


Article

# The Dark and the Light Side of the Expatriate's Cross-Cultural Adjustment: A Novel Framework Including Perceived Organizational Support, Work Related Stress and Innovation

Gabriele Giorgi <sup>1</sup>, Luigi Isaia Lecca <sup>2</sup>, Antonio Ariza-Montes <sup>3,4</sup> , Chiara Di Massimo <sup>5</sup>, Marcello Campagna <sup>6</sup>, Georgia Libera Finstad <sup>5</sup>, Giulio Arcangeli <sup>2</sup> and Nicola Mucci <sup>2,\*</sup>

<sup>1</sup> Department of Human Sciences, European University of Rome, 00163 Rome, Italy; gabriele.giorgi@unier.it

<sup>2</sup> Department of Experimental and Clinical Medicine, University of Florence, 50139 Florence, Italy; luigiisaia.lecca@unifi.it (L.I.L.); giulio.arcangeli@unifi.it (G.A.)

<sup>3</sup> Management Department, Universidad Loyola Andalucía, 14004 Cordoba, Spain; ariza@uloyola.es

<sup>4</sup> Department of Business Administration, Universidad Autónoma de Chile, Santiago 7500912, Chile

<sup>5</sup> Business @ Health Laboratory, European University of Rome, 00163 Rome, Italy; chiaradimassimo12@gmail.com (C.D.M.); g.liberafinstad@gmail.com (G.L.F.)

<sup>6</sup> Department of Medical Sciences and Public Health, University of Cagliari, 09042 Monserrato, Italy; mam.campagna@gmail.com

\* Correspondence: nicola.mucci@unifi.it

Received: 27 February 2020; Accepted: 4 April 2020; Published: 8 April 2020



**Abstract:** The new context of the Psychology of Sustainability and Sustainable Development has reached the attention of the scientific community in recent years, due to its comprehensive approach aimed at enhancing the sustainability of interpersonal and intrapersonal talent, as well as of groups and communities. In this scenario, research on employee cross-cultural adjustment (CCA) is considered a key theme in human resource management. It is known that psychological support in the host country may alleviate distress and facilitate the integration of the expatriate workers. However, there is a lack of research investigating expatriate adjustment as an antecedent of the perceived organizational support. The aim of the study was to investigate the relationship among cross-cultural adjustment (CCA), perception of organizational support (POS), work-related stress (WRS), and innovation, considering these factors as a part of a unique innovative framework. A cross sectional study was performed using a sample of 234 expatriate workers of a multinational organization. Data were collected through a monitoring survey for the assessment of work-related stress risk factors of their expatriate staff. The results showed a positive correlation between CCA, POS, and innovation. On the other hand, a negative correlational effect of CCA and WRS, CCA and POS on WRS, and POS and WRS was found. Finally, POS was found to be a significant antecedent of CCA. These findings have implications for both international human resource management researchers and practitioners.

**Keywords:** cross-cultural adjustment; organizational support; expatriate workers; work-related stress

## 1. Introduction

In recent years, the psychology of sustainability and sustainable development has gained scientific attention due to its comprehensive approach aimed at enhancing the sustainability of interpersonal and intrapersonal talent, as well as of groups and communities [1–3]. In the current highly competitive and dynamic global business environment, multinational corporations (MNCs) acknowledge that international human resources management (IHRM) is one of the main significant variables of business

success. [4,5]. For the period 2010–2050, the number of individuals moving from developing countries to more developed countries are expected to be 96 million [6]. The most common and known staffing approach to fill international positions is an expatriate assignment, in which the employee expatriates to a foreign country to live and work for at least one year, in order to fulfill a specific role, and then repatriates back to the home country [7].

The psychology of sustainability and sustainable development takes care of personal careers and life projects, trying to promote effective and sustainable well-being for individuals and environments from a psychological research perspective [8,9]. In particular, “Psychology of Harmonization”, embedded in the new research area of Psychology of Sustainability and Sustainable Development, underlines the value of taking care of a harmonic recomposition, considering both temporal and geographical aspects. Aimed at promoting health and well-being with the natural environment and in different environments, the psychology of harmonization offers a framework to identify and set up new prevention strategies aimed at dealing with the cross-cultural challenge [10].

### 1.1. Cross-Cultural Adjustment (CCA)

Expatriate workers are individuals who move to another country, change their location of residence, and have a specific work objective in the new environment [11]. An individual who changes his or her workplace is exposed to a wide range of challenges and collateral issues that affect both their work and personal spheres. One of the most complex changes to deal with concerns the cultural difference between the country of origin and the host country. The cross-cultural adjustment (CCA) can be defined as the process of “feeling comfortable” with working and living in a culture different from one’s home culture. The term adjustment refers to a concept deriving from the adequacy with which expatriates deal with the uncertainty associated with the international assignment. When individuals move to a foreign country in order to perform an international assignment, they start to learn about the new culture and make efforts to find successful ways of functioning in the host country [12,13].

The process of acculturation is important for adjustment (defined as the fit between the person and the environment) in order to establish a coherent identity for the expatriate himself. The acculturation process of expatriates involves six main domains, listed in increasing order of resistance to change, respectively: systems of public order (politics and government), work, economics, social relations, family relationships, and culture (or ideology) [14]. As highlighted by various studies, the main domains of the acculturation process, such as the role of family and friends, community, and organizational structures, allow a better adaptation to the host country [15]. When expatriates are well adjusted to a foreign organization, they are more likely to be perceived by the host country’s national co-workers as being more similar to them. In this context, the perception of similarity between expatriates and local workers seems to play a relevant role in promoting cultural adjustment [16]. Nevertheless, previous assignment experiences abroad can play a role in the adaptation process of expatriates. In fact, expatriates who have experienced more positive adjustment changes are more likely to anticipate further positive outcomes [17,18].

### 1.2. CCA and Work-Related Stress (WRS)

Research on CCA has brought academic attention to a key theme in human resource management; especially when it comes to managing employees who have been assigned a job in a foreign country. There is a growing acknowledgement that international work can be a challenging and, at the same time, stressful experience for the employee [19]. In fact, the experience of expatriation is normally associated with a lot of unhealthy issues such as stress, anxiety, loneliness, and homesickness, generating a sort of potential and prolonged cultural shock [20]. Starting from the definition of work-related stress as a series of harmful physical and emotional reactions that occur when the demands are not commensurate with the skills, resources, or needs of the worker, expatriate workers are very often faced with situations in which job demands are higher than the resources they possess. To cope with this, the expatriate tries to modify his behavior, adapting it to those required by the situation [21]. When one individual

fails to cope with these demands, stress emerges [22], which is expressed as expatriate maladjustment. Expatriate adjustment research shows that when there is a poor adjustment of the worker to the host country, there is a low ability to adapt to a new cross-cultural context, and that worse performance accompanies greater psychological stress [23]. Consequently, we hypothesize that a successful CCA experience in the host culture involves a decrease in work-related stress levels.

