

WHAT ABOUT THE RISKS OF EXPATRIATION? A SYSTEMATIC REVIEW OF THIS DARK SIDE

*E QUANTO AOS RISCOS DA EXPATRIAÇÃO? UMA REVISÃO SISTEMÁTICA DESTE LADO
SOMBRIO*

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Abstract: *In the last decade, many studies have been developed about the expatriates' choices and challenges. A big part of these studies has been focused on the positive side of the work or live abroad, focusing on successful cases with well-paid, well-protected and well-appointed expatriates. However, there are not only successes and the positive side of expatriation. Thus, trying to contribute to the dark side studies, the research question is stated: what kind of risks do the expatriate managers face? The purpose is to identify the risks that affect expatriate managers when they are working abroad. For it, a systematic review of the existing studies indexed in the Scopus and Web of Science databases is proposed. With the search terms "risk" OR "danger*" AND "expatriat*", ten articles were found. There are four groups of risks faced by expatriate managers, such as personal risk, risk management, financial risk and predominantly country risk. The theoretical and practical contribution is to highlight what has been studied, encouraging other researchers to focus on this area and encouraging organizations to plan ways to mitigate these risks that expatriate may experience.*

Keywords: *Expatriate Managers; Risk; Dark Side; Systematic Review.*

Resumo: Na última década, muitos estudos foram desenvolvidos sobre as escolhas e desafios dos expatriados. Grande parte desses estudos tem sido focada no lado positivo de trabalhar ou morar no exterior, focando em casos de sucesso com expatriados bem pagos, bem protegidos e bem nomeados. No entanto, não há apenas sucessos e o lado positivo da expatriação. Assim, procurando contribuir para os estudos do lado negro, coloca-se a questão de pesquisa: que tipo de riscos correm os gestores expatriados? O objetivo é identificar os riscos que afetam os gestores expatriados quando estão trabalhando no exterior. Para isso, propõe-se uma revisão sistemática dos estudos existentes indexados nas bases de dados Scopus e Web of Science. Com os termos de busca "risk" OR "danger*" AND "expatriat*", foram encontrados

dez artigos. Existem quatro grupos de riscos enfrentados pelos gestores expatriados, como risco pessoal, gestão de risco, risco financeiro e risco predominantemente país. A contribuição teórica e prática é destacar o que tem sido estudado, incentivando outros pesquisadores a focarem nessa área e incentivando as organizações a planejarem formas de mitigar esses riscos que o expatriado possa vivenciar.

Palavras-chave: Gestores Expatriados; Risco; Lado Escuro; Revisão Sistemática.

1. INTRODUCTION

The international attribution, such as expatriation, is increasing over the years and probably will maintain this tendency for more years (BROOKFIELD, 2016). In the last decade, many studies have been developed about the expatriates' choices and challenges (SHAFFER; CHEN; KRAIMER; BOLINO, 2012).

A big part of these studies has been concerned with the positive side of the work or live abroad, especially on successful cases with well-paid, well-protected, and well-appointed expatriates. These studies have pointed to comprehension of how a business task becomes successful, the selection, training, mentoring, and organizational support of the subsidiary company, or the family/husband/wife's role in this period abroad (CALIGIURI; CASCIO, 1998; DAVIES; KRAEH; FROESE, 2015; LAZAROVA; WESTMAN; SHAFFER, 2010; SCHUSTER; AMBROSIUS; BADER, 2017; SHAFFER et al, 2016). Still, others studies have analyzed how the company, work, and insertion in the community affect the expatriates' organizational results (PELTOKORPI; ALLEN; FROESE, 2015), the role of expatriates in knowledge transfer (BURMEISTER; DELLER, 2016), successful repatriation (KRAIMER; SHAFFER; HARRISON; REN, 2012; KNOCKE; SCHUSTER, 2017).

However, there are not only successes and the positive side of expatriation. Difficulties of adaptation a new environment (BLACK; MENDENHALL; ODDOU, 1991); the stress of the expatriate (TAKEUCHI, 2010); hostiles

environment (BADER; READE; FROESE, 2017), and discrimination (BADER; STOMER; SCHUSTER; BADER, 2018) are some examples of themes.

