


# The Relationship Between Emotional Intelligence and Expatriate Performance in International Construction Projects

Haiyao Huang<sup>1,\*</sup>, Lili Gao<sup>1,2,\*</sup>, Xiaopeng Deng<sup>1</sup> , Hanliang Fu<sup>3</sup>

<sup>1</sup>Department of Construction and Real Estate, School of Civil Engineering, Southeast University, Nanjing, People's Republic of China; <sup>2</sup>Department of Architecture and Civil Engineering, City University of Hong Kong, Hong Kong, People's Republic of China; <sup>3</sup>Laboratory of Neuromanagement in Engineering, Xi'an University of Architecture and Technology, Xi'an, 710055, People's Republic of China

\*These authors contributed equally to this work

Correspondence: Xiaopeng Deng, Department of Construction and Real Estate, School of Civil Engineering, Southeast University, Nanjing, People's Republic of China, Email [dxp@seu.edu.cn](mailto:dxp@seu.edu.cn)

**Purpose:** In the field of construction, it has been shown that individuals with higher emotional intelligence may perform better on the job. However, it is still a question worth exploring about how emotional intelligence affects expatriate performance in international construction projects. Therefore, this study aimed to verify the relationship between expatriates' emotional intelligence and expatriate performance and explore the mediating role of self-efficacy and psychological resilience.

**Methods:** A cross-sectional study was conducted in June 2021. A non-probability sampling method was used to obtain data. A total of 315 Chinese construction expatriates in 67 countries and regions around the world were evaluated using four scales: the Wong and Law Emotional Intelligence Scale, the General Self-Efficacy Scale, the Connor-Davidson Resilience scale, and the Kraimer's expatriate's performance scale. The hypothesis model was tested using Partial Least Squares Structural Equation Modeling (PLS-SEM).

**Results:** The results of the data analysis indicated that self-efficacy ( $\beta_{\text{Indirect effect}} = 0.175, p < 0.05$ ) and psychological resilience ( $\beta_{\text{Indirect effect}} = 0.112, p < 0.05$ ) served as fully mediating variables ( $\beta_{\text{Direct effect}} = 0.177, p = 0.101$ ), suggesting a way to explain how emotional intelligence affect the performance of contractor expatriates. The findings also suggest that self-efficacy and psychological resilience also play continuous and multiple mediating roles ( $\beta_{\text{Indirect effect}} = 0.143, p < 0.05$ ) between emotional intelligence and expatriate performance.

**Conclusion:** This study attempted to investigate the mechanism of emotional intelligence's influence on expatriate performance from the perspective of individual psychological resources. The results of the study suggest that the emotional intelligence of expatriates may bring about an increase in performance levels by improving self-efficacy and psychological resilience levels. This provides a practical way to improve the performance of expatriates and a new management perspective for human resource management in international construction projects.

**Keywords:** expatriate performance, emotional intelligence, psychological resilience, self-efficacy, sequential mediation model

## Introduction

Human resources with international engineering experience have become one of the key sources of core competitiveness for enterprises in the construction industry.<sup>1</sup> As the competition in the international construction market becomes more intense, the complexity and challenges of construction projects are further amplified.<sup>2</sup> The emergence and evolution of the COVID-19 epidemic and the volatility of the world's political landscape have forced international projects to face a dynamic external environment full of unknowns.<sup>3</sup> To survive in an environment of both opportunities and challenges, researchers are constantly exploring the key factors that drive projects to success. With the further development of project management research, human resource management has gradually become the focus of attention. Since construction projects are inherently one-off, complex, and unique, human behavior's rich experience and flexibility become the best guarantee against risks.<sup>4</sup> Due to subcontracting and offshoring, flexible but complex project-based operations become the essential feature of international construction projects. As

a result, the criticality of people in international construction projects is further accentuated.<sup>5,6</sup> Furthermore, numerous studies have confirmed that the performance of expatriate personnel is directly or indirectly related to the project's success, as the individual career goals of their employees are usually highly aligned with the realization of the project.<sup>7</sup> The question is how to motivate expatriates of a construction project to achieve high job performance.

Over the years, researchers have actively explored how to improve expatriates' job performance. However, the research on construction management has traditionally focused on the technical and organizational settings,<sup>8</sup> and little attention has been paid to the occupational health of expatriates, ignoring the importance of their mental health status for the sustainability of employees and projects. Expatriate employees' performance has been explored from the perspective of positive psychology in recent years. It has been found that positive psychological resources help them cope with stress effectively, adapt to the new environment, and achieve extraordinary performance.<sup>9-11</sup> Various theories and practices demonstrate that emotional intelligence increases job satisfaction, organizational commitment, and performance, whether in healthcare, schooling, sports, or construction.<sup>4</sup> The construction industry requires those involved in construction to build rapport with different departments and people. Emotional intelligence has been found to be effective in facilitating key relationship management approaches to operations, such as in collaboration, alliances, or integrated project delivery.<sup>12</sup> Recent research has shown that emotional intelligence enhances project management and promotes the practical completion of construction projects.<sup>13,14</sup>

There has been much discussion about how emotional intelligence affects expatriate performance in the construction industry. Several studies have demonstrated that emotional intelligence can influence employee performance through various mediating variables, including team climate, family support, organizational support, transformational leadership behavior, organizational commitment, willingness to leave, cross-cultural adjustment, and expatriate adjustment.<sup>15,16</sup> However, they are all external resources or behavioral outcomes for the individual. The role of intrinsic psychological resources in mediating emotional intelligence and job performance has been well documented in specific occupational fields of study, such as education and nursing. However, the importance of cognitive attitudes and intra-individual psychological resources in expatriate construction project populations has not been widely discussed.<sup>17</sup> Therefore, this paper focuses more on international construction expatriates to verify the impact of emotional intelligence on expatriate performance. Based on this, through the conservation of resources theory, social cognitive theory and self-determination theory, this study aims to elucidate the potential, influential mechanisms of these two constructs. Specifically, we propose and validate self-efficacy and psychological resilience as mediating mechanisms to explain the relationship between emotional intelligence and expatriate performance. At the same time, we further consider the positive predictive effect of self-efficacy on psychological resilience, thus proposing a sequential mediating model from emotional intelligence to expatriate performance.

This research aims to contribute in the following ways. In terms of theoretical contributions, we aim to extend past research on the antecedents and formation of expatriate performance by exploring the mechanisms through which emotional intelligence influences such performance and the potential mediating role of self-efficacy and psychological resilience within it. This is an important contribution to the corpus of knowledge about the beneficial effects of emotional intelligence in construction projects. And it provides evidence on the adaptability of the conservation of resources theory and self-determination theory in the international construction industry. From a practice perspective, practitioners can benefit from this research to understand the potential impact of emotional intelligence on expatriate performance and how it can drive expatriates to perform better in more challenging work environments.

Hence, this paper employs a quantitative-based empirical approach by administering questionnaires to construction expatriates and applying partial least squares (PLS-SEM) to evaluate the hypothesized model. After giving a theoretical background, the research hypothesis, methods, and design are presented. Then comes the analysis and discussion of the data, presenting the practical implications and also pointing out the limitations and future directions for improvement. Finally, the conclusions of this paper are presented.

## Theoretical Background and Hypotheses

### Emotional Intelligence and