

Abstract

This paper examines existing research on the impact of terrorism on expatriate coping strategies. We consider pre-assignment fear of terrorism, in-country coping strategies, and anxiety and posttraumatic stress disorder (PTSD) associated with repatriation. The extant research is small but growing. Our model for expatriate coping at the pre-departure, in-country, and repatriation stages includes strategies specific to each stage. Preparation using proactive coping, systematic desensitization, problem and emotion focused coping, social support, and virtual reality explorations are recommended. Selecting expatriate candidates who are well-adjusted, emotionally intelligent, and possessing good coping skills is essential for successful assignments in terror-prone regions.

As company needs for successful expatriates are increasing, so is the proliferation of terrorist activities and threats in many parts of the world. Fear has already been identified as a problem for expatriate workers (Peel, 2011), including a specific fear of terrorism or terrorist threat (Kastenmüller et al., 2011). To complicate this matter, terrorism can be extremely disruptive of international business activities (Larobina & Pate, 2009). We know that the threat of terrorism increases stress (B. Bader & Berg, 2014) as well as employee anger, frustration, and negative emotions (Mainiero & Gibson, 2003). Since many of the extant models of expatriation are based on stress theory (A. K. Bader, Reade, & Froese, 2016), our primary interest is in coping with the stress of different stages of expatriation.

Few studies have focused specifically on expatriate coping with the fear of terrorism and specific strategies for dealing with terroristic threats and attacks. In particular, we examine the anticipation of, and possible posting to, a country where there is a threat of terrorist activity. As A. K. Bader et al. (2016) have argued expatriate stressors in terror-endangered countries go beyond regular expatriate cultural adjustment processes. The threat of terrorism is qualitatively different than the typical stressors affecting expatriate adjustment. Coping with this type of threat is the main focus of our study. Further, we look at in-country coping strategies and repatriation strategies to deal with anxiety disorders and post-traumatic stress disorder (PTSD). We examine some prominent coping models as well as studies that specifically focus on coping with terrorism.

What is terrorism?

While an exact definition of terrorism has been elusive there are a number of agreed upon aspects that comprise terroristic behavior. Essentially, terrorism is psychological warfare (S. Maguen, A. Papa, & B. T. Litz, 2008). We focus on international terrorism, although, in the case of expatriates, terrorism could be domestic, international, or both. International terrorism means activities with the following three characteristics:

- Involve violent acts or acts dangerous to human life;
- Appear to be intended to intimidate or coerce a civilian population; to influence the policy of a government by intimidation or coercion; or to affect the conduct of a government by mass destruction, assassination, or kidnapping; and
- Transcend national boundaries in terms of the means by which they are accomplished, the persons they appear intended to intimidate or coerce, or the locale in which their perpetrators operate or seek asylum.

Furthermore, most of the terrorism today appears to be based on the concept of a just war theory and the Islamic norms of jihad and shahadat to justify terrorism (Silverman, 2002). Although opinions vary on the divergence between jihad and terrorism in today's context (Shah, 2009).

What is an expatriate?

The answer to this seemingly innocuous question is more complicated than it would appear. Recent work by McNulty and Brewster (2016), however, suggests the following definition:

legally working individuals who reside temporarily in a country of which they are not a citizen in order to accomplish a career-related goal, being relocated abroad either by an organization, by self-initiation or directly employed within the host-country. (p. 20).

This definition focuses on business expatriates consistent with the field of international human resource management. It excludes other groups such as tourists or immigrants. Workers assigned to foreign countries often experience a stress-induced reaction, culture shock, as they are confronted with the realities of their new environment (Sims & Schraeder, 2004). However, successful expatriates offer many potential benefits, such as the “transfer of managerial and technological knowledge, better control of foreign subsidiaries, improved communication, and more secure business transactions” (p. 135) (Feitosa, Kreutzer, Kramperth, S. Kramer, & Salas, 2014). Therefore, it is important that businesses stay informed about the rapidly developing and changing nature of international work assignments, currently pressing stressors such as terrorism, and methods to effectively prepare expatriates to manage these potential problems.