Meanwhile, Bader, Schuster and Bader (2017) pointed that remain many questions without answers. In what concerns this theme, the Journal of Global Mobility promoted a special issue of this dark side of expatriation in 2020. According to the aim of this special issue and in line with what was stated by Bader et al (2017), many themes need to be addressed and they aim to expand the scope of successful expatriation.

In this sense, trying to contribute to the dark side studies, the research question is stated: what kind of risks do the expatriate managers face? The main objective is to identify the risks that affect expatriate managers when they are working abroad. For it, a systematic review of the existing studies indexed in the Scopus and Web of Science databases is proposed. The theoretical contribution is to discover what was studied and encourage other researchers to focus on this area, opening Pandora's box and exploring risks in the expatriation of managers in order to lay the foundations of the relationship between the themes. Meanwhile, the practical contribution is to point out the risks that expatriate managers may experience for organizations to plan ways to reduce or mitigate those risks.

2. LITERATURE REVIEW

In this section reviews on risk perspective and expatriate managers mainstream literature are presented. This framework is necessary to understand the fundamental aspects of the present study.

2.1 RISK PERSPECTIVE

Risk is a prominent characteristic of contemporary organizations and their environments, and it is now as important as organizational wealth (TSOUKAS, 1999), resulting in the need for managers to become involved in risk management (POWER, 2007; MAGUIRE; HARDY, 2013). Organizations are steeped in risk

and it is inherent to them to produce, evaluate and manage risks (HARDY; MAGUIRE, 2015).

There are diverse concepts regarding risk. To March and Shapira (1987, p. 1404), "risk is commonly conceived as reflecting variation in the distribution of possible outcomes, probabilities, and their subjective values". In this sense, the idea is clearly that a risky alternative is one with great variance. Therefore, the risk is one of the attributes that, along with the expected return on a plausible alternative, is used to calculate alternative gambles that might be taken (PRATT, 1964; ARROW, 1965).

With a traditional view, Knight (1921) was one of the precursors of the concept of risk. The author claims that, although uncertainty is part of the familiar definition of risk, there are differences between the terms that must be identified. Risk is susceptible to quantification and statistically determined in terms of probability. Uncertainty is included in cases without quantification, and statistical probability gives way to subjective probabilities. In other words, the risk is linked to stable scenarios and situations that allow more accurate forecasts, and uncertainty is associated with imponderable outcomes (KNIGHT, 1921).

A similar view was proposed by Williamson (1985) in the theory of transaction cost economics associating uncertainty with ambiguity. The author stresses that this is the product of the bounded rationality of human beings when it comes to addressing all possible contingencies in a decision. However, Galesne, Fensterseifer, and Lamb (1999) argue that the terms risk and uncertainty go hand in hand. To these authors, the risk does not exist without uncertainty. In the literature on organizations, the concepts of risk and uncertainty are often treated as synonyms (ALVAREZ; BARNEY, 2005; LIESCH; WELCH; BUCKLEY, 2011).

Risks and their perception have been addressed in several kinds of research, including risk management in financial negotiations (LEAVER; READER, 2016), predictors of risk perception in climate change and organizational political preference (MUMPOWER; LIU; VEDLITZ, 2016), or even personality related to the risky

behavior of drivers (CHRAIF et al., 2016). Specifically, regarding organizational strategy processes, risk has been considered a central element.

On the other hand, research on global mobility has not properly focused on the dark side, as it represents the challenges and difficulties of adjusting to a new environment (risks faced). In an attempt to begin to study this reality, some empirical studies point out the difficulties that managers may face. Greppin et al. (2017) found that in a context where corruption crimes are culturally legitimized, the decision to not participate in corruption schemes within the organizational environment may negatively impact the life of expatriates. Jassawalla, Truglia, and Garvey (2004) pointed out the interpersonal conflict arising between expatriates and national employees due to cultural differences that may impact work performance. Faeth and Kittler (2017) highlighted situations in which terrorist threats are present in the country, but even so managers are exposed to these countries considered dangerous. And Dickmann and Watson (2017) exhibited that the expatriate well-being, such as psychological and physical traits, may be negatively influenced by the context surrounding the manager.