### 1.3. CCA and Innovation

Among the various meanings attributed to the word "innovation", one of the most indicative considers innovation as a process that consists of transforming an idea into a solution that leads to the creation of added value (which, in economic terms, means good customer service). It therefore consists of creating new points of view and ideas [24] and implementing these ideas [25]. The international business literature has carefully analyzed the role of expatriates in value creation and performance [26]. If properly managed, international assignments can represent opportunities for innovation and success for companies. On the one hand, intercultural differences between individuals make it more difficult for expatriates to be innovative, due to the knowledge gap between cultures [27,28]. On the other hand, diversity can be an added value for the individual's experience. Indeed, the entrepreneurship literature has emphasized that diversified social networks and access to heterogeneous knowledge can serve as a source of new ideas and subsequently influence the number of perceived opportunities [29]. Moreover, innovation can be influenced by some negative organizational factors, such as work related stress and burnout [30,31]. We hypothesize that if the adjustment process has been successful, then there will be a positive impact on the expatriate performance; in particular, there will be an increase in the expatriate's innovative skill. A successful adjustment represents fertile ground for the development of innovative ideas by expatriates who, in these circumstances, are able to dedicate themselves completely to their tasks without being distracted by concerns about the adaptation process.

### 1.4. Perceived Organizational Support (POS) and CCA

Perceived organizational support (POS) has been defined as the employees' belief that the organization values their contributions and cares about their well-being [32]. In other terms, it is plausible that POS could influence the so called "Eudaimonic well-being", focused on building resources and strengths [33–40]. Organizational support theory (OST) argues that employees tend to form a general perception of the extent to which the organization values their contributions and is concerned about their well-being, in order to meet the socio-emotional needs and assess the benefits of a greater work effort [32,41,42]. According to the literature [43], social support and, in particular, the POS can lead to increased levels of adjustment and the professional success of expatriates. Individuals with a high level of POS may meet the expectations of their supervisors and co-workers by showing proactive approaches to problem resolution and positive attitudes toward hard work [44]. However, there is a lack of research that investigates expatriate adjustment as an antecedent of the perceived organizational support. In this study it is hypothesized that, when the psychological climate is positive, namely when the level of the expatriate's adjustment will be high rather than low, there will be a more positive perception of organizational support. Since perceptions of adjustment are based on a sense making process, propensities to adjust can impact future experiences and behaviors via expectations of how these changes will continue to express. The achievement of a high degree of adjustment implies the development of particular predispositions in perceiving the support that the organization provides to the expatriate at the time of the assignment abroad [18]. As proposed by some research, perceived support can also be considered a consequence of cultural orientation. Group cultural orientation and religious orientation showed a significant effect on individuals' perceived social support [45]. Moreover, the relationship between cultural behaviors and health-related outcomes seem to be mediated by the perceived social support [46]. We therefore believe that the POS should be analyzed not only as an antecedent to CCA, but also as a possible product of it. The CCA also contributes to the well-being of the expatriate worker. This framework of well-being, by increasing the degree of involvement in the

new organizational reality, favors the establishment of relational links of support and trust in both directions: from the worker towards the organization and from the organization towards the worker.

### 1.5. POS and WRS

According to the literature [41,47,48], POS is expected to reduce aversive psychological and psychosomatic reactions (i.e., strain) to stressors, thanks to the availability of material aid (e.g., salary, economic maintenance of family expenses, housing place) and emotional support (e.g., psychological support from the home organization, psychological support from the host organization, support in the process of entering the host society) when needed to face high demands at work. However, since this is only partially related to work, it can be expected to have a lower degree of influence compared to adjustment.

### 1.6. POS and Innovation

The concept of POS could also be useful in relation to workers' innovative skills, as already highlighted in the previous literature [49–52]. The social exchange theory of Blau [53] supports the notion that when employees perceive something positive about their organization, they will experience satisfaction, and deliver results back to the organization. When an organization values and understands the efforts of employees to achieve organizational goals, consistent with social exchange theory (SET), personnel will have feelings of obligation to behave in favor of their organization [54,55]. Within the SET literature, the concept of POS defines the relationships that are established between workers and the organization [56]. When employees evaluate their work environment in a positive way, they tend to improve their identification with their job and their organization, consequently increasing their degree of organizational commitment, and therefore they are more likely to exhibit different and more innovative behaviors than the usual standard [57]. This link is highlighted by previous research. For example, Eisenberger et al. (1990) found a positive relationship between POS and innovation [51], while Choi et al (2016) showed how POS is linked to participation in innovative activities [50]. Nazir et al (2018) used the SET framework to analyze the relationship between POS and innovative behavior, finding a positive relationship between the two variables [58]. Similarly, Xerri (2012) applied SET in his research, showing that POS has a positive, direct and significant relationship with innovative behaviour [52]. In line with previous studies, it is therefore hypothesized that if an expatriate perceives support from the organization he will consequently be interested in pursuing the objectives of the organization in a proactive way—an essential skill for the generation of innovative ideas.

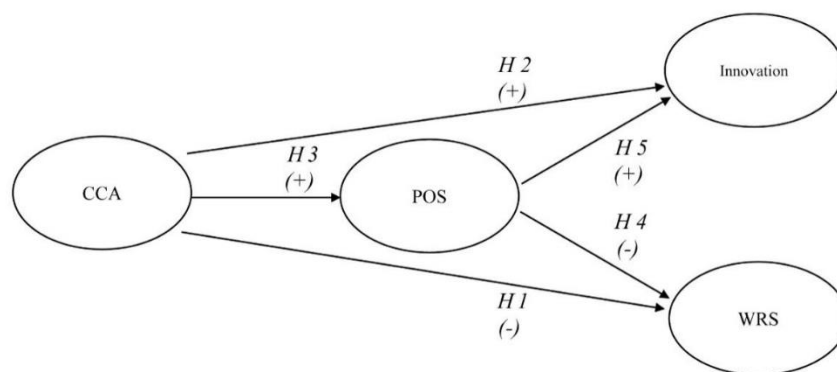
### 1.7. POS as A Mediator between CCA and WRS and Innovation

Several researchers have found that, through higher levels of social support, workers can overcome psychological distress related to life and work within a host country [47,48]. The literature on social support suggests that support comes from multiple sources (for example, organizations, supervisors, and colleagues) and can also be improved by the adjustment process [59–61]. Cross-cultural training programs, which are part of the adjustment process, and organizational support programs provide the best preventive and functional strategy to substantially reduce the level of culture shock and subsequent stress. Therefore, we believe that the POS can play the role of mediator between CCA and work-related stress. In particular, it is assumed that the presence of POS, as well as a successful CCA process, can further reduce the level of work-related stress. As already described, when the psychological climate is positive, namely when the level of expatriate's adjustment will be high, rather than low, there will be a greater predisposition in the perception of organizational support (POS) which, consequently, will provide a significant contribution to the increase of the individual's level of innovation. In this study we therefore hypothesize that the relationship between CCA and expatriates' innovative skills may be mediated by the perception of organizational support in multicultural environments.

