Nan, K., Chairasit, K. & Pukkeeree, P. (2018). A validation of the performance management scale. *International Journal of Quality & Reliability Management*.
- Naumann, E., Widmier, S. M. & Jackson Jr, D. W. (2000). Examining the relationship between work attitudes and propensity to leave among expatriate salespeople. *Journal of Personal Selling & Sales Management*, 20, 227-241.
- Nawaz, M. S. & Pangil, F. (2016). The effect of fairness of performance appraisal and career growth on turnover intention. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 10, 27-44.
- Nawaz, M. S., Siddiqui, S. H., Rasheed, R. & Iqbal, S. M. J. (2019). Managing turnover intentions among faculty of higher education using human resource management and career growth practices. *Review of Economics and Development Studies*, 5, 109-124.
- Nguyen, P., Felfe, J. & Fookan, I. (2014). Work conditions as moderators of the relationship between western expatriates' commitment and retention in international assignments. Evidence-based HRM: A Global Forum for Empirical Scholarship, 2014. Emerald Group Publishing Limited.
- Nguyen, P., Felfe, J. & Fookan, I. (2015). Interaction effects of dual organizational commitment on retention in international assignments: The case of Western expatriates in Vietnam. *The International Journal of Human Resource Management*, 26, 1407-1427.
- Norvell, N., Belles, D. & Hills, H. (1988). Perceived stress levels and physical symptoms in supervisory law enforcement personnel. *Journal of Police Science & Administration*.
- Pintrich, P. R. (2004). A conceptual framework for assessing motivation and self-regulated learning in college students. *Educational psychology review*, 16, 385-407.
- Podsakoff, P. M., Mackenzie, S. B., Lee, J.-Y. & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of applied psychology*, 88, 879.
- Podsakoff, P. M., Mackenzie, S. B. & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual review of psychology*, 63, 539-569.
- Posner, M. I. & Rothbart, M. K. (2000). Developing mechanisms of self-regulation. *Development and psychopathology*, 12, 427-441.
- Pungnirun, B., Techarattanased, N. & Mutakalin, G. (2020). The Effects of Human Resource Practices on Perceived Organizational Support and Job Satisfaction in Pharmacy Industry of Bangkok City in Thailand. *Systematic Reviews in Pharmacy*, 11, 506-514.
- Rahman, A., Naqvi, S. & Ramay, M. I. (2008). Measuring turnover intention: A study of it professionals in Pakistan. *International Review of Business Research Papers*, 4, 45-55.
- Ramalu, S. S. & Subramaniam, C. (2019). Cultural intelligence and work engagement of expatriate academics: The role of psychological needs satisfaction. *International Journal of Cross Cultural Management*, 19, 7-26.
- Reinardy, S. (2009). Beyond satisfaction: Journalists doubt career intentions as organizational support diminishes and job satisfaction declines. *Atlantic Journal of Communication*, 17, 126-139.
- Rhoades, L. & Eisenberger, R. (2002). Perceived organizational support: a review of the literature. *Journal of applied psychology*, 87, 698.
- Roemer, A. & Harris, C. (2018). Perceived organisational support and well-being: The role of psychological capital as a mediator. *SA Journal of Industrial Psychology*, 44, 1-11.
- Saad, G. B. & Abbas, M. (2018). The impact of organizational culture on job performance: a study of Saudi Arabian public sector work culture. *Problems and Perspectives in Management*, 16, 207-218.