Thus, some examples of possibilities of studies are to look at the risks of expatriation in hostile environments, high political and social risks, discrimination, evacuating, injuring, kidnapping, or killing risk. Accordingly, possible research questions could be “what types of risk assigning people in regions where terrorism or war prevails face?” or “what kind and how do expatriates deal with discriminating work relations affecting themselves?”

In this sense, the present article is conducted for the following research question: what kind of risks do the expatriate managers face? Therefore, the main objective is to identify the risks that affect expatriate managers when they are working abroad and how they are addressed in the expatriate literature.

2.2. Expatriate Managers Mainstream Literature

Taking the position of CEO entails responsibility for strategic decision making, monitoring and internal and external transmission of information, as well as interaction with internal and external parties (CROSSLAND; HAMBRICK, 2011). Due to the globalization of businesses, companies are sending abroad an increasing number of managers (BROOKFIELD, 2016). Executives with international experience have more relevant skills and knowledge to carry out international activities and therefore are prone to making internationalization decisions that result in superior performance (LAURING et al., 2017).

Then, this article explores the perspective of international mobility managers. By definition, this group is characterized by individuals who work part of their professional career abroad (BONACHE; BREWSTER; SUUTARI, 2001; HARRISON; SHAER; BHASKAR-SHRINIVAS, 2004), either in self-initiated or corporate international assignments.

The organizational importance of having managers who know and understand the logic and dynamics of the markets have been covered by researchers for some time (e.g. BARTLETT; GHOSHAL, 2002; LUO, 2005). The experience gained on a particular specific issue, for example on a country, helps the manager in understanding the market and local institutions, as well as in the organizational decision-making process that involves that country (KOBIRIN, 1984).

In this way, Perlmutter and Heenan (1974) suggest hiring foreign nationals for management positions. First, foreign managers, i.e. expatriates, are more likely to identify opportunities for market expansion through more thorough environmental scrutiny and careful evaluation of the different options. In addition, they are likely to offer a broader knowledge base, as well as high cognitive and information processing capacity.

This fact occurs because expatriate managers will probably take advantage of their cultural experiences and histories at

times of risk assessment and potential returns associated with the market. As a result, in these decision circumstances, these managers are likely to generate more alternatives and make more appropriate decisions regarding the opportunities in that market (MCHENRY; WELCH, 2018).

The literature on expatriate managers covers topics in their studies that are universally accepted as major concerns in this area and which have kept the mainstream of the subjects covered in the studies over the last four decades. The survey carried out by Kraimer, Bolino and Mead (2016) pointed out that the themes in the studies from 1975 to 2014, the chosen period for the investigation, include the failure of expatriates, the selection and training of expatriates, the adjustment of expatriate status, spouse and family adjustment, repatriation issues and the role of expatriate assignments.

The vast majority of studies on expatriates emphasize the adjustment of these individuals to the new scenario presented (BLACK, 1988; BLACK; MENDENHALL; ODDOU, 1991; BLACK; STEPHENS, 1989). Companies may actively influence this adjustment process, offering benefits for the whole family (e.g. extended holidays) and specific training (teaching the local language). An attempt is made to influence both the in-work experiences and the out-of-work experiences of expatriates and their families (HARVEY; MOELLER, 2009).

Nonetheless, the retention of these expatriates in the destination countries is not always successfully achieved (BADER; BERG, 2013). The main cause is the lack of adaptation of both the manager and the family to live outside the country of origin, but there is no deepening of what are the causes behind this lack of adaptation. For example, did the expatriate family face some type of risk (e.g. natural or political) and did not get used to this instability? Little attention has been paid to the dark side of expatriation.

