The Role of Pshological Wellbeing and Personal Resilience towards Successful Expatriate Assignees in High Risk Countries (HRCs)

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Abstract--Emerging growth of MNCs in high risk countries (HRCs) coupled with the growing concern of expatriates' success (adjustment and performance) is the current highlight of research in the area of expatriate management. Despite the significant increase of global assignees, the rate of failed assignments does not appear to abate over a long period of time. A large degree of variance in expatriate performance still remains unexplained. Recent scholars have argued that individual differences should be considered as a top priority that enables expatriates to cope with stress and make sense of their environment. However, there is still a paucity of research linking individual differences and both expatriate adjustment and performance. Therefore, this paper will focus on the link between psychological wellbeing, personal resilience and expatriates' success in HRCs which will present new insights in the area of expatriate management.

Keywords--Psychological Wellbeing (PWB), Personal Resilience, Expatriate Adjustment, Expatriate Performance, High Risk Countries (HRCs).

I.INTRODUCTION

In order to remain competitive, many MNCs have started expanding their operations into less developed countries with the aim for more profit and growth opportunities (Bader, Berg and Holtbrügge, 2015). Most of these less developed countries are rich in natural resources, e.g. oil, gas and minerals which in return promises more profits to MNCs (Bader, Schuster and Bader, 2016; Bader, Schuster and Dickmann, 2015; National Counter Terrorism Center, 2010). However, these most enticing places for growth and profits also happen to be considered high risk because they suffer from political, economic, or other social instabilities (Posthuma et al., 2017). Threat could be a salient factor for MNCs operating through various developing countries (Zeneli, Czinkota and Knight, 2018). In particular, MNCs located in such risky locations could become an easy target for terrorists. Despite serious security concerns, the number of people who are willing to engage in such risky assignments has also been increasing (Fisher, Hutchings and Pinto, 2015; Pinto, Bader and Schuster, 2017). However, the challenges for expatriates assigned to a country highly endangered by security threats are tremendous, especially when they come from a relatively secure country. The scale of failed expatriates has been reported with the range between 10 and 80

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per cent, costing MNCs between US$40,000 and US$1 million for each unsuccessful assignment (Downes, Varner and Hemmasi, 2010; Selmer, 2001; 2005). Moreover, scholars stated that the cost including compliance with emergent and terrorism-related government policies and regulations for the MNCs could also reach billions of US dollars (Barnes and Oloruntoba, 2005; Frey,Luechinger, Stutzer,2007; National Counter Terrorism Center, 2010).

One of the main reasons associated with expatriate failure is that they fail to adjust to host countries cultural environment (Zhang and Oczkowski, 2016). Report by Brookfield Global Relocation Services (2016) stated that nearly 80% of MNCs do not formally assess the adaptability of international assignees. Studies stated that poor expatriate adjustment would lead to poor job performance (Aycan and Kanungo, 1997; Bhatti, Battour and Ismail, 2013; Bhatti et al., 2014; Kraimer, Wayne and Jaworski, 2001; Shaffer and Harrison, 1998; Takeuchi, Wang and Marinova, 2005). Besides, expatriate adjustment is discussed continuously as a moderator and/or mediator between other antecedents and work performance (Chen, Liu and Lu, 2010; Claus, Lungu and Bhattacharjee, 2011; Haslberger, Brewster and Hippler, 2013; Mol et al., 2005). On the other hand, scholars have stated that expatriate performance plays a crucial role in an MNC's growth (Bhatti et al., 2013; McNulty and Selmer, 2017).

Despite extensive research on expatriate adjustment and performance, there is a limited understanding of the factors influencing cross-cultural adjustment of expatriates in extreme contexts (Bader et al., 2016; Bader, Schuster and Dickmann, 2019; Haslberger and Dickmann, 2016; Pinto et al., 2017). In addition, many studies have focused on external factors, rather than on individual factors which remains yet scarce in the area of expatriate literature (Mol et al., 2005; Ren et al., 2016). Renko, Bullough and Saeed (2016) also highlighted that scholars and world leaders do not know enough about how the far-too-prevalent challenges of the 21st-century impact people's decisions and aspirations, and how these adversities are overcome by individuals who wish to pursue employment in most fragile locations. Therefore, there is a need to investigate the individual differences among expatriates that contributes towards adjustment and performance, especially in HRCs.