- Saks, A. M. (2019). Antecedents and consequences of employee engagement revisited. *Journal of Organizational Effectiveness: People and Performance*.
- Saragih, R. & Prasetyo, A. P. (2020). Effective Human Resources Practice and Employee Engagement: The Mediating Roles of Organizational Support. Available at SSRN 3551058.
- Sargent, L. D. & Terry, D. J. (1998). The effects of work control and job demands on employee adjustment and work performance. *Journal of occupational and organizational psychology*, 71, 219-236.
- Schoepp, K. W. (2011). The path to development: Expatriate faculty retention in the UAE. *International Education*, 40.
- Selmer, J. & Luring, J. (2015). Host country language ability and expatriate adjustment: The moderating effect of language difficulty. *The International Journal of Human Resource Management*, 26, 401-420.
- Shanock, L. R. & Eisenberger, R. (2006). When supervisors feel supported: Relationships with subordinates' perceived supervisor support, perceived organizational support, and performance. *Journal of Applied psychology*, 91, 689.
- Silbiger, A., Berger, R., Barnes, B. R. & Ws Renwick, D. (2017). Improving expatriation success: the roles of regulatory focus and burnout. *British Journal of Management*, 28, 231-247.
- Sosik, J. J., Potosky, D. & Jung, D. I. (2002). Adaptive self-regulation: Meeting others' expectations of leadership and performance. *The Journal of Social Psychology*, 142, 211-232.
- Stoermer, S., Luring, J. & Selmer, J. (2020). Job characteristics and perceived cultural novelty: Exploring the consequences for expatriate academics' job satisfaction. *The International Journal of Human Resource Management*, 1-27.
- Sulistiani, W. & Handoyo, S. (2018). Career adaptability: The influence of readiness and adaptation success in the education context: a literature review. 3rd ASEAN Conference on Psychology, Counselling, and Humanities (ACPCH 2017), 2018. Atlantis Press, 159-169.
- Takeuchi, R., Marinova, S. V., Lepak, D. P. & Liu, W. (2005). A model of expatriate withdrawal-related outcomes: Decision making from a dualistic adjustment perspective. *Human Resource Management Review*, 15, 119-138.
- Tensay, A. T. & Singh, M. (2020). The nexus between HRM, employee engagement and organizational performance of federal public service organizations in Ethiopia. *Heliyon*, 6, e04094.
- Thomas, N. S., Mousavy, S., Mukundan, J. & Nimehchisalem, V. (2012). The relationship between Burnout and Trait Emotional Intelligence among secondary school teachers in Malaysia. *International Journal of Applied Linguistics and English Literature*, 1, 15-23.
- Tirta, A. H. & Enrika, A. (2020). Understanding the impact of reward and recognition, work life balance, on employee retention with job satisfaction as mediating variable on millennials in Indonesia. *Journal of Business and Retail Management Research*, 14.
- Trembath, J.-L. (2016). The professional lives of expatriate academics: Construct clarity and implications for expatriate management in higher education. *Journal of Global Mobility*.
- Tsui, A. S. & Ashford, S. J. (1994). Adaptive self-regulation: A process view of managerial effectiveness. *Journal of management*, 20, 93-121.
- Ungureanu, P., Bertolotti, F. & Pilati, M. (2019). What drives alignment between offered and perceived well-being initiatives in organizations? A cross-case analysis of employer–employee shared strategic intentionality. *European Management Journal*, 37, 742-759.
- Valenzuela, M. A. & Rogers, S. E. (2018). Strategizing personality traits: an acculturation approach to person–environment fit and expatriate adjustment. *The International Journal of Human Resource Management*, 1-29.
- Vasudevan, A., Shajahan, M. T., Sam, T. H., Nagarathanam, R., Ramachandran, S. D., Ruiteng, X., & Beleya, P. (2023). Factors Affecting Adaptation of E-Wallet among Students in Private Higher Education. *Resmilitaris*, 13(2), 1531-1547.
- Van Der Laken, P., Van Engen, M., Van Veldhoven, M. & Pauwe, J. (2019). Fostering expatriate success: A meta-analysis of the differential benefits of social support. *Human Resource Management Review*, 29, 100679.
- Villajos, E., Tordera, N., Peiro, J. M. & Van Veldhoven, M. (2019). Refinement and validation of a comprehensive scale for measuring HR practices aimed at performance-enhancement and employee-support. *European Management Journal*, 37, 387-397.
- Vohs, K. D. & Baumeister, R. F. (2004). Understanding self-regulation. *Handbook of self-regulation*, 19.
- Wayne, S. J., Shore, L. M. & Liden, R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management journal*, 40, 82-111.
- Wong, Y.-W. & Wong, Y.-T. (2017). The effects of perceived organisational support and affective commitment on turnover intention. *Journal of Chinese Human Resource Management*.
- Wrosch, C., Scheier, M. F., Miller, G. E., Schulz, R. & Carver, C. S. (2003). Adaptive self-regulation of unattainable goals: Goal disengagement, goal reengagement, and subjective well-being. *Personality and social psychology bulletin*, 29, 1494-1508.
- Wider, W., Mustapha, M., Halik, M., & Bahari, F. (2017). Attachment as a predictor of university adjustment among freshmen: Evidence from a Malaysian public university. *Malaysian Journal of Learning and Instruction*, 14(1), 111-144.
- Yoon, S. K., Kim, J. H., Park, J. E., Kim, C. J. & Song, J. H. (2020). Creativity and knowledge creation: the moderated mediating effect of perceived organizational support on psychological ownership. *European Journal of Training and Development*.

Zhu, J., Wanberg, C. R., Harrison, D. A. & Diehn, E. W. (2016). Ups and downs of the expatriate experience? Understanding work adjustment trajectories and career outcomes. *Journal of Applied Psychology*, 101, 549.

Zumrah, A. R. & Boyle, S. (2015). The effects of perceived organizational support and job satisfaction on transfer of training. *Personnel Review*.

.2020.1720048