Coping with exposure to terrorism: Models and research

With the globalization of markets and the rise in terrorism, living and working in a foreign country can be dangerous and stressful for expatriates. As a result, researchers have been giving attention to the behaviors that enable expatriates to live and work in countries that are under constant threat of terrorism (Shaffer, Harrison, Gregersen, Black, & Ferzandi, 2006). In addition, attention is being given to the traits and coping strategies of expatriates. It has been suggested that organizations should select expatriates on such personality traits as emotional

stability, being outgoing and agreeable, and being open to experience (Shaffer et al., 2006). However, it is also important to understand the coping strategies used by expatriates; that prepare and allow them to live and work in foreign country and, also deal with the challenges of living in an environment in which there is constant imminent danger (Giorgi, Montani, Fiz-Perez, Arcangeli, & Mucci, 2016; Sanchez, Spector, & Cooper, 2000).

Coping is defined as “constantly changing cognitive and behavioral efforts to manage specific external and internal demands that are appraised as taxing or exceeding the resources of the person” (Lazarus & Folkman, 1984) (p. 141). This is consistent with other research on coping among expatriates (Stahl & Caligiuri, 2005). We examine the extant literature focusing on expatriates along with some of the models (e.g., conservation of resources) that support previous empirical work focusing specifically on expatriates as well as other work that is germane to expatriates. Lazarus and Folkman (1984) identify two broad types of coping responses: emotion-focused and problem-focused. Emotion-focused coping tries to reduce negative emotional reactions to events (like terrorism) that are not controlled by the individual. Problem-focused coping is an individual’s attempt to remove or reduce the source of stress. This is a more proactive attempt to deal with the stressor(s). This distinction between emotion-focused and problem-focused coping has been used in previous work examining expatriate coping (Selmer, 1999; Stahl & Caligiuri, 2005). Some research suggests that emotion-focused coping is more effective in dealing with terror events since such occurrences are unpredictable, uncontrollable, and produce chronic stress (Shira Maguen, Anthony

Papa, & Brett T. Litz, 2008). It has also been suggested that coping with uncontrollable events like terror, may require a blending of problem-focused and emotion-focused approaches (Shira Maguen et al., 2008)

The growing body of research that focuses on coping strategies and behaviors of expatriates frequently uses the Lazarus and Folkman (1984) model of stress, appraisal, and coping. This model views coping as a transactional process: that is, once an encounter is appraised by the expatriate as a threat, the expatriate utilizes cognitive and/or behavioral strategies intended to manage, alter, or regulate distress. Coping is an ongoing process whereby expatriates use cognitive or behavioral factors to exert control over a threatening situation (Shira Maguen et al., 2008). A reaction to a threat can, in fact, become a stressor itself.

Stahl and Caligiuri (2005), for example, investigated the coping behaviors of expatriate managers, using the Lazarus and Folkman (1984) framework, to understand the manager's cross-cultural adjustment. The results were mixed. There was a relatively high level of adjustment, using problem-solving coping strategies (Lazarus & Folkman, 1984), but contingent on position level and country of assignment (Stahl & Caligiuri, 2005). They did not focus on the effects of coping with the constant threat of terrorism but their results indicate differences in coping strategies based on country and level in the organization.

Giorgi et al. (2016) did explore fear of terrorism with respect to mental health and adjustment to the foreign country. During periods of stress, an expatriate suffers health problems and, also, anxiety related to expatriation itself (Giorgi et al., 2016). The risk factors associated with health problems and anxiety include: Being

involved in accidents, poor living conditions, unsafe working conditions, disease contagion, fear of kidnapping, violence, and terrorist attacks. Giorgi et al. (2016), built on the Lazarus and Folkman (1984) model of stress and coping and examined the emergence of fear of expatriation due to the risk factors in 265 Italian expatriates from one company. The authors note that fear of expatriation, in their study, was associated with mental health problems, such as stress, anxiety, loneliness, and homesickness. Also noted was that expatriates cannot count on family or trusted friends for support (Giorgi et al., 2016). The findings were supportive of Lazarus and Folkman (1984) and affective events theory (Weiss & Cropanzano, 1996). Such results indicated that the fear of expatriation generalized to further fears in the workplace and it is unlikely that s/he will adjust to the destination or the work (Giorgi et al., 2016). Although this study was concerned with the expatriate's fear of terrorism, it did not address the issue of coping with the imminent threat of a terrorist attack while the expatriate is living in the foreign country.