It is time for research to extend studies of being a globally mobile employee. Beyond the traditional themes addressed by these researches, there is a need to identify the dark

side of expatriation – that exists and there is a lack of studies - and identify the risks that affect expatriate managers when they are working abroad. For this purpose, a systematic article analysis is focused on in the next section. In sum, there are not only successes and the positive side of expatriation.

3. MATERIALS AND METHODS

To comprehensively identify existing studies a narrative synthesis - an approach to the systematic review - was utilized. The systematic review allows the researcher to synthesize the results of several relevant pieces of research, adopting explicit criteria to select the cases to be analyzed. Furthermore, narrative synthesis “focuses on how studies addressing a different aspect of the same phenomenon can be narratively summarized and built up to provide a bigger picture of that phenomenon” (DENYER; TRANFIELD, 2006).

First, two electronic databases were searched: Scopus and Web of Science. These databases were selected as they were considered the most important bibliographic databases with a focus on business and management research (BAKKER, 2010; DENG, 2012).

The search strategy was developed around two central terms: expatriate and risk in the period of 2005-2020. The first database consulted was the Web of Science. With the search terms “risk” OR “danger*” AND “expatriat*” and with the application of search refinements for “topics”, since the topic involves “title, abstract and keyword”, and restricting the search to “articles” in the “Business” and “Management” sub-areas, 18 articles were found.

Then the search occurred in the Scopus database. Repeating the search criteria from the previous database, the terms “risk” OR “danger*” AND “expatriat*” were used, with the refinement of search in “article titles, abstracts and keywords”. As an exclusion criterion, the search for “article” was used in the subareas of “Administration, Business and Accounting”. This search resulted in 40 articles.

The total number of articles found in the two international databases was 58 papers. However, after cleaning for duplicates the number of articles eligible for full-text screening was reduced to 48. Next, another 40 articles were excluded based on a review of the full text, as these studies did not fit the purpose of the review (not related to the main theme or not empirical). Finally, reference lists checking and citation searching identified two articles not identified from keyword searching resulting in a total of ten articles to be included in the review.

So, data synthesis was broken down into three steps: (1) identifying key constructs, (2) analyzing the findings within each of the levels of analysis, and (3) synthesizing the findings and discussing all included studies (PETTICREW; ROBERTS, 2006). Following previous reviews, information about the purpose, methodology and main findings was extracted from all included articles (LÓPEZ-DUARTE; VIDAL-SUÁREZ; GONZÁLEZ-DÍAZ, 2016; PEIRIS; AKOORIE; SINHA, 2012). Next, to organize and group the literature, the information extracted from the included articles was analyzed across the original level of analysis to discover central elements (PEIRIS et al., 2012).

The information was collected following the guidelines of Moher et al. (2015) methodology. Aligned with their protocol, Table 01 presents the articles selected by the systematic review.

Table 1 - Selected articles for the systematic review

Year	Title	Authors	Journal	Data Base
2007	Pluralistic tensions in expatriating managers	Perkins & Daste	Journal of European Industrial Training	Scopus
2008	The impact of business crime on expatriate quality of work-life in Papua New Guinea	Bhanugopan & Fish	Asia Pacific Human Resources	Scopus/ Web of Science
2013	An Empirical Investigation of Terrorism-induced Stress on Expatriate Attitudes and Performance	Bader & Berg	Journal of International Management	Scopus/ Web of Science
2014	The influence of terrorism on expatriate performance: a conceptual approach	Bader & Berg	The International Journal of Human Resource Management	Scopus/ Web of Science
2015	The power of support in high-risk countries: compensation and social support as antecedents of expatriate work attitudes	Bader	The International Journal of Human Resource Management	Scopus
2015	Do Japanese MNCs use expatriates to contain risk in Asian host countries?	Bassino, Dovis & Van Der Eng	Asia Pacific Business Review	Scopus
2015	Expatriate performance in terrorism-endangered countries: The role of family and organizational support	Bader, Berg & Holtbrugge	International Business Review	Scopus/ Web of Science
2015	Expatriate Social Networks in Terrorism-Endangered Countries: An Empirical Analysis in Afghanistan, India, Pakistan, and Saudi Arabia	Bader & Schuster	Journal of International Management	Scopus/ Web of Science
2017	The role of human resources in protecting expatriates: insights from the international aid and development sector	Fee & McGrath-Champ	The International Journal of Human Resource Management	Scopus/ Web of Science
2017	Host country language skills and expatriates' cross-cultural adjustment in the presence of fear of terror	Paulus & Muehlfeld	Journal of Global Mobility	Scopus/ Web of Science