### 1.8. Aims and Hypotheses

Framing the abovementioned scenario in a primarily preventive perspective, sustainable development, in terms of implementing intervention strategies [62] aimed at avoiding maladaptation of expatriate workers, can represent a strategic goal for companies and organizations that face this challenge. Given the multifaceted interaction between cross-cultural adjustment, perceived organizational support, work related stress, and innovation, there is a strong need to expand knowledge about the consequences of how a poor cross-cultural adjustment could affect expatriates' well-being in terms of work-related stress increase and resistance to innovation.

The aim of the present study was to investigate the relationship between cross-cultural adjustment, perceived organizational support, work related stress, and innovation, considering them as a part of a unique framework, as proposed in an original model (Figure 1). Furthermore, POS was tested as an antecedent of CCA, instead of as a consequence of it. In order to test the empirical model, several hypotheses have been formulated. In detail, the first five hypotheses concern the direct relations between the variables considered, while the last two hypotheses concern the indirect relations between them. The investigation of the indirect effects aims to reveal the mediating role of perceived organizational support, hypothesizing that this variable reinforces the direct effect between cross-cultural adjustment in relation to innovation and work-related stress.



**Figure 1.** Framework interaction model.

Following this theoretical background, several hypotheses have been formulated:

**Hypothesis 1 (H1).** *A successful CCA process involves a decrease in WRS levels in the context of an overseas assignment.*

**Hypothesis 2 (H2).** *A successful CCA process involves an increase in innovation skill levels in the context of an overseas assignment.*

**Hypothesis 3 (H3).** *The presence of CCA is linked to the presence of POS; in fact, CCA positively influences the POS.*

**Hypothesis 4 (H4).** *The presence of POS involves a decrease in WRS levels in the context of an overseas assignment.*

**Hypothesis 5 (H5).** *The presence of POS involves an increase in innovation skill levels in the context of an overseas assignment.*

**Hypothesis 6 (H6).** *POS acts as a mediator in the relationship between CCA and WRS, such that the presence of POS contributes to the decrease in the level of WRS.*

**Hypothesis 7 (H7).** *POS acts as a mediator in the relationship between CCA and innovation, such that the presence of POS contributes to the increase in the innovation skill levels.*

## 2. Materials and Methods

### 2.1. Procedures

In April 2015, a monitoring survey was carried out to assess work-related stress risk factors among expatriate staff of a multilevel company, by means of a questionnaire administered to all company employees. The preliminary work related stress risk assessment conducted according to the methodology prepared by the former National Institute for Prevention and Workplace Health Promotion (ISPESL, endorsed by the Ministry of Labor), highlighted an "average" level of risk. Therefore, a subjective investigation was carried out to investigate the level of risk with the direct involvement of workers, in collaboration with the University of Florence and the European University of Rome.

The research and evaluation process was anticipated by a phase of promotion and activation of employees. In this way, it was possible to provide some indications beforehand regarding the aims of the research and the data collection method. The data were collected by the group of researchers with the collaboration of the Safety Office of the company, actively present during all phases of the investigation.

In order to facilitate the collection of information via questionnaire, the administration took place online, thanks to the company intranet. Call conferences were held and a video was created in order to make employees aware of the importance of completing the survey. Then, questionnaires were administered to the selected personnel and data were collected.

These variables have been classified as proposed in Table 1.

**Table 1.** Characteristics of the study population.

Variable	Categories	N. (%)
Age (years)	20–29	47 (20.1)
	30–39	117(50)
	40–50	49 (21)
	>50	21 (8.9)
Job seniority (years)	1–5	57 (24.3)
	6–10	72 (30.8)
	11–20	73 (31.2)
	>20	32 (13.7)
Working time per week (hours)	<50	26 (11)
	50–60	61 (26.1)
	>60	147 (62.9)
Family situation	Married	41 (17.5)
	Unmarried	96 (41)
	Married with child	9 (3.7)
	Unmarried with child	63 (26.8)
	Missing	26 (11)
Accompaniment by family members in the expatriation	Yes	3 (1.3)
	No	38 (16.2)
	Missing	193 (82.5)
Number of countries visited	1	40 (17.1)
	2–5	157 (67.1)
	6–10	37 (15.8)

## 2.2. Population

The sample consists of 234 Italian expatriate workers selected from an electric multinational company. All the expatriate workforce (about 350 of workers) belonging to the company was initially involved. The average age was between 30 and 40 years for 50% of the sample, while only 9% are over 50 years old. Regarding the job tasks, the majority of them (44.9%) perform the activity of installer. Some 30.8% of respondents had worked between 5–10 years in their current company, while 31.2% had worked for 10–20 years (Table 1). The response rate was over 70%.

## 2.3. Measures

Cross-cultural adjustment (CCA) was measured using the Black & Stephens three-dimensional inventory scale [63], consisting of 14 items. This construct has been tested and validated in the literature [59,64,65]. It measures general living adjustment (seven items that analyze the cost of general living, activities to be performed during leisure time, and opportunities); interactional adjustment (four items that analyze daily relationships with citizens); work adjustment (three items that refer to the dimensions of the work performance). The level of adjustment reached by the expatriate is calculated on the basis of the total score. Expatriates describe their level of adjustment with respect to the host country using a Likert scale, ranging from 1 ("very unadjusted") to 5 ("fully adjusted"). Cronbach alpha coefficient for CCA had value of a 0.89.

Perceived organizational support (POS) was measured using the 4 item POS scale part of the Stress Questionnaire. The scale assesses the extent to which the organization takes care of workers' well-being. (e.g., "This organization pays little attention to the interests and well-being of its employees" reverse coded; "This organization tries to take care of its employees' welfare"). Cronbach alpha coefficient for POS had a value of 0.89.

Work related stress was measured by the Stress Questionnaire (SQ) [66], to assess both classic and new stress factors identified in the literature. In this model, three subscales part of the "task area", were included, respectively: physical demands, information processing, and time. The "physical demands" subscale includes 3 items and measures the level of physical effort required of the employees to perform their duties (e.g., "The performance of my job requires a lot of physical resistance"; "The performance of my job requires carrying or lifting heavy loads"). Cronbach alpha coefficient was 0.76. The "information processing" subscale includes 4 items and measures the level of commitment required by the work to the employee (for example, "The performance of my job requires a high commitment and a lot of reflection"; "The performance of my job requires the analysis of a lot of information"). Cronbach alpha coefficient for information processing was 0.78. The "time" subscale includes 6 items and measures the level of stress related to the management of working time, as perceived by the employee (e.g., "At work I am forced to work overtime", "Neither breaks nor lunch can be taken as established in working hours"). Cronbach alpha coefficient for time dimension was 0.78. In addition to this, supervisor support and coworkers support were assessed by two subscales included in the Stress Questionnaire. In detail, the "supervisor support" subscale includes 4 items on a 5-point Likert scale (from 1: "strongly disagree" to 5: "strongly agree"), and measures the extent to which employees perceive themselves to be supported by their own supervisors (e.g., "I can count on the help of my supervisor/manager when a job problem arises" reverse coded; "I don't feel guided by my supervisor"). Cronbach alpha coefficient for supervisor support was 0.84. The "colleagues support" subscale includes 5 items on a 5-point Likert scale (from 1: "strongly disagree" to 5: "strongly agree"), and measures the extent to which employees feel supported, helped, and respected by their colleagues (e.g., "I receive the help and support I need from my colleagues" reverse coded; "It is difficult for me to receive concrete help from my colleagues in a moment of difficulty"). Higher scores indicate a greater degree of each stressor. The Cronbach alpha coefficient for colleagues' support was 0.76. All the included variables showed a satisfactory reliability, as shown by the Cronbach alpha coefficients.