II. LITERATURE REVIEW

Expatriate Risk Management (ERM) Model

Posthuma et al. (2017) based their model on the studies of risk management among expatriates (Miller, 1992; Posthuma, Roehling and Campion, 2011). Overall, it refers to risks of dangerous countries that reduce expatriate's ability to succeed in their assignments. The model aimed at identifying, analysing, and implementing practices that enable organisations to manage risks they experience in hostile business settings. In a nutshell, the Expatriate Risk Management (ERM) model proposed by Posthuma et al. (2017) (see Figure 1) focuses on understanding individual and organisational factors that have an impact on expatriates in a hostile environment.

Posthuma and his colleagues' findings showed that the primary effect on expatriate adjustment was the level of stress they experienced in a hostile environment. They suggested that ERM practices which encompass successful HRM practices of organisations can lower the individual level of stress that is inherent in HRCs. Also, they proposed that the psychological aspect is one of the critical elements that negatively impact the level of stress among expatriates in HRCs. Basically, they suggested that an expatriate's psychological resilience is crucial because

resilience is a new emerging factor that is required for effectiveness across professions (Kossek and Perrigino, 2016). Posthuma et al. (2017) argued that psychological resilience could help to overcome the negative impact of stress on the level of adjustment in the hostile environment context.
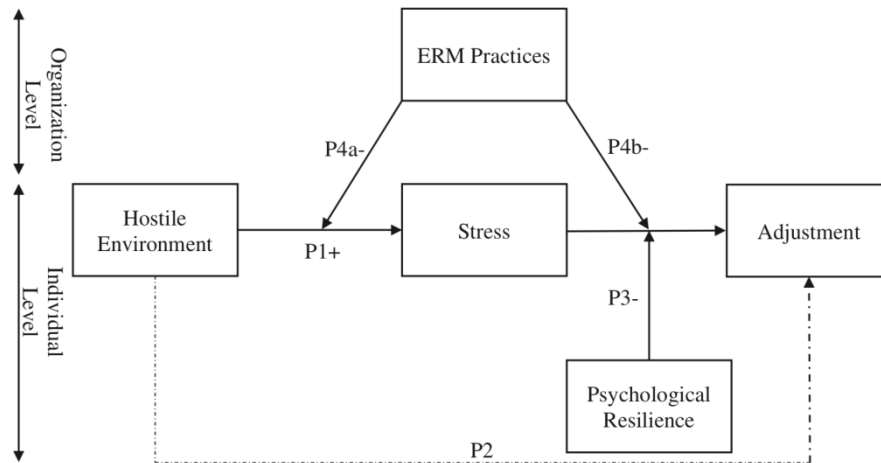
Figure 1. Model of Expatriate Risk Management (ERM) (Posthuma, Ramsey, Flores, Maertz and Ahmed, 2017).

In conclusion, the ERM model highlighted the importance of risk mitigation as a crucial element for expatriates residing in dangerous countries. It focused on finding successful HRM practices and acknowledged the importance of psychological resilience to improve the performance of the organisations operating in HRCs. Their framework of risk management offers a useful guide about successful management of expatriates assigned in HRCs. Hence, this paper will be utilising the model of ERM and specifically focusing on the relationship between psychological resilience and successful expatriate assignment (adjustment and performance) in HRCs.