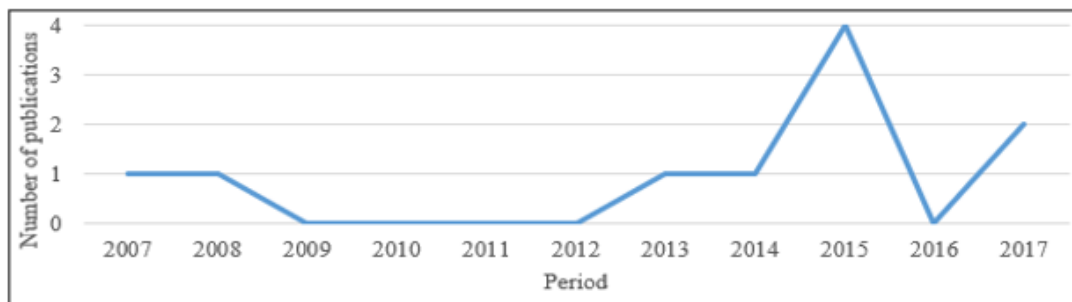
Source: Prepared by the author based on the works consulted (2022).

4. RESULTS AND DISCUSSION

4.1. Descriptive Analysis

The studies developed about the positive side (e.g. successful expatriation) of expatriation have significantly contributed to the theoretical and practical side of this theme. At the same time, these studies have established the expatriate's theme as an important field of research. However, the dark side (i.e. the risks that expatriates face) has been unexplored. Figure 01 presents the number of studies developed over the years.

Figure 1 - Published papers on the terms Expatriate and Risk



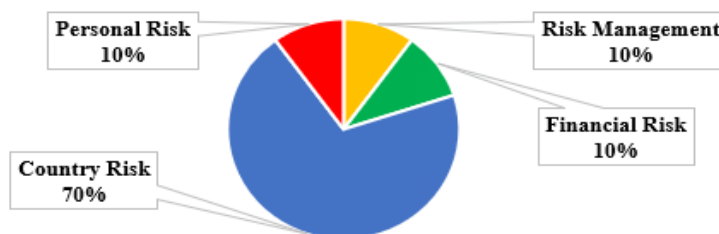
Source: Prepared by the author (2022).

On average, few publications aim to understand the risks that expatriate managers face and how that situation affects their personal and professional lives. The apex of studies of this nature extracted from the Web of Science and Scopus databases was in 2015, where four articles were published in journals.

Among the authors who developed articles on the expatriate manager and risk, Bader stands out. The researcher wrote, alone or with colleagues, five of the ten articles found in the databases, becoming one of the main names in studies that analyze this dark side of expatriation.

However, Bader focused his studies on a specific theme around the risks. This specific theme was terrorism or risks related to the country. Surprisingly, align with Bader, this was the most used line within the ten selected studies. Country risks or specifically terrorism was addressed in seven articles in the period 2007 to 2017, as is demonstrated in Figure 02. In the same figure, there are also four groups of risks faced by expatriate managers that have been grouped based on the characteristics and similar consequences of these risks.

Figure 2 - Thematic addressed on papers about expatriate managers and risk



Source: Prepared by the author (2022).