Janssen's nine item scale was used to evaluate innovative work behaviour [24]. This tool assesses the frequency with which employees are involved in the three components of innovation: the generation

of ideas (e.g., generation of original solutions for problems) the promotion of ideas (e.g., mobilization of support for innovative ideas) and the realization of ideas (e.g., transforming innovative ideas into useful applications). It includes a Likert scale ranging from 1 (never) to 5 (always). Numerous studies support the unidimensionality of the construct of innovative work behavior [67]. The Cronbach alpha coefficient for innovative work behavior had a value of 0.89.

Data on the number of construction sites visited in the last year, the number of times employees worked on the platform, the number of countries visited in the last year, the amount of working hours per week, the commuting time, the marriage status, and familiar status were also collected by an *ad hoc* questionnaire.

All the questionnaires were administered in the Italian language. All the participants were able to read and speak Italian fluently.

#### 2.4. Data Analysis

Central tendency values and dispersion (sd) for the variables of interest were calculated, along with correlations between variables through the Pearson correlation test for parametric data. Reliability of the subscales was detected by the Cronbach alpha coefficient. Values of alpha > 0.07 indicate good reliability. The theoretical construct was tested by a Structural Equation Model (SEM). Before testing SEM, indices of discriminant validity and variance inflation factors were calculated. Discriminant validity of the construct was assessed using inter-construct correlations. Values less than 0.7 indicate that the constructs differ sufficiently from one another. In addition, the magnitude and significance of the weights were verified. The weights indicate how each indicator contributes to the respective composite. Therefore, they allow the classification of indicators based on their contribution. A measure is relevant for the composite construct for significance values of at least 0.05.

Finally, variance inflation factor (VIF) was calculated to quantify how much the variance is inflated. VIF assesses whether factors are correlated to each other (multicollinearity), and makes it possible to check the reliability of the construct. Values of VIF exceeding 3.3 warrant further investigation because of pathological collinearity [68], while a VIF exceeding 10 is a sign of serious multicollinearity requiring correction. Instead, if VIF is close to 1, the model is much stronger, since the factors are not impacted by the correlation with other factors. Analyses were performed using SPSS v.22 software with AMOS implementation tool.

### 3. Results

Table 1 shows the characteristics of the study population. The majority of expatriate workers was aged between 20 and 39 years (70%), with a job seniority equally distributed in the four classes. About 90% of them worked over 50 hours per week. While 40% reported to be unmarried, a relevant proportion did not respond to the question about their family situation, or the question about the accompaniment by family members in their expatriation. Over 67% stated to have visited between two and five countries, while 17% referred to have visited only one other country.

Mean values and sd of CCA, POS, WRS, and innovation are reported in Table 2. Results showed elevated levels of cross-cultural adjustment (3.55 on a maximum of 5), as well as high levels of work-related stress (3.55) and perceived organizational support (3.11). On the other hand, innovation scored less than POS (2.95).

The correlation test between the variables showed the highest strength between perceived organizational support and cross-cultural adjustment ( $r = 0.255$ ;  $p < 0.001$ ), while the correlation between innovation and perceived organizational support was just below the one previously mentioned ( $r = 0.244$ ;  $p < 0.001$ ). Furthermore, a negative correlation was found between work-related stress and cross-cultural adjustment ( $r = -0.221$ ;  $p < 0.001$ ), and between work-related stress and perceived organizational support ( $r = -0.219$ ;  $p < 0.001$ ). No significant correlation was found between innovation and work-related stress ( $r = 0.075$ ;  $p = ns$ ) (Table 2).



**Table 2.** Mean values and Pearson correlation coefficients of the variable of interest.

Variable	Mean	SD	1	2	3	4
1. CCA	3.55	0.578	1			
2. POS	3.11	0.263	0.255 ***	1		
3. WRS	3.55	0.468	−0.221 ***	−0.219 ***	1	
4. INNOV.	2.95	0.682	0.217 ***	0.244 ***	0.075	1

CCA = Cross-Cultural Adjustment; POS = perceived organizational support; WRS = work-related stress; INNOV = Innovation. \*\*\*  $p < 0.001$ .

Results on discriminant validity and VIF values are reported in Supplementary material (Table S1). The construct showed a good discriminant validity and no collinearity between the factors included in the model.

Results of SEM showed a significant relationship between CCA and POS ( $O = 0.490$ ;  $p < 0.01$ ), and between POS and WRS ( $O = -0.689$ ;  $p < 0.01$ ), confirming the hypothesis of CCA as antecedent of POS. No direct effect of POS on innovation was found ( $p = ns$ ).

Moreover, a significant indirect relationship was found between CCA and WRS ( $M = -0.370$ ;  $p = 0.002$ ). Considering that the direct relationship between the variables CCA and WRS does not seem significant, POS plays the role of mediator between the two variables (Table 3)

**Table 3.** Results of the structural equation model.

Direct Effects	Original Sample (O)	T Statistics ((O/STDEV))	p Values	2.50%	97.50%	Significance	
CCA→INNOV	0.057	0.255	0.798	−0.625	0.342	No Sig.	
CCA→POS	0.490	8.766	<0.01	−0.666	0.523	Sig.	
CCA→WRS	−0.075	0.608	0.543	−0.325	0.152	No Sig.	
POS→INNOV	0.377	1.643	0.1	−0.375	0.598	No Sig.	
POS→WRS	−0.689	3.824	<0.01	−0.821	−0.294	Sig.	
Indirect Effects	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	p Values	2.50%	97.50%	Significance
CCA→INNOV	0.182	0.13	1.422	0.155	−0.299	0.32	No Sig.
CCA→WRS	−0.370	0.11	3.078	0.002	−0.413	0.465	Sig.

CCA = Cross-Cultural Adjustment; POS = perceived organizational support; WRS = work-related stress; INNOV = Innovation.

#### 4. Discussion

The current study gives an overview of what happens when a worker is assigned to a foreign company, or in other terms becomes an expatriate. In particular, the aim of this research was to theoretically demonstrate, through the support of the previous literature, and empirically, through the development of an innovative model, the influence of cross-cultural adjustment over a series of variables, such as perceived organizational support, work-related stress, and innovation. The focus of this research is in fact the cross-cultural adjustment process that represents the starting variable from which both the theoretical framework and the empirical model are developed.