Challenges of MNCs and Expatriates in High Risk Countries (HRCs)

Among the possible environmental threats that affect MNCs are weak economic conditions, rising energy prices, financial crises, along with terrorism as potentially the most severe threat for them (Zeneli et al., 2018). Terrorism is defined as "premeditated violence used by subnational groups against non-combatant targets in order to achieve a political, religious, or ideological objective through intimidation and fear" (Czinkota et al., 2010, p.828). Studies stated that terrorism threat could be a prominent factor that affects MNCs operating in less developed and risk involved countries. Emerging MNCs are particularly negatively affected by terrorism since their business operation, and employees have less opportunity to protect themselves. As expatriates play a critical role for MNCs' success, they are in the front line of any dangerous acts which may occur during their assigned period in such high threat locations (Bader and Berg, 2013; 2014). Hence, expatriates' lives protection responsibility in HRCs has resulted in added employer obligations (Guzzo, Noonan and Elron, 1994).

The dangerous acts such as terrorism or ethnopolitical conflict may have a high impact on expatriates who are more sensitive to their environment than their counterparts. Leipold and Greve (2009) stated that individual stability under significantly adverse conditions is derived from coping processes influenced by situational and

personal conditions. One of such positive personal aspect is psychological resilience (Block and Kremen, 1996). Researchers' opinion on psychological resilience is that it is an increasingly important factor to personal and job effectiveness, as individuals must be "resilient" in all life aspects. This ranges from major events like natural disasters and terrorism to everyday occurrences, such as dealing with a difficult colleague at work (Kossek and Perrigino, 2016). Past researchers also mentioned that psychologicalresilience is same as personal resilience (Extremera et al., 2017; Kim, Lee and Lee, 2013; Lu, Wang and Zhang, 2014; Taormina, 2015).

Personal Resilience

Resilience has become increasingly important as major life events like natural disasters and tough environments like terrorism can threaten personal and job effectiveness (Coutu, 2002; Kantor and Streitfeld, 2015; Kossek and Perrrigino, 2016). Despite many people who are exposed to high stress and experience physical and mental health decrements, only a few individuals stand up with remarkable abilities of resilience while dealing with stressful life circumstances. Taormina (2015) defined personal resilience from the Latin word "resilire," which means "to recoil". Personal resilience focuses on key aspects of an individual that enables successful adaptation to changing, vulnerable, and risky working environment (Denz-Penhey and Murdoch, 2008; Rajkumar, Premkumar and Tharyan 2008; Zraly and Nyirazinyoye, 2010). Eshel and Kimhi (2016) stated that resilience is a major attribute of personality which determines whether or not adversity will be regarded as a traumatic event, one's ability to cope with the trauma, and to recover from harsh events. Block and Kremen (1996) defined resilience as "an ability to bounce back from negative emotional experiences and flexibility adapt to the changing environment" (p. 129). Similarly, Luthans (2002a; 2002b) stated that it is individuals with strong psychological strength who are capable of coping successfully in the face of significant adversity or risk, and taking up responsibilities to bounce back from a stressful situation.

Moreover, Taormina (2015, p.36) identified the concept of personal resilience as "a multifunctional construct that includes an individual's determination and ability to endure, adjust and cope from adversity" and hence developed a theory of Personal Resilience which consisted of four dimensions: a) Determination b) Endurance c) Adaptability d) Recuperability. Determination is defined as "willpower and firmness of purpose that a person has and the decision to persevere and/or to succeed" (p.36). Endurance is defined as "personal strength and fortitude that one possesses to withstand unpleasant or difficult situations without giving up" (p.37). Adaptability focuses on "the capacity to be flexible and resourceful and to cope with adverse environments and adjust oneself to fit into changing conditions" (p.37). The last dimension Recuperability is defined as "the ability to recover, physically and cognitively, from various types of harm, setbacks, or difficulties in order to return to and reestablish one's usual condition" (p.37).