An interesting and potentially useful framework which might be applied to the expatriate's living and working abroad, is the idea of proactive coping (Aspinwall & Taylor, 1997). Although their work is not directly focusing on expatriates, Aspinwall and Taylor (1997) explain proactive coping as the efforts that a person would take in order to prepare for a perceived possible threat, before it occurs, in an effort to prevent or modify it, if it should it occur (Aspinwall & Taylor, 1997). Hobfoll, Canetti-Nisim, and Johnson (2006) allude to a similar idea in their study of terrorism in Israel, with Jewish and Palestine citizens (non-expatriates). Aspinwall and Taylor

(1997) discussed the differences among proactive coping, “coping,” and “anticipatory coping” (Folkman & Lazarus, 1985). Proactive coping differs from “coping” (an attempt to master, tolerate, or reduce perceived, potential threats) (Folkman & Lazarus, 1985) and “anticipatory coping” (preparation for dealing with the consequences of an upcoming, potential threat (Brenitz, 1983; Folkman & Lazarus, 1985) in that the stressful event has not occurred. That is, according to Aspinwall and Taylor (1997), proactive coping does not address a specific event. Therefore, it is important to develop skills that enable the person (expatriate) to identify potential sources of threat and prepare for their possibility or even inevitability. It is suggested that, even in the case of an unavoidable stressful event, proactive coping will be associated with more positive adjustment than will the person who did not engage in preparatory activities (Aspinwall & Taylor, 1997).

Hobfoll et al. (2006) examined the factors that contribute to stress and resiliency in those who are chronically exposed to terrorist attacks. Their sample consisted of 905 Jewish and Palestinian adult citizens of Israel. They proposed a model depicting the impact of terrorism on the resource gains and losses of those who live in a country in which exposure to terrorism and under constant threat. It was predicted and supported that, although more Jews have been injured or killed, in Israel, than Palestinians, Palestinians would feel the greater psychological distress from the impact of terrorism. Consistent with the conservation of resources (COR) (Hobfoll, 1989) model, it was believed that the ethnic minority group (Palestinians) would have fewer resources (social support, psychological, economic) needed to combat the impact of terrorism (Hobfoll et al., 2006).

According to Hobfoll et al. (2006), the COR (Hobfoll, 1989) model can be used to predict outcomes after a terrorist attack, war, or disaster. It is an integrated model of stress that suggests that individuals seek to acquire and maintain resources that can be material, emotional, psychological, temporal or economic (Thompson, 2001). Stress occurs when there is a loss of resources, or a threat of resource loss. They concluded that the resource losses of family, friends, economic viability, and social connections, of those who face on-going terrorist attack and threat, were critical in predicting post traumatic stress disorder (PTSD) and psychological distress (Hobfoll et al., 2006). Based on Hobfoll et al. (2006), it can be thought that those individuals who are well integrated in their communities and have strong, supportive social relationships might be more resilient. Social support might prevent negative psychological consequences, like PTSD. However, as Hobfoll et al. (2006) note, the loss of these resources could result in greater psychological distress and PTSD. They add that “interventions can target resources in order to prevent their loss, or alter environmental contingencies” increasing resiliency. And, “public officials and media can present information about appropriate forms of social support and effective coping that aid resiliency.” (Hobfoll et al., 2006)

Similar to a proactive model of coping (Aspinwall & Taylor, 1997), the authors (Hobfoll et al., 2006) recommend counseling that pertains to terrorism should focus on self-efficacy (Benight & Bandura, 2004), that could protect against negative consequences after an attack or threat. Interestingly, the authors also noted that few of the Israelis in this study (less than 1%) experienced death or injury of members of their nuclear family. This fact might serve to distance the Jewish people, in the

study, from the direct impact of terrorism. Creating distance could lessen the Jewish people's concern or they might just take the constant terror activity for granted. That is, they may decide to accept their life as is (Baquatayan, 2015). Or, the Jewish people in their sample might chose to use a type of coping strategy defined by (Hall, 1972) as "Type II" coping, personal role redefinition, in which a person redefines his/her expectation of the self and his/her own behavior in a given situation. For example, the person in the chronically terrorist threatened situation might cope by thinking that s/he does not have to act or behave differently because s/he has been safe so far.