Contrary to what is stated in the literature, from the present empirical model it appears that the CCA, besides being a consequence of the POS, is also an antecedent of the same variable. One of the innovative aspects highlighted by the model is the existence of a significant relationship between the CCA and the POS, considering the CCA as an antecedent of the POS. The relevant association between POS and WRS confirmed recent findings on the role of social support in influencing some outcomes of work related stress such as perceived well-being and workplace bullying [69,70].

This study offers several contributions that can enhance expatriate management theory and practice. First of all, this research offers a model that takes into consideration, as a starting point, the effects and consequences of cross-cultural adjustment on expatriate workers. A positive correlation

between higher level of CCA and the POS was found. The CCA plays an important role with respect to the employees' perception of support. It is therefore thought that, if a worker has reached a satisfactory level of adjustment with respect to the host country in general, and to the host organization in particular, he will consequently be able to perceive the support that the organization provides him. Indeed, social support, and in particular the POS, may lead to increased levels of adjustment and career success of expatriates [71].

In addition to the direct effect of the CCA on the POS, CCA also showed a significant relationship with WRS and Innovation, confirming the hypothesis tested in the present study. As empirically demonstrated by the model, a higher level of CCA contributes to the decrease of WRS levels, and at the same time to the increase of the levels of innovation. Several studies indicate that many of the failures of expatriate assignments can be ascribed to the inability to adjust to the host culture [72,73]. If the adjustment process has been successful, then there will be a positive impact on the performance of the expatriate; in particular, there will be an increase in the expatriate's innovative skill.

In addition to the direct effects, the results show that POS takes on a mediating role both between the CCA and the WRS, and between the CCA and innovation. In the relationship between CCA and WRS, POS acts as a mediator, reinforcing the decrease in stress. In line with the previous literature, our research assumes that expatriates with high levels of POS—and supported to a high degree to become successful in a cross-cultural adjustment to the environment [47,74,75]—may be able to cope with stressful situations, and then their work-related stress level will decrease.

Higher levels of CCA influence the perception of organization's support and expatriate's innovative skills, and, as a result, cultural adjustment influences the degree of expatriate's innovative engagement. Furthermore, it has been suggested that these relationships may be mediated by expatriate's perception of the organizational support in multi-cultural environments.

The study confirms and extends previous literature, in particular in terms of the relationships between the antecedents of innovation at work and work-related stress. Our findings also add to the literature gap by confirming the central role of POS as a mediating attribute in contributing to reinforcing the effect of CCA both on WRS and innovation. In particular, our empirical model shows that the POS variable must not be considered only as an antecedent of the CCA, but also as a consequence of its presence. This means that, in our model, the POS is no longer considered as the starting point but as a mediation point. The presence of the POS in the experience of an assignment abroad strengthens the role already exercised by the CCA, considerably reducing the level of stress caused by work. As confirmed by the previous literature, when an expatriate worker, faced with a correct adjustment process, receives the right support both in economic emotional and social terms, he will be less likely to feel the stress caused by the new context of work which, evidently, involves states of uncertainty and unsteadiness. Most of the CCA literature has focused on the role of social support provided to expatriate employees [59,61,64,76,77]. At the same time, some studies have begun to examine the role of POS in predicting expatriate success with promising results [78,79].

Considering the age class distribution, from a sample of 234 expatriates, only 21 of them are over 50 years old. It is plausible that, after having reached a certain level of organizational seniority, an elderly worker will hardly be motivated to face an expatriation experience compared to a younger worker. In fact, a worker who has reached a high level of seniority can be motivated to maintain a specific "status quo", that is, a state of stability and potential balance that is sought in order to remain in the comfort zone.

Regarding working time, the majority of expatriate employees involved in the present study worked more than 60 hours a week. This aspect is especially relevant since, as the workload increases, the WRS will increase accordingly, as confirmed by the correlation found between the two variables. A high number of working hours may represent a real obstacle for the expatriate employee in the host country. Contacts with the home society and the host society are fundamental. This aspect can contribute to reduce free time in which the already established bonds are maintained and new ones are created. People who work many hours a week will therefore have less time to dedicate to their

family. It is also noticeable that the majority of the expatriates involved do not have a family or are not married. As supported by the scientific literature, the inability of family members to adjust to a foreign assignment has been identified as one of the most critical causes of expatriate failure [80,81].

The support received from family members, in addition to organizational support, could be relevant to the success of the assignment abroad. Indeed, several studies have reported that expatriate partners have to link up with the local culture more than the expatriate employee or their children [82].

Some limitations affect this study. First of all, due to the small sample size and the cross-sectional study design, these results should be treated cautiously. Indeed, the results should be confirmed in a larger sample involving workers belonging to various multinational companies. Moreover, some other variables not considered in the present study, such as economic variables (e.g., earned money), could mediate the relationship between WRS and the other outcomes. Another limitation can be represented by the cultural differences between the home country and the host country. A work assignment in a country quite similar to that of origin could simplify the adjustment. Nevertheless, the uniformity of the study population (all Italian workers), avoids having basal differences between different cultures of origin of the workers.

Despite these limitations, the present study proposes an innovative theoretical framework on the relationship between CCA, POS, WRS, and innovation, adding new insights into the existing literature and providing some crucial points that must be considered by workers and managers who face an expatriate experience.

## 5. Conclusions

In conclusion, these findings suggest that expatriates' successful adjustment is important, as it is linked to a number of work-related dynamics. Organizational support from different sources fosters expatriates' well-being by reducing work related stress and improving work performance in terms of innovation. If expatriates have reached an adequate level of adjustment, they will be more inclined to accept the support offered by the host organization.

The organization must provide support in order to reduce general work-related stress and increase overall innovation levels. It is therefore crucial that adequate professional support is offered to expatriates who show a greater level of psychological distress related to working conditions, such as stress, anxiety, and depression, which can lead to potential burnout and consequently to renounce the assignment abroad.

Access to psychological counselling in the host country can be a practical form of organizational support useful for alleviating distress. Additionally, making new connections and the integration of expatriates in a new environment should receive more focus. Further research on this issue should be performed in order to confirm these findings and enlarge the knowledge about the relationship between the analyzed variables. The findings of the present paper provide new insights that may be useful for developing improvement strategies aimed at enhancing the sustainable development of talented expatriate workers at an interpersonal and intrapersonal level, as postulated by the theories of the psychology of sustainability.

**Supplementary Materials:** The following are available online at <http://www.mdpi.com/2071-1050/12/7/2969/s1>, Table S1. Discriminant validity and variance inflation factors of the construct.

**Author Contributions:** Conceptualization, G.G., A.A.-M., C.D.M., and N.M.; Methodology, G.G., A.A.-M., G.A., and N.M.; Validation, G.G., A.A.-M., M.C., G.A., and N.M.; Formal Analysis, A.A.M., C.D.M., and L.I.L.; Investigation, C.D.M., L.I.L., G.L.F., G.G., A.A.-M., G.A. and N.M.; Data Curation, G.G., and A.A.-M.; Writing—Original Draft Preparation, L.I.L., C.D.M., G.L.F., and N.M.; Writing—Review and Editing, A.A.-M., G.G., L.I.L., M.C., G.A. and N.M.; Visualization, L.I.L. and N.M.; Supervision, A.A.-M., G.G., G.A. and N.M.; Project Administration, A.A.M., G.G. and N.M. All authors have read and agreed to the published version of the manuscript.