Many of earlier theories on resilience argued on the role of genetics, that "some people are just born resilient" (Coutu, 2002, p.3). However, increasingly empirical studies have revealed that resilience can be learned, regardless of a person's age, environment or businesses. For instance, the director of the Adult Development Study

from Harvard Medical School in Boston, George Vaillant, studied various groups during a long 60-year period and concluded that some individuals become more resilient significantly over the years of their life. While other researchers argued that individuals without resilience could develop resiliency skills more quickly than those with head developed resilience skills. Although, Coutu (2002) agreed that such findings have a serious international human resource management (IHRM) implications in terms of recruitment, training and support, it also implies that MNCs would need to develop a rigorous selection process involving the considerations of certain individual traits and capabilities that are most likely to reflect an expatriate's level of resilience before arriving at the host location.

Regardless of extensive research on personal resilience, yet there seems to be a lack of understanding about the concept of personal resilience. For instance, earlier findings by Coutu (2002) and the study of Harvard Medical School director showed contradictory results, one stating that some individuals are just born resilient while the other argued that resilience could be gained over a certain period. A study by Eshel and Kimhi (2016) revealed that personal resilience is positively correlated with psychological wellbeing (PWB). In addition, an empirical study by Mayordomo et al. (2016) found the significant impact of personal resilience on psychological wellbeing (PWB). Researchers stated that resilience helps people to adapt to changes or unfavourable situations that occur throughout the life cycle and hence achieve PWB.

Psychological Wellbeing (PWB)

Psychological Wellbeing (PWB) is considered as one of the crucial aspects of HRM (Grant, Wallace and Spurgeon, 2013; Pawar, 2016), but mainly in the international settings (Schuster, Judith and Bader, 2017). Organisations today demand employees who are emotionally connected to their work and they are willing to do everything they can to support their employees' success. True leaders who believe that qualified, satisfied, and committed employees are organisations essential resources, take steps to increase employees' wellbeing and job effectiveness (Walumbwa et al., 2010). Consequently, positive psychology has become a critical topic in the field of development of desirable outcomes for leaders and organisations because it helps them retain human resources, particularly in stress-related environments. Thus, one of an underdeveloped yet promising research area that is capable of filling the gap in international human resource management (IHRM) is the concept of PWB.

Scholars define the concept of PWB as experiencing pleasant and gracious feelings, a sense of wellbeing as well as achieving goals, success, and effective performance (Huppert, 2009; Wright, 2010). Schaufeli and Bakker (2004) stated that the concept of wellbeing is getting more attention in today's organisations. Being actively engaged in a job can make a person feel energised and generate positive feelings of wellbeing. Huppert (2009) mentioned that PWB promotes creative thinking and demonstrates pro-social behaviours as it combines feeling good and working effectively. Furthermore, individuals with a high level of wellbeing feel good about themselves, trust their relationships with other people, and feel they are on the right path in their lives. These individuals are also independent and make decisions, feel that they are able to choose what is the best for their personal needs, and have specific objectives in life (Ryff and Keyes, 1995).

PWB is also considered as a multi-dimensional phenomenon. For example, Brodsky (1988) stated that PWB has four characteristics: subjective and emotional aspects, a state as opposed to a continuous part of who we are, a product of personal endeavour, and positive movement toward achieving goals rather than being negative and involved in personal conflicts. Ozpolat, Isgor and Sezer (2012, p.257) highlighted that the PWB concept symbolises "a multi-dimensional structure consists of life attitudes". Others scholars identify PWB concept by two broad approaches referred to as hedonic and eudaimonic. The first broad approach "hedonic" associates with experience of positive feelings of life aspects such as overall life satisfaction; however, this approach takes no account of the importance of life purpose. The second complementary approach to wellbeing "eudaimonic" considers the importance of the "purpose" in wellbeing. Understanding the difference between both hedonic and eudaimonic approaches to wellbeing helps to distinguish between experience and feelings of wellbeing (Robertson and Cooper, 2010).

Wellbeing is one of the main contributors to successful and optimal development across the lifespan (Mayordomo et al., 2016). Scholars postulated that people with a higher level of PWB are healthier (both mentally and physically), have happier lives and live longer (Cartwright and Cooper, 2008; Robertson and Cooper, 2010). Extensive evidence also indicates that employees' wellbeing has a significant impact on the performance and survival of organisations by affecting costs related to illness and health care (Danna and Griffin, 1999). An empirical study conducted by Jena, Pradhan and Panigrahy (2017) proposed that understanding the role of PWB is very significant. These researchers have investigated the relationship between PWB, employee engagement and organisational trust. The results of their study showed a significant effect of PWB on both employee engagement and organisational trust.