The selected articles that address country risk argue about the negative impact that the risk has on the attitude of the expatriate manager in the business negotiations. Faeth and Kittler (2017) point out that the impact is even greater because the risk of terrorism was seen as frightening since it was unexpected and uncontrollable. Thus, the stress level for individuals may cause negative

work attitudes and attitudes towards host country nationals (disaffection), as seen in Faeth and Kittler (2017) and Bader and Berg (2013). And it is important to highlight that even the terrorism has this surprisingly characteristic, organizational support, large and diversified networks and social support from co-workers may help expatriates reduce this negative influence in their private and professional lives (BADER, 2015; BADER; BERG; HOLTBRUGGE, 2015; BADER; SCHUSTER, 2015).

The other risks faced by expatriate managers and which were addressed in these selected articles were business crime (financial risk), personal risks (the risk of being evacuated, injured, kidnapped, or killed), and risk management interaction (the level of perceived trust in relationships held with proximal parts). Among these risks, each type faced by the manager has only one empirical article.

Presenting more details about the categories of risk found in the selected articles, the authors' argument that expatriate quality of work-life is significantly correlated to business crimes (BHANUGOPAN; FISH, 2008). Greppin et al. (2017) already discussed the negative impact of this risk when they stated that when executives pursue financial risks, they face legal risks, work risks, and reputational risks. They also face emotional costs - such as sleepless nights or finished weddings - not being able to trust people, personal safety – due to the aggressiveness. Bad quality of work-life may be the cost of business crimes.

Personal risks, such as the risk of being evacuated, injured, kidnapped, or killed, are another sensitive theme. The imminent threat of physical and psychological danger is particularly a concern area since the expatriate staff is both valuable and vulnerable (FEE; MCGRATH-CHAMP, 2017). Thus, as Dickmann and Watson (2017) discussed these personal risks in their article, how foreign executives may maximize their career capital will depend substantially not just on the individuals and their work but also on the general context, including the analysis of the dangerous situations that they may suffer during the period of expatriation.

On the other hand, risk management interaction may be the result of the level of perceived trust in relationships between expatriated managers and proximal parties. The tensions that emerge from this problematic interaction may make appear competition between managerial interest streams, causing negative effects to the organizational results (PERKINS; DASTE, 2007). Indeed, study findings also complement that the interpersonal conflict expatriates experience in the workplace abroad causes high stress and discomfort, reflecting negatively on their organizational behavior and management decisions (JASSAWALLA; TRUGLIA; GARVEY, 2004).

Given the small number of articles that address the risks faced by expatriate managers, in addition to the fact that the articles dealing with this theme often relate to a single specific risk such as terrorism, it is strongly suggested that researchers should investigate further the dark side of expatriation. Especially, in this case, covering topics that escape this mainstream line of the country risk.

With this shift of focus, some gaps and areas that are not yet clear can benefit, even if the growth of studies is gradual. Therefore, the risks that the expatriate managers face will be mapped, bringing theoretical contributions with new approaches of the same area and bringing practical contributions with the understanding of the real situation and offering measures that may help in these situations.

Besides other types of risk that are not covered in these articles analyzed may be studied, as the risk of abusive leadership in the host country or risks of management misunderstanding because of the culture in this determined setting, multi-level perspective may be interesting for the extension of this thematic. Approaches that accommodate individual, organizational, and societal perspectives at the same time may be interesting, as known that it is a complex relationship and all levels of analysis may impact it.

Table 02 presents the main details of these ten articles selected in the systematic review.

Table 02 - Systematization of selected articles.