**Funding:** This research received no external funding.

**Conflicts of Interest:** The authors declare no conflict of interest.

## References

1. Di Fabio, A. The psychology of sustainability and sustainable development for well-being in organizations. *Front. Psychol.* **2017**, *8*, 1534. [[CrossRef](#)] [[PubMed](#)]
2. Di Fabio, A. Positive healthy organizations: Promoting well-being, meaningfulness, and sustainability in organizations. *Front. Psychol.* **2017**, *8*, 1938. [[CrossRef](#)] [[PubMed](#)]
3. Paganelli, M.; Madeo, E.; Nabeel, I.; Lecca, L.I.; Pilia, I.; Pili, S.; Fostinelli, J. Education and training in global occupational health and safety: A perspective on new pathways to sustainable development. *Ann. Glob. Health* **2018**, *84*, 538–540. [[CrossRef](#)] [[PubMed](#)]
4. Faulconbridge, J.R.; Hall, S.J.E.; Beaverstock, J.V. New insights into the internationalization of producer services: Organizational strategies and spatial economies for global headhunting firms. *Environ. Plan. A* **2008**, *40*, 210–234. [[CrossRef](#)]
5. Brookfield Global Relocation Services. Breakthrough to the Future of Global Talent Mobility. Global Mobility Trends Survey. 2016. Available online: <http://globalmobilitytrends.brookfieldgrs.com> (accessed on 30 October 2019).
6. Ariss, A.A.; Crowley-Henry, M. Self-initiated expatriation and migration in the management literature: Present theorizations and future research directions. *Career Dev. Int.* **2013**, *18*, 78–96. [[CrossRef](#)]
7. Shaffer, M.A.; Kraimer, M.L.; Chen, Y.P.; Bolino, M.C. Choices, Challenges, and Career Consequences of Global Work Experiences: A Review and Future Agenda. *J. Manag.* **2012**, *38*, 1282–1327. [[CrossRef](#)]
8. Di Fabio, A.; Rosen, M.A. Opening the Black Box of Psychological Processes in the Science of Sustainable Development: A New Frontier. *Eur. J. Sustain. Dev. Res.* **2018**, *2018*, 47. [[CrossRef](#)]
9. Di Fabio, A.; Kenny, M.E.; Claudius, M. Preventing distress and promoting psychological well-being in uncertain times through career management intervention. In *Cambridge Handbook of International Prevention Science*; Israelashvili, M., Romano, J.L., Eds.; Cambridge University Press: Cambridge, UK, 2016; pp. 233–254.
10. Di Fabio, A.; Tsuda, A. The psychology of Harmony and Harmonization: Advancing the perspectives for the psychology of sustainability and sustainable development. *Sustainability* **2018**, *10*, 4726. [[CrossRef](#)]
11. Andresen, M.; Bergdolt, F.; Margenfeld, J.; Dickmann, M. Addressing international mobility confusion—developing definitions and differentiations for self-initiated and assigned expatriates as well as migrants. *Int. J. Hum. Resour. Manag.* **2014**, *25*. [[CrossRef](#)]
12. Peltokorpi, V. Cross-cultural adjustment of expatriates in Japan. *Int. J. Hum. Resour. Manag.* **2008**, *19*, 1588–1606. [[CrossRef](#)]
13. Bhaskar-Shrinivas, P.; Harrison, D.A.; Shaffer, M.A.; Luk, D.M. Input-based and time-based models of international adjustment: Meta-analytic evidence and theoretical extensions. *Acad. Manag. J.* **2005**, *48*, 257–281. [[CrossRef](#)]
14. Lee, P.Y.; Joseph Li, C.S.; Wu, M.L. The roles of cross-cultural adjustment and social capital formation in the dynamic capabilities development of multiunit organizations. *Asia Pacific Manag. Rev.* **2018**, *23*, 20–29. [[CrossRef](#)]
15. Balasubramanian, M.; Brennan, D.S.; Spencer, A.J.; Short, S.D. “Newness-struggle-success” continuum: A qualitative examination of the cultural adaptation process experienced by overseas-qualified dentists in Australia. *Aust. Heal. Rev.* **2016**, *40*, 168–173. [[CrossRef](#)] [[PubMed](#)]
16. Thomas, D.C.; Ravlin, E.C. Responses of Employees to Cultural Adaptation by a Foreign Manager. *J. Appl. Psychol.* **1995**, *80*, 133–146. [[CrossRef](#)]
17. Lee, L.Y.; Kartika, N. The influence of individual, family, and social capital factors on expatriate adjustment and performance: The moderating effect of psychology contract and organizational support. *Expert Syst. Appl.* **2014**, *41*, 5483–5494. [[CrossRef](#)]
18. Chen, G.; Ployhart, R.E.; Thomas, H.C.; Anderson, N.; Bliese, P.D. The power of momentum: A new model of dynamic relationships between job satisfaction change and turnover intentions. *Acad. Manag. J.* **2011**, *54*, 159–181. [[CrossRef](#)]
19. Schilgen, B.; Nienhaus, A.; Handtke, O.; Schulz, H.; Moësko, M. Health situation of migrant and minority nurses: A systematic review. *PLoS ONE* **2017**, *12*, e0179183. [[CrossRef](#)]
20. Giorgi, G.; Montani, F.; Fiz-Perez, J.; Arcangeli, G.; Mucci, N. Expatriates’ Multiple Fears, from Terrorism to Working Conditions: Development of a Model. *Front. Psychol.* **2016**, *7*, 1571. [[CrossRef](#)]