A qualitative study conducted by Tahir (2018) on successful international assignments of Western expatriates explored factors such as selection, pre-departure cross-cultural training, repatriation and adjustment of expatriates using a sample of 22 in-depth interviews with expatriate managers in the Middle East. Based on the study's findings, it was revealed that most of the participants (n=19) did not think that cross-cultural training was a helpful tool for their adjustment in the Middle East and that the organisations' selection procedures were based on possession on expatriates' technical skills rather than considering the more crucial aspect that includes their characteristics and soft skills. Overall, the study's observation found the lack of organisations' awareness of the specific needs and requirements of the expatriates for completion of successful overseas assignments. Thus, the scholar concluded that a successful expatriate profile demands more of good social and perceptual abilities, positive behaviour, strong reasoning capabilities that will enable one to adjust following the host country culture.

Despite most literature focusing on the development of PWB construct, yet there is a gap in the literature utilising PWB as an antecedent for any proposed relationships. An exception to studies relating to PWB and individual job effectiveness (Rego, 2009; Wright and Cropanzano, 2000), research related to the relationship of PWB and its dimensions as the independent variables to the outcome of expatriate performance is limited. Considering the importance of PWB for intercultural effectiveness, the investigation of PWB construct and its

dimensions on expatriate adjustment and performance will contribute significantly to the body of knowledge as well as have practical implications on emerging MNCs in HRCs.

SuccessfulExpatriate Assignees

Nowadays, organizations are forced to operate in larger diverse environments due to intensifying global competition. Organizations might be able to establish new operations in different locations and might have an ability to quickly pick upmarket and technological details hence quickly react to domestic demands of the host customers. Such endeavours often require the presence of qualified and skilful expatriates to implement new strategies for MNCs successfully. The successful international assignment of qualified expatriates may, therefore, have a significant impact on the success of MNCs in the global markets. Hence, understanding the key factors that improve expatriate adjustment and performance in the global environment has become a critical focus for human resource management.

The original theory of Cross-Cultural Adjustment (CCA) was developed from past studies based on culture shock. The culture shock was defined as the stage of anxiety prior to the person feeling comfortable in a new culture (Oberg, 1960). However, researchers (Church, 1982; Stening, 1979) revealed that not every expatriate experience the same degree of anxiety or encounter anxiety within the same duration of time. Therefore, it was disclosed that expatriate adjustment is based on individual difference, which could be foreseen, instead of expecting a constant period of anxiety that every expatriate would necessarily experience when they arrive and face a different culture in a new environment (Black, 1990).

The concept of expatriate adjustment has been discussed in both acculturation and expatriation literature. From the expatriation literature perspective, the concept of expatriate adjustment has been defined as "the individual's affective psychological response to the new environment and its variables" (Black, 1990). Previous researchers stated that expatriate adjustment is the degree to which individuals are psychologically comfortable living and working outside their own home country (Black, 1990; Black and Gregersen, 1991; Nicholson, 1984; Oberg, 1960). On another hand, acculturation expatriate literature defined expatriate adjustment as the psychological and socio-cultural comfort one has with a new culture or the extent to which one feels content while living and working in another country (Black, Mendenhall and Oddou, 1991; Caligiuri, 2000; Palthe, 2004). This definition suggests that expatriate adjustment is an internal, psychological and emotional state and should be measured from the perspective of the individual experiencing the overseas culture (Black, 1990; Searle and Ward, 1990). Several researchers earlier conceptualized expatriate adjustment as a unidimensional phenomenon (Gullahorn and Gullahorn, 1963), a lot as job satisfaction (Wanous and Lawler, 1972) and as organizational commitment (Reichers, 1985). On the other hand, some studies suggest that cross-cultural adjustment instead is a multifaceted construct (Black, 1988; Black and Stephens, 1989).