In addition, while living in constant threat of attack and exposure to terrorism could challenge a sense of self-efficacy, and increase the fear of loss of loved ones or economic resources, it might, on the other hand, enhance one's sense of self-efficacy or, at least, create a buffer to the stress consequences, or, perhaps, increase an inoculation effect or self-control (Aldwin, 1994). The act of terrorism might be seen as personal (perpetrator is more important than those who are harmed) and the consequences would be harmful (loss of life, resources, dehumanization) and the person might feel emotionally numb. But, if the terrorism is not experienced as personal (no one in the immediate family was injured or killed), the resulting outcome may be that the person can cope and overcome diversity (Aldwin, 1994). Living with or surviving a terrorist attack, like war or trauma, can be transformational (Aldwin, 1994); the survivor experience in a war-torn or terrorist-threatened country might result in positive aspects of stress, as well as negative ones.

Much more research is needed to understand the benefit of social relationships, the role of self-efficacy, and resilience in those who are in the wake of terror. Also, the Hobfoll et al. (2006) study investigated the impact of terrorism on those who are citizens of an area that is under constant threat of attack. Note that the participants were not expatriates. More research is needed on the impact of terrorism and the coping behaviors/strategies of those who are temporarily living and working in a foreign country and who are or might be risking their lives.

Coping During Different Stages of Expatriation

Based on the foregoing, we have developed a model showing coping strategies at different stages in the expatriation process: pre-departure; in-country experiences; and, repatriation (Figure 1). There is some evidence to suggest the differential success of coping strategies based on the in-country and repatriation stages (Herman & Tetrick, 2009) of our model. Our stage view is important since coping is a dynamic process that develops over time (Shira Maguen et al., 2008). Coping with the fear of terrorism requires different coping mechanisms than those required during a terror attack. Coping with repatriation after living in a terror-endangered environment could take months, or even years, as symptoms of anxiety disorders and PTSD may not be manifested immediately on returning to one's home country.

Prior to pre-departure training, the company must be clear on the qualities that they are seeking in candidates for assignment to terror prone regions. Some authors have discussed the notion that only single employees be considered for such postings (Ryans & Shanklin, 1980). "Companies should conduct preventive

screening to identify the human resources to be sent to foreign countries, favoring those who have demonstrated both a highly qualified professionalism in their field and robust mental health” (Giorgi et al., 2016)(p. 9).

Findings in the practitioner literature argue that such assignments are not a good match for all who express interest. Others have suggested that overall adjustment and mental health (Giorgi et al., 2016) should be considered as well, that some candidates are at risk particularly for assignment to terror-prone regions. Mental health issues appear to heighten fears regarding terrorism in expatriation (Sims & Schraeder, 2004). Grove and Hallowell (1998) offer the following: (1) our assumption is that your candidates will be technically competent; (2) our research reveals why certain people are especially at risk abroad; (3) our assessment methods identify high-risk candidates for expatriation; and, (4) somehow, high-risk candidates must be eliminated from consideration. This suggests the need for open and frank discussions about candidate and family suitability for assignments with higher risk of terrorist events.