Article	Purpose	Methodology	Type of Risk	Main Contributions
Perkins & Daste (2007)	The purpose of this article is to enhance understanding of influences on interaction between corporate personnel and development specialists and line functions associated with expatriating managers.	Non-standardized survey by e-mail, covering a small sample of expatriate managers employed in various countries by a large UK-headquartered was complemented by semi-structured interviews.	Risk management interaction (the level of perceived trust in relationships held with proximal parties)	Potential tensions around the application of corporate expatriation policy (risks) may be attributed to factors “educating” line and specialist orientations to expatriate managers.
Bhanugopan & Fish (2008)	This study analyses the phenomenon of crime perpetrated within and against firms managed by expatriates in a developing country and the methods of crime prevention employed.	Questionnaires and a number of statistical analysis were performed to determine how crime affected the normal work-life of expatriates.	Business crime (Financial risk)	Expatriate quality of work-life was significantly correlated to certain of the crime categories. The implications of the results demonstrate that IHRM practices need to be focused on risk management in global firms.
Bader & Berg (2013)	How the emergence of stress induced by terrorism impacts expatriate work attitudes and ultimately their performance.	Partial least squares (PLS) structural equation modeling (SEM) to analyze the entire impact path.	Terrorism (Country risk)	Several terrorism-related stressors create a significant stress level for the individual, causing negative work attitudes and attitudes towards host country nationals (disaffection).
Bader & Berg (2014)	The purpose of this article is to analyze the effects of terrorism on MNC expatriate assignments and to present corporate measures and practical implications to help	Theoretical. They offer a series of propositions intended to clarify the linkage between terrorism and expatriate performance.	Terrorism (Country risk)	Their theoretically grounded framework distinguishes the stages of stress emergence and outcomes, and offers propositions on how the relationships can be moderated.

Bader (2015)	The study empirically analyzes which measures are qualified to achieve and maintain positive work attitudes among expatriates.	Hierarchical regression analysis is applied to investigate this relationship, using data from 143 expatriates in high-risk countries.	High-risk country (Country risk)	Data show that social support from co-workers as well as from the organization itself is essential. Moreover, the study investigates the expatriate's sensitivity to terrorism as a moderator and finds that companies should incorporate the sensitivity in their considerations for corporate measures.
Bader & Schuster (2015)	The impact of expatriate social network characteristics on psychological well-being in the terrorism-endangered environment of Afghanistan, India, and Pakistan.	ANOVA and regression analysis	Terrorism (Country risk)	The study finds that large and diversified networks positively affect the psychological well-being of international expatriates.
Bader, Berg & Holtbrugge (2015)	The purpose of this study is to better understand the performance antecedents of expatriates with families assigned to terrorism-endangered countries.	Hierarchical regression with four models was conducted using the IBM SPSS Statistics 22 package.	High political, social, and even terrorist risk (Country risk)	They found evidence that safety-related intra-family tension significantly impedes expatriates' work performance. Perceived organizational support can help to diminish this influence.
Bassino, DAVIS & Van Der Eng (2015)	The impact of host-country risk on the expatriation strategies of multinational firms.	Multiple regression techniques (ordinary least squares (OLS) and random effects).	Country risk	They found that country risk is negatively correlated with the degree of expatriation and that, rather than host-country risk, firm-specific factors explain most of the variation in the degree to which subsidiaries rely on Japanese expatriates.

<p>Fee & McGrath-Champ (2017)</p>	<p>How the organization manage the safety and security of their expatriate staff.</p>	<p>An exploratory inductive research design which 10 international non-government organizations from 5 nations (USA, UK, Germany, Switzerland, Australia).</p>	<p>Personal risks (the risk of being evacuated, injured, kidnapped or killed)</p>	<p>The results unearth four areas where these organizations seek to build in-house competence, centred on culture building, and supported by a suite of human resource practices relating to people services, information services and communication services.</p>
<p>Paulus & Muehlfeld (2017)</p>	<p>This paper analyzes the relationship between host country language skills, fear of terror and cross-cultural adjustment of expatriates based in host countries with different terrorist threat levels.</p>	<p>Partial least squares (PLS) structural equation modeling (SEM) was employed, using the statistical tool SmartPLS 2.0.</p>	<p>Terrorism (Country risk)</p>	<p>Host country language proficiency is positively associated with cross-cultural adjustment. Yet, it is also positively associated with fear of terror, which is, in turn, negatively related to cross-cultural adjustment. Consequently, the beneficial effect of host country language skills on cross-cultural adjustment is reduced in environments where expatriates experience significant fear of terror.</p>

Source: Prepared by the author based on the articles consulted (2022).

4.2. Literature Analysis

A large part of the research on expatriate managers has highlighted the positive side of working and living abroad, with scholars mainly focused on well-paid, well-protected, and assigned expatriates. These studies have concentrated on understanding the reasons for successful assignment, including the role of expatriates' partner and family, selection, training, mentoring, or perceived organizational support (e.g. REN; YULU; SHAFFER; FUDCHUK, 2015; SCHUSTER; AMBROSIUS; BADER, 2017; SHAFFER et al. 2016). Certainly, these researches have contributed significantly to both theory and practice while firmly establishing expatriation as an important field of research.

In contrast, from its very beginning, some scholars have focused their research out of the mainstream, such as the risks of expatriation in hostile environments, of being evacuated, injured, kidnapped or killed, discrimination (BADER, 2015; BADER; BERG; HOLTBRUGGE, 2015; BADER; SCHUSTER, 2015), and other risky situations. This dark side research venue is still in its infancy.

Although there is a considerable effort to promote studies on the two themes contemplated in the systematic review, it is reflected that the studies may be considered as also lacking in the subjective part of the risk suffered. This is because only risk categories, such as politics, culture, and risk in the country, are being addressed in the studies that ponder this junction. This tendency only points out risks objectively, that is, they identify and characterize it, observing its possible implications, but without examining the subjective nuances that are inherent in organizational risks.

The subjective risk is one in which the manager's cognitive and individual processing analyzes the objective risk involved in a situation and generates a level of perceived risk that may be acceptable or too risky, impacting the subsequent decisions of that manager. Findings indicate that the different perceptions of risk relate to different levels of stress and well-being and result in a variation of the coping strategies

expatriates tend to apply (FAETH; KITTLER, 2017). Thus, understanding the source of differences in perceptions may be a promising area for research.

Another point that is important to highlight is how organizations deal with these risky situations that managers experience when they are expatriates. Among the selected articles, Bader, Berg and Holtbrugge (2015) argue the perceived organizational support may help to diminish the negative influence on work performance, as well as Fee and McGrath-Champ (2017) point out that human resource practices may support the expatriated managers. However, it is interesting to focus and develop studies about the effectiveness of applied HRM instruments depending on specific risk categories, since there are pieces of evidence that different forms of risk are perceived differently leading to different consequences for expatriates.

5. Conclusion

Research on expatriation challenges has been conducted over the years. Many of the implications of this global movement have been addressed, but in general, they present the bright side of expatriation. Furthermore, Bader, Schuster, and Bader (2017) observed that, despite the growing knowledge about expatriation, many questions remain unanswered – and why not address problematic and negative questions?

In this sense, trying to contribute to expatriate studies, specifically to its dark side, the main objective is stated as to identify the risks that affect expatriate managers when they are working abroad. For it, a systematic review of the existing studies indexed in the Scopus and Web of Science databases was proposed.

Risk themes such as country risk, financial risk, personal risk, and risk management interaction were found in the literature. These studies contribute to the understanding of this perspective of expatriation. However, attention is still lacking in this area. The perspective of dark side studies needs to broaden and be fully

investigated.

Suggestions of risk that expatriate managers face and that should be studied are the risk of abusive leadership, the risk of discrimination behavior, the ethical risks, the risk of feeling “betrayed” after their return and the risk of unsuccessful repatriation mean for expatriates’ future career. These types of risks listed are not exhaustive but provide an idea of what risks to cover in future research.

Exploring subjective risk is another promising avenue. Different perceptions of risk relate to different levels of stress and well-being and result in a variation of the coping strategies expatriates tend to apply.

One limitation of this study to consider is the use of two databases (Web of Science and Scopus). Besides, the literature itself is limited on this topic. However, it can be observed that this study brings as a theoretical contribution the review on the dark side of expatriation and how it is being covered in the studies developed, in addition to indicating which points still need to be addressed. Also, as a practical contribution, companies can take advantage of the results of these studies designed to create or improve their management of expatriate managers (e.g. HRM instruments), avoiding or mitigating these possible risks to be faced.

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