Black and Stephens (1989) categorized expatriate adjustment into three dimensions: work, interaction and general. The first dimension is the work adjustment, defined as job-related which entails a process through which

expatriates achieve comfort and familiarity with work values, expectations and standards of the host work environment (Wang and Takeuchi, 2007). The second dimension is the interaction adjustment that encompasses the smooth accomplishment of interactions with host nationals in both work and non-work situations. It also helps expatriates build relationships with local co-workers and facilitate their task performance from the managerial aspect of the overseas assignment (Kraimer et al., 2001). The third dimension is the general adjustment which involves a process through which expatriates become comfortable and establish familiarity with the local surroundings in the host country.

Work performance is defined in various ways on the broader performance literature, offering little common understanding of what performance actually is (McNulty and Selmer, 2017). In general terms, job performance refers to functional determined behaviours that an individual performs that could contribute to organizational goal accomplishment. Motowidlo, Borman and Schmidt (1997) bring forth a similar definition, insisting that job performance is behaviour that can be measured in terms of the extent to which it leads to organizational effectiveness. According to Jamal (2007), job performance is an individual's ability to successfully perform tasks by using resources available at work. Some scholars have categorized work performance into three dimensions: task, contextual and assignment-specific performance (Black and Porter, 1991; Caligiuri, 1997).

Many studies have found evidence for the relationship between expatriate adjustment and expatriate performance (Bhaskar-Shrinivas et al., 2005; Bhatti et al., 2013; Chen et al., 2010; Claus et al., 2011; Haslberger et al., 2013; Kim and Slocum, 2008; Malek and Budhwar, 2013; Mol et al., 2005; Shay and Baack, 2006; Takeuchi et al., 2009). The antecedents of expatriate adjustment and performance have also been widely investigated (Bhatti et al., 2013; DeNisi and Sonesh, 2016; Driskell, Salas, Driskell, 2017; Hassan and Diallo, 2013; Laken, Engen andVedhoven, 2016; Malek, Budhwar and Reiche, 2015; Paulus and Muehlfeld, 2016; Ramalu et al., 2010;Ren et al., 2016; Singh and Mahmood, 2017; 2018; Tahir, 2018; Zhang and Oczkowski, 2016). However, based on the literature, there is still a paucity of research linking individual differences with expatriate adjustment and performance, overall among expatriates and specifically among those expatriates working in HRCs. This paper proposes the importance of personal resilience and PWB (individual differences) towards understanding expatriate adjustment and performance in HRCs.

Relationship between Constructs

Personal Resilience, Expatriate Adjustment and Expatriate Performance

Theoretical evidence of the concept of personal resilience proposes that it allows individuals to successfully adapt to vulnerable and risky environments (Chartered Institute of Personnel and Development CIPD, 2011; Denz-Penhey and Murdoch, 2008; Rajkumar et al., 2008; Zraly and Nyirazinyoye, 2010). Researchers stated that resilient individuals tend to confront change in a proactive way and seek to do change work for them on their terms and conditions (Russell and Russell, 2006). On a similar note, researchers stated that resilience increases employee

willingness to change (Shin, Taylor, and Seo, 2012). This willingness to change can benefit expatriates with adaptation to the unpredictable and sometimes changing threats they will face in high risk contexts.

Empirical research conducted by Ngoasong and Groves (2016) indicated a positive relationship between the level of resilience and adjustment among 27 nurses in African region hospitals. Their in-depth study interviews showed clear evidence of the nurses' abilities to remain motivated and adaptive to changes in the harsh conditions because of their resilient nature. Earlier research by Ong and Bergeman (2004) also emphasized the relationship between resilience and adaptation of individuals of people in older age. These researchers found that older adults who are more resilient achieve significantly higher positive adjustment at an older age.