21. Chan, I.Y.S.; Leung, M.Y.; Liang, Q. The roles of motivation and coping behaviours in managing stress: Qualitative interview study of Hong Kong expatriate construction professionals in mainland China. *Int. J. Environ. Res. Public Health* **2018**, *20*, 561. [[CrossRef](#)]
22. Beehr, T.A.; Newman, J.E. Job Stress, Employee Health, And Organizational Effectiveness: A Facet Analysis, Model, And Literature Review. *Pers. Psychol.* **1978**, *31*, 665–699. [[CrossRef](#)]
23. Lee, L.-Y.; Sukoco, B.M. The effects of cultural intelligence on expatriate performance: The moderating effects of international experience. *Int. J. Hum. Resour. Manag.* **2010**, *21*, 963–981. [[CrossRef](#)]
24. Janssen, O. How fairness perceptions make innovative behavior more or less stressful. *J. Organ. Behav.* **2004**, *25*, 201–215. [[CrossRef](#)]
25. Kanter, R.M. Three Tiers for Innovation Research. *Commun. Res.* **1988**, *15*, 509–523. [[CrossRef](#)]
26. Chang, Y.Y.; Gong, Y.; Peng, M.W. Expatriate knowledge transfer, subsidiary absorptive capacity, and subsidiary performance. *Acad. Manag. J.* **2012**, *55*, 927–948. [[CrossRef](#)]
27. Chua, R.Y.J.; Roth, Y.; Lemoine, J.-F. The Impact of Culture on Creativity. *Adm. Sci. Q.* **2015**, *60*, 189–227. [[CrossRef](#)]
28. Takeuchi, R.; Tesluk, P.E.; Yun, S.; Lepak, D.P. An integrative view of international experience. *Acad. Manag. J.* **2005**, *48*, 85–100. [[CrossRef](#)]
29. Baer, M. The Strength-of-Weak-Ties Perspective on Creativity: A Comprehensive Examination and Extension. *J. Appl. Psychol.* **2010**, *95*, 592–601. [[CrossRef](#)]
30. Raykov, M. Employer support for innovative work and employees' job satisfaction and job-related stress. *J. Occup. Health* **2014**, *56*, 244–251. [[CrossRef](#)]
31. Koch, A.K.; Adler, M. Emotional exhaustion and innovation in the workplace—a longitudinal study. *Ind. Health* **2019**, *21*, 524–538. [[CrossRef](#)]
32. Eisenberger, R.; Huntington, R.; Hutchison, S.; Sowa, D. Perceived organizational support. *J. Appl. Psychol.* **1986**, *71*, 500–507. [[CrossRef](#)]
33. Di Fabio, A.; Saklofske, D.H. Comparing ability and self-report trait emotional intelligence, fluid intelligence, and personality traits in career decision. *Pers. Individ. Dif.* **2014**, *64*, 174–178. [[CrossRef](#)]
34. Di Fabio, A.; Kenny, M.E. From decent work to decent lives: Positive Self and Relational Management (PS&RM) in the twenty-first century. *Front. Psychol.* **2016**, *7*, 361. [[CrossRef](#)] [[PubMed](#)]
35. Di Fabio, A.; Kenny, M.E. Emotional Intelligence and Perceived Social Support Among Italian High School Students. *J. Career Dev.* **2012**, *39*, 461–475. [[CrossRef](#)]
36. Hao, J.; Wang, J.; Liu, L.; Wu, W.; Wu, H. Perceived organizational support impacts on the associations of work-family conflict or family-work conflict with depressive symptoms among Chinese doctors. *Int. J. Environ. Res. Public Health* **2016**, *16*, 326. [[CrossRef](#)] [[PubMed](#)]
37. Di Fabio, A.; Peiró, J.M. Human capital sustainability leadership to promote sustainable development and healthy organizations: A new scale. *Sustainability* **2018**, *10*, 2413. [[CrossRef](#)]
38. Di Fabio, A.; Saklofske, D.H. Promoting individual resources: The challenge of trait emotional intelligence. *Pers. Individ. Dif.* **2014**, *65*, 19–23. [[CrossRef](#)]
39. Di Fabio, A.; Kenny, M.E. The contributions of Emotional Intelligence and social support for Adaptive Career Progress among Italian Youth. *J. Career Dev.* **2015**, *42*, 48–59. [[CrossRef](#)]
40. Di Fabio, A.; Kenny, M.E. The Contribution of Emotional Intelligence to Decisional Styles Among Italian High School Students. *J. Career Assess.* **2012**, *20*, 404–414. [[CrossRef](#)]
41. Krishnan, J.; Mary, S.V. Perceived Organisational Support—An Overview of its Antecedents and Outcomes. *Int. J. Multidiscip. Res.* **2012**, *2*, 2–3.
42. Chen, Z.; Eisenberger, R.; Johnson, K.; Sucharski, I.; Aselage, J. Perceived organizational support and extra-role performance: Which leads to which? *J. Soc. Psychol.* **2009**, *149*, 119–124. [[CrossRef](#)]
43. Bhatti, N.; Shar, A.H.; Shaikh, F.M.; Suhail Nazar, M. Causes of Stress in Organization, a Case Study of Sukkur. *Int. J. Bus. Manag.* **2010**, *5*. [[CrossRef](#)]
44. Ito, J.K.; Brotheridge, C.M. Resources, coping strategies, and emotional exhaustion: A conservation of resources perspective. *J. Vocat. Behav.* **2003**, *63*, 490–509. [[CrossRef](#)]
45. Hatah, E.; Lim, K.P.; Ali, A.M.; Shah, N.M.; Islahudin, F. The influence of cultural and religious orientations on social support and its potential impact on medication adherence. *Patient Prefer. Adherence* **2015**, *9*, 589–596. [[CrossRef](#)] [[PubMed](#)]

46. Saffari, M.; Lin, C.Y.; Chen, H.; Pakpour, A.H. The role of religious coping and social support on medication adherence and quality of life among the elderly with type 2 diabetes. *Qual. Life Res.* **2019**, *28*, 2183–2193. [[CrossRef](#)]
47. Farh, J.L.; Lee, C.; Farh, C.I.C. Task Conflict and Team Creativity: A Question of How Much and When. *J. Appl. Psychol.* **2010**, *95*, 1173–1180. [[CrossRef](#)]
48. Iida, M.; Seidman, G.; Shrout, P.E.; Fujita, K.; Bolger, N. Modeling Support Provision in Intimate Relationships. *J. Pers. Soc. Psychol.* **2008**, *94*, 460–478. [[CrossRef](#)]
49. Casimir, G.; Ngee Keith Ng, Y.; Yuan Wang, K.; Ooi, G. The relationships amongst leader-member exchange, perceived organizational support, affective commitment, and in-role performance: A social-exchange perspective. *Leadersh. Organ. Dev. J.* **2014**, *35*, 366–385. [[CrossRef](#)]
50. Choi, S.B.; Kim, K.; Ullah, S.M.E.; Kang, S.W. How transformational leadership facilitates innovative behavior of Korean workers: Examining mediating and moderating processes. *Pers. Rev.* **2016**, *45*, 459–479. [[CrossRef](#)]
51. Eisenberger, R.; Fasolo, P.; Davis-LaMastro, V. Perceived Organizational Support and Employee Diligence, Commitment, and Innovation. *J. Appl. Psychol.* **1990**, *75*, 51–59. [[CrossRef](#)]
52. Xerri, M. Workplace relationships and the innovative behaviour of nursing employees: A social exchange perspective. *Asia Pacific J. Hum. Resour.* **2013**, *51*, 103–123. [[CrossRef](#)]
53. Blau, P. *Power and Exchange in Social Life*; Wiley: New York, NY, USA, 1964; p. 352.
54. Eisenberger, R.; Cummings, J.; Armeli, S.; Lynch, P. Perceived organizational support, discretionary treatment, and job satisfaction. *J. Appl. Psychol.* **1997**, *82*, 812–820. [[CrossRef](#)] [[PubMed](#)]
55. Tekleab, A.G.; Takeuchi, R.; Kong, H.; Taylor, M.S. Extending The Chain Of Relationships Among Organizational Justice, Social Exchange, And Employee Reactions: The Role Of Contract Violations. *AMJ* **2005**, *48*, 146–157. [[CrossRef](#)]
56. Sluss, D.M.; Klimchak, M.; Holmes, J.J. Perceived organizational support as a mediator between relational exchange and organizational identification. *J. Vocat. Behav.* **2008**, *73*, 457–464. [[CrossRef](#)]
57. Wei, Y.-C.; Han, T.-S.; Hsu, I.-C. High-performance HR practices and OCB: A cross-level investigation of a causal path. *Int. J. Hum. Resour. Manag.* **2010**, *21*, 1631–1648. [[CrossRef](#)]
58. Nazir, S.; Qun, W.; Hui, L.; Shafi, A. Influence of social exchange relationships on affective commitment and innovative behavior: Role of perceived organizational support. *Sustainability* **2018**, *10*, 4418. [[CrossRef](#)]
59. Kraimer, M.L.; Wayne, S.J.; Jaworski, R.A. Sources of support and expatriate performance: The mediating role of expatriate adjustment. *Pers. Psychol.* **2001**, *54*, 71–99. [[CrossRef](#)]
60. Kupka, B.; Cathro, V. Desperate housewives—social and professional isolation of German expatriated spouses. *Int. J. Hum. Resour. Manag.* **2007**, *18*, 951–968. [[CrossRef](#)]
61. Caligiuri, P.; Lazarova, M. A model for the influence of social interaction and social support on female expatriates' cross-cultural adjustment. *Int. J. Hum. Resour. Manag.* **2002**, *13*, 761–772. [[CrossRef](#)]
62. Di Fabio, A.; Kenny, M.E. Connectedness to nature, personality traits and empathy from a sustainability perspective. *Curr. Psychol.* **2018**, 1–12. [[CrossRef](#)]
63. Black, J.S.; Stephens, G.K. The Influence of the Spouse on American Expatriate Adjustment and Intent to Stay in Pacific Rim Overseas Assignments. *J. Manag.* **1989**, *15*, 529–544. [[CrossRef](#)]
64. Black, J.S.; Gregersen, H.B. The Other Half of the Picture: Antecedents of Spouse Cross-Cultural Adjustment. *J. Int. Bus. Stud.* **1991**, *22*, 461–477. [[CrossRef](#)]
65. Shaffer, M.A.; Harrison, D.A.; Gilley, K.M. Dimensions, determinants, and differences in the expatriate adjustment process. *J. Int. Bus. Stud.* **1999**, *91*, 109–125. [[CrossRef](#)]
66. Mucci, N.; Giorgi, G.; Cupelli, V.; Giofrè, P.A.; Rosati, M.V.; Tomei, F.; Tomei, G.; Bresco-Esteve, E.; Arcangeli, G. Work-related stress assessment in a population of Italian workers. The Stress Questionnaire. *Sci. Total Environ.* **2015**, *502*, 673–679. [[CrossRef](#)] [[PubMed](#)]
67. Leung, A.; Kier, C.; Fung, T.; Fung, L.; Sproule, R. Searching for Happiness: The Importance of Social Capital. *J. Happiness Stud.* **2011**, *12*, 443–462. [[CrossRef](#)]
68. Kock, N. Common method bias in PLS-SEM: A full collinearity assessment approach. *Int. J. E-Collab.* **2015**, *11*, 1–10. [[CrossRef](#)]
69. Lecca, L.I.; Campagna, M.; Portoghese, I.; Galletta, M.; Mucci, N.; Meloni, M.; Cocco, P. Work related stress, well-being and cardiovascular risk among flight logistic workers: An observational study. *Int. J. Environ. Res. Public Health* **2018**, *15*, 1952. [[CrossRef](#)]

70. Finstad, G.L.; Ariza-Montes, A.; Giorgi, G.; Lecca, L.I.; Arcangeli, G.; Mucci, N. The JDCS Model and Blue-Collar Bullying: Decent Working Conditions for a Healthy Environment. *Int. J. Environ. Res. Public Health* **2019**, *16*, 3411. [[CrossRef](#)]
71. Lee, L. Multiple intelligences and the success of expatriation: The roles of contingency variables. *Afr. J. Bus. Manag.* **2010**, *4*, 3793–3804.
72. Caligiuri, P.M.; Hyland, M.A.M.; Joshi, A.; Bross, A.S. Testing a theoretical model for examining the relationship between family adjustment and expatriates' work adjustment. *J. Appl. Psychol.* **1998**, *83*, 598–614. [[CrossRef](#)]
73. Fukuda, K.J.; Chu, P. Wrestling with Expatriate Family Problems: Japanese Experience in East Asia. *Int. Stud. Manag. Organ.* **1994**, *24*, 36–47. [[CrossRef](#)]
74. Shaffer, M.A.; Gregersen, H.; Ferzandi, L.A.; Harrison, D.A.; Black, J.S. You can take it with you: Individual differences and expatriate effectiveness. *J. Appl. Psychol.* **2006**, *91*, 109–125. [[CrossRef](#)] [[PubMed](#)]
75. Wang, M.; Takeuchi, R. The Role of Goal Orientation During Expatriation: A Cross-Sectional and Longitudinal Investigation. *J. Appl. Psychol.* **2007**, *92*, 1437–1445. [[CrossRef](#)] [[PubMed](#)]
76. Ataca, B.; Berry, J.W. Psychological, sociocultural, and marital adaptation of Turkish immigrant couples in Canada. *Int. J. Psychol.* **2002**, *37*, 13–26. [[CrossRef](#)]
77. Aycan, Z. Expatriate adjustment as a multifaceted phenomenon: Individual and organizational level predictors. *Int. J. Hum. Resour. Manag.* **1997**, *8*, 434–456. [[CrossRef](#)]
78. Guzzo, R.A.; Noonan, K.A.; Elron, E. Expatriate Managers and the Psychological Contract. *J. Appl. Psychol.* **1994**, *79*, 617–626. [[CrossRef](#)]
79. Shaffer, M.A.; Harrison, D.A.; Gilley, K.M.; Luk, D.M. Struggling for balance amid turbulence on international assignments: Work-family conflict, support and commitment. *J. Manag.* **2001**, *27*, 99–121. [[CrossRef](#)]
80. Arno, H. The expatriate family: An international perspective. *J. Manag. Psychol.* **2008**, *23*, 324–346. [[CrossRef](#)]
81. Lazarova, M.; Westman, M.; Shaffer, M.A. Elucidating the positive side of the work-family interface on international assignments: A model of expatriate work and family performance. *Acad. Manag. Rev.* **2010**, *35*, 93–117. [[CrossRef](#)]
82. Ali, A.; Van der Zee, K.I.; Sanders, G. Determinants of intercultural adjustment among expatriate spouses. *Int. J. Intercult. Relat.* **2003**, *27*, 563–580. [[CrossRef](#)]



© 2020 by the authors. Licensee MDPI, Basel, Switzerland. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).