Pre-departure coping strategies. In addition to ‘regular’ pre-departure training efforts, we believe that expatriates who will be deployed in terror-prone regions should be taught proactive coping skills. Proactive coping occurs prior to “coping”. As Aspinwall and Taylor (1997) point out, proactive coping “involves the accumulation of resources and the acquisition of skills that are not designed to address any particular stressor but to prepare in general” (p. 417). As noted previously, it is important to develop skills that enable the expatriate to identify potential sources of threat and prepare for their possibility. Even in the case of an

unavoidable stressful event, a person who utilized proactive coping will experience more positive adjustment than will the person who did not engage in preparatory activities. For example, we know that bombs are the most frequent type of terrorist threat (Perry & Lindell, 2003). Yet, only 2% of terrorist bomb threats actually result in an attack (Knowles, 1976). Bomb threats must be taken seriously but there will be many false positives. This can help the expatriate to gain perspective and to feel more in control of their situation.

As Giorgi et al. (2016) note:

First, we believe that the subjects in the process of leaving their own country should be mentally healthy and not feeling frightened by either the place of destination or the assigned tasks. According to Lazarus and Folkman (1984), if an expatriate is worried and anxious, it is less likely that he/she will ever adjust. Therefore, it is essential to help expatriates to prevent the development of any type of fear (p. 9).

Interestingly Giorgi et al. (2016) pointed out, those who are considering employment in certain organizations, might, also, fear expatriation, which can generalize to fear in the workplace. As a result, it is unlikely that s/he will adjust to the destination or the work (Giorgi et al., 2016). And, it added a new component, the generalized fear of expatriation, which also needs to be explored more fully. It might be expected that the global increase in terrorist acts might serve to increase this generalized fear.

To minimize and gain control of such fears, pre-departure training in stress inoculation therapy (SIT) is recommended. The expatriate would undergo a form of (SIT) (Meichenbaum, 1972) which would include exposure therapy in the form of systematic desensitization. Embracing the transactional model of stress and coping (Lazarus & Folkman, 1984), SIT is based on the notion that exposing people to

milder forms of stress, such that coping mechanisms will be bolstered as will the person's confidence in using his or her coping repertoire (Meichenbaum, 2007). SIT is intended to fortify an individual's preparedness and develop a sense of mastery (Meichenbaum, 2007).

The use of virtual reality (VR) training offers a way to expose expatriates and their families to various aspects of the host country: culture, language, values, day-to-day living, etc. This technology can also be used as type of exposure therapy for high-risk situations and terrorist threats. According to Hsu et al. (2013), the use of VR offers many advantages:

Particularly during high impact, low probability events, appropriate personnel response relies upon the ability to perform their designated roles. Unforeseen psychological effects of stress brought about by unfamiliar environments or situations can impair decision-making and directly affect performance, leading to degradation of even routinely practiced skills. Disaster or public health emergency training scenarios incorporating real event elements (e.g., large crowds, damage to infrastructure, background noise, visual and auditory cues) can better approximate real life conditions while retaining the advantages of a controlled environment. This increased practice realism enables responders to gauge their individual and/or team's ability to execute tasks and decision-making under more closely representative conditions (Hsu et al., 2013).

This could include exposure to unfamiliar social situations, reviewing security procedures, and identifying situations that activate coping mechanisms to enhance resilience.

The use of virtual reality as a type of exposure therapy is being investigated in the treatment of victims of terrorism with PTSD (Difede & Hoffman, 2002; Josman et al., 2006). This might, also, be incorporated into a pre-departure phase of proactive coping.

In many respects, pre-departure training in coping skills and strategies sets the framework for in-country and repatriation stages. The candidates have been assessed for their level of fear associated with deployment to a terror-endangered region and, if not excessively high, use proactive coping to build a resource base. Excessive, generalized fears may exclude a candidate from assignment.

In-Country Strategies. Some organizations, as a result of terrorism, and the risk of expatriates' lives, are building security planning and procedures into their organizations (Ryans & Shanklin, 1980). This is critically important in this time of terrorist threats and attacks. But individual expatriates need to be psychologically prepared as well. Aspinwall and Taylor (1997) present a potentially useful framework for expatriate's coping with living and working abroad, in a country under constant threat of terrorism. Proactive coping, or the efforts that a person would take in order to prepare for a perceived possible threat (such as terrorism), before it occurs, in an effort to prevent or modify it, if it should occur (Aspinwall & Taylor, 1997), can be taught to the expatriate before moving to the country. Thus, the expatriate has a coping repertoire ready for use in the host country should terror attacks occur. In addition, Hobfoll et al. (2006) proposed that counseling pertaining to terrorism should occur that would focus on self-efficacy (Benight & Bandura, 2004). This counseling could be pro-active which could, possibly, protect against negative consequences after an attack or threat.

Expatriates on assignment must deal with stressors related to their work but also stressors emanating from the non-work domain. A. K. Bader et al. (2016) found

that work stressors made the expatriate consider taking another position during the assignment, while non-work stressors soured the person on the country leading to the possibility of turnover. Other findings indicate that high levels of expatriate stress in terror endangered environments can have a negative impact on performance (B. Bader, Berg, & Holtbrügge, 2015). This is a point of intervention where coping and social support can make a difference. We argue that effective coping strategies can help the expatriate deal more effectively with such cognitions relating to withdrawal behaviors, particularly turnover, and enhancing job performance. While it may not always be feasible to have psychologists available in country for stressful events, the expatriate should have psychological support and social support from the company to reinforce their coping efforts.

Repatriation strategies. While there are studies that consider coping strategies during repatriation (Herman & Tetrick, 2009), no studies were identified that considered coping on returning from a high-risk, terror prone assignment. This is a significant gap in the literature since long-term health issues may not be immediately apparent upon return. We know that soldiers returning from war torn and terror prone environments often develop anxiety disorders and PTSD (Seal, Bertenthal, Miner, Sen, & Marmar, 2007; Seal et al., 2009). In many such cases, the symptoms do not emerge until long after returning, oftentimes for two years (Harvey & Bryant, 1999). This is a cautionary tale for expatriates returning from terror-prone postings. At the very least, returning expatriates need a complete psychological assessment as soon feasible after return and at appropriate intervals

over the next two-year period. This poses challenges in light of the high turnover rate among repatriates (Arman, 2009).

Several studies focus on post traumatic stress and coping (Aldwin, 1994; Baquatayan, 2015). This research indicates that some sort of exposure therapy is beneficial for the amelioration of PTSD following a disaster or terrorist attack. Unlike PTSD treatment, expatriates would imagine the traumatic event. Then, through graduated exposure, that is, gradual exposure to a fear hierarchy with the added procedures intended to produce physiological reactions that are incompatible with fear and anxiety. For example, when exposed to a traumatic event, an expatriate would perform muscle relaxation exercises that are incompatible with a stress reaction.

While many studies focus on career issues and knowledge transfer for repatriates (Arman, 2009), we argue that successful adjustment and psychological wellbeing are critically important. Coping strategies are an essential part of this adjustment experience. Repatriation involves unique stressors associated with the transition in the context of expectations that were anticipated before the expatriate left their home country: what is my position in the company?; is my support network still in place?; how is my family coping with this adjustment?; is my time overseas recognized, valued, and appreciated?; how has my compensation been adjusted?; how has deployment in a terror-endangered location affected me? The uncertainties of repatriation can be stressful. It is also quite possible that the repatriate is not fully aware of the sources of their anxieties and adjustment issues.

Discussion, Contributions and Implications

The rise of globalization and the increase in the occurrence of terror attacks has brought attention to the need to understand the behaviors and strategies that enable expatriates to live and work in countries that are under constant threat. These threats associated with working in a terror endangered setting represent a class of stressors that are qualitatively different from the usual adjustment issues associated with expatriate postings (A. K. Bader et al., 2016). We present a heuristic model (Figure 1) of expatriate coping with terrorism that includes proactive coping and VR training in the pre-departure stage, problem and emotion-focused coping and social support for use in country, and desensitization procedures for coping with anxiety disorders and PTSD that might be manifest during and after repatriation. This appears to be the first study to examine coping strategies across all three stages of expatriation for candidates assigned to terror prone countries.

The use of proactive coping and VR represent unique contributions to pre-departure training for expatriates being sent on high-risk assignments. Proactive coping builds resources needed to deal psychologically with the fears and anxieties associated with living and working in terror prone regions. Such proactive coping efforts are intended offset or eliminate stressors before they become a problem (Aspinwall & Taylor, 1997). VR training can be used so the prospective expatriate can become familiar with general milieu but also riskier aspects of the country environment. This is not intended to replace pre-departure country visits but can help the expatriate to visualize and deal with potential in-country scenarios.

There is a dearth of research on repatriation from terror prone regions among expatriates. This is a critical gap in the literature. We believe that such returnees will be prone to anxiety and PTSD issues long after they are back at work in their home country. We argue that psychological assessments should commence on return to the home country and then, again periodically over the next two years, since the disorders under consideration may take time to emerge. Exposure therapies represent a treatment modality that might be appropriate for returnees. Given the high turnover rate among repatriates (Arman, 2009), issues of company liability and health care continuity for debilitated returnees should be noted.

With respect to in-country experiences, there is some research that looks at the coping behaviors of expatriate managers, in an attempt to understand the manager's cross-cultural adjustment (Stahl & Caligiuri, 2005). But, such studies did not focus on the effects of, or coping with, the constant threat of terrorism. And, the Hobfoll et al. (2006) study investigated the impact of terrorism on those who are citizens of a country that is under constant threat of attack. However, the participants in that study were not expatriates. Future research is needed that will focus on the impact of terrorism and the coping behaviors/strategies of those who are temporarily living and working in a foreign country and who are or might be risking their lives. A. K. Bader et al. (2016) is the most germane research to date since it looks at withdrawal cognitions in relation to work and non-work domains among expatriates in terror-endangered countries.

Most of what we know about expatriate coping comes from interview data although some studies have used self-developed scales (Selmer, 2002) derived from

coping theory. This is not a major limitation but future studies should consider using reliable and valid coping measures to facilitate interpretation and generalization of results. Sample selection has also been an issue. Samples are typically composed of a small number of expatriates from numerous countries. This presents an issue since country of assignment has been identified as a significant variable in the coping literature (Stahl & Caligiuri, 2005). We realize the logistical issues in identifying prospective participants and enlisting their participation. Asking expatriates in terror-endangered settings to participate in research studies adds another stressor to a potentially difficult environment.

We have focused primarily on the coping of individual expatriates. Many of these potential expatriates have spouses or significant others and possibly children as well. This may reflect our concerns over family deployments in the face of terrorism. It might be expected that the presence of one's family would be a support structure that would facilitate adjustment and enhance work performance. There is not much evidence to support the idea that the presence of family and children are associated with higher expatriate performance (B. Bader et al., 2015) in terror-prone countries. Nevertheless, the reality is that some families will be deployed to high-risk countries. Family members should be involved in the decision process and apprised of country risk scenarios. We recommend that they receive the same coping training as the expatriate.

We did not consider gender differences in coping with terrorism as an expatriate and no studies on this topic were identified. The closest study we found focused on Israel (Bleich, Gelkopf, & Solomon, 2003). In a national probability

sample, women reported significantly higher number of traumatic stress-related symptoms and PTSD symptoms in response to terrorist attacks (Bleich et al., 2003). Note that these findings relate to Israeli citizens and not expatriates. Koveshnikov, Wechtler, and Dejoux (2014) reported an interaction effect between gender and the ability to appraise and express emotions: the influence of the latter on all three dimensions of cultural adjustment was somewhat stronger for male than female expatriates. In a study of Swedish managerial expatriates (Bernin et al., 2003), however, men and women managers were more alike in coping than they were to Swedish citizens in general. Looking at gender in future research on coping in terror-endangered environments is encouraged.

Our model draws attention to coping in terror-endangered countries based on the stage of expatriation. It would make sense for future empirical studies to examine each stage separately. Longitudinal research would be needed to test coping over the entire expatriation experience. Even small samples of expatriates studied over time would help us to understand the connection between and development of coping strategies across expatriation adjustment stages. We also need to know more about what coping strategies are successful in dealing with fear of terrorism as well as terrorist attacks and how this translates into expatriate performance and assignment completion.

Figure 1: Model of Expatriate Coping in Terror-endangered Countries



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