Avey et al. (2010) stated that resilience might be most useful in enhancing employee performance during a stressful or turbulent environment especially when setbacks do occur, whereby resilience provides the mechanism to limit or eliminate the loss of functioning and allows employees to "bounce back" towards goal-directed effort. Resilience in a workplace is defined as the positive psychological capacity to "bounce back" from adversity, conflict, uncertainty and includes positive changes, an increase of responsibility and progress (Kotzé and Nel, 2013; Luthans, 2002a). Similarly, Kossek and Perrigino (2016) defined the phenomenon of resilience as an increasingly crucial factor to personal and work effectiveness. A study conducted by Maddi (2005) showed that resilience could be the effective way to enhance employee performance that provides a technique to decrease the loss of functioning while allowing employees to "bounce back" to achieve their goals in a stressfully challenging environment.

Study evidence by Avey et al. (2010) examined the effect of resilience on job performance and found that resilience has a significant relationship associated with multiple measures of manager rated performance. Also, the study obtained by Meneghel, Martínez and Salanova (2016) investigated the factors contributing to resilience and job performance among 1633 employees from 52 Spanish SMEs. The findings of their study supported the mediating role of resilience between job resources and team performance (z=4.66, p<0.001) using test by Sobel (1988). Furthermore, Hitchings (2016) stated that employees' ability to sustain a high level of performance in the tough and turbulent environments comes from the aspect of resilience.

Despite theoretical evidence and very few empirical studies, there is a lack of research that has examined the effect of personal resilience on the level of adjustment and work performance among expatriates in challenging and risky parts of the world. This individual difference seemed to have a great deal of potential for explaining certain individual abilities to achieve successful accomplishments through positive psychology, especially in the context of HRCs. Block and Kremen (1996) mentioned that employees with a high level of resilience have better abilities to manage and deal with adversity and are more flexible to adapt to the demands of situations beyond their control. Moreover, scholars mentioned that resilience positively influences expatriates' perceived ability to cope, and thereby, weaken the hostile environment's stress effects that can inhibit adjustment progress and hence enhance success of expatriates in high risk contexts (Posthuma et al., 2017).

PWB, Expatriate Adjustment and Expatriate Performance

Literature has highlighted the importance of individual factors that play a crucial role in predicting expatriate adjustment (Bhatti et al., 2013). Scholars proposed that adaptation skills along with additional individual skills such as self-confidence, interpersonal or perception skills can also contribute towards expatriate adjustment (Ren et al., 2014; Sinangil and Ones, 2001). Araci (2015) stated that it could be reasonable to argue that successful adjustment is influenced by the value of one's self-concept. Hence, it can be derived that PWB, which represents an individual difference, can have a significant influence on expatriate adjustment.

Based on the literature, the relationship between PWB and expatriate adjustment exists. However, as per researcher's knowledge, very few empirical studies have examined the relationship between both the constructs. One of the empirical studies by Ren et al. (2016) explored the complex role of personality traits in relation to expatriate adjustment using comparable cross-sectional (n = 170) and longitudinal (n = 77) samples of software engineers assigned from India to North America, Western Europe and East Asia. Findings of both studies showed a unique and positive predictive ability of certain personality traits on expatriate adjustment. Therefore, this study provided some support that individual difference such as PWB may also influence expatriate adjustment especially in a harsh environment.

PWB is also one of the critical antecedents of expatriate performance (Cooke, 2009; Gelfand, Erez and Aycan, 2007; Selmer, 1999; Wang and Kanungo, 2004). Literature provides evidence that promoting PWB seems to be a good way to increase effectiveness for both organizations and individuals (Danna and Griffin, 1999; Diener et al., 1999; Donald et al., 2005; Fogasa and Junior, 2016; Rego, 2009; Rich et al., 2010; Robertson and Cooper, 2010; Wright and Cropanzano, 2000). Leaders, managers, supervisors and employees alike believe that making employees happier and healthier increases their effort, contribution and productivity (Fisher, 2003).

Few empirical studies demonstrated positive relationships between PWB and job performance (Wright and Cropanzano, 2000; 2004) and concluded that people with a higher level of PWB perform better than those with a lower level of PWB. The earliest empirical research conducted by Wright and Cropanzano (2000) examined the potential contribution of PWB and job satisfaction as predictors to employee performance among 47 college-educated service workers in California, USA. The correlation analysis of their study revealed that PWB had higher predictive ability to employee performance (r = .34, p < .05). Additionally, a longitudinal study (over five years) in 2004 found that individuals with higher levels of psychological well-being perform better at work than those with lower psychological well-being (Wright and Cropanzano, 2004).

Similarly, evidence obtained by Rego (2009) also showed positive results of affective well-being that described 23% of the variance in individual job performance. This study showed that employees with a high level of affective well-being at work described themselves as top performers. Robertson and Cooper (2010) also explored the theoretical link between PWB and employee engagement. Their research showed that both factors are linked to

beneficial organizational-level outcomes such as performance and the combination of both factors' effect is greater than each one alone. The researchers argued that their finding of the importance of PWB in developing sustainable levels of employee engagement is consistent with the theoretical expectation.

Overall, the literature revealed there are relationships between PWB, expatriate adjustment and expatriate performance. At the same time, there is a scarcity of research that has examined the dimensional level of PWB's effect on the level of adjustment and performance especially among expatriates in challenging and tough contexts such as HRCs.

III. CONCLUSION

MNCs need to find ways to increase their expatriates' retention if they want to succeed in today's competitive and especially risky parts of the world. Beutell et al. (2017) highlighted that individual differences which encompass coping skills is worth the exploration to ensure wellbeing, adjustment, performance and completion of an expatriate assignment. On that note, it was identified that personal resilience contributes towards the "ability to improvise" (Coutu, 2002) and exploit "beneficial opportunities" by digging deep to "utilize indigenous resources" (O'Brien and Hope, 2010), adapting to risky and complex situations and thereby enabling the achievement of organizational goals (Donovan, 2013). In addition, resilience helps people to adapt to changes or unfavourable situations that occur throughout the life cycle and, hence achieve psychological wellbeing (PWB).

Literature has also provided theoretical and minimum empirical evidence of the possible contribution of personal resilience and PWB towards expatriate adjustment and performance. Therefore, this paper proposed a conceptual framework (Figure 2) for further empirical testing.
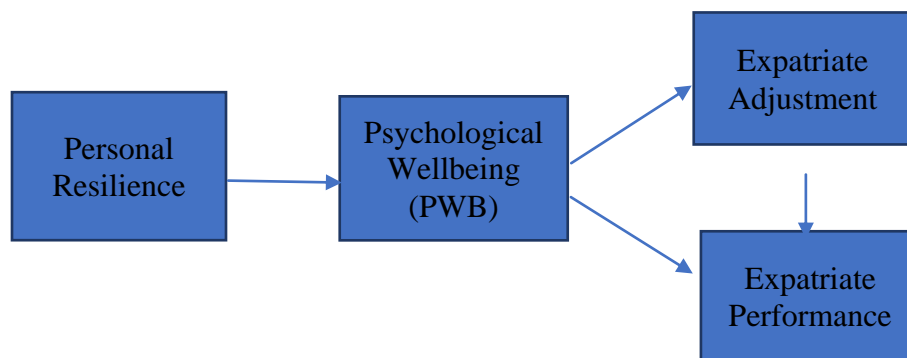
Figure 2: Conceptual Framework

Further investigation of the possible link between individual differences (Personal Resilience and PWB) and expatriates' success (adjustment and performance) especially in the context of HRCs is a worthwhile endeavour for the benefit of expatriates and to enable MNC's to strategically and effectively leverage their expatriates' expertise and overcome some of the toughest globalization challenges companies face today. By understanding individual differences, MNCs can put in place better selection criteria for expatriates assigned to high risk context

and also provide necessary organizational support to enrich employees' abilities to avoid negative stress effects in HRCs and therefore to retain their talents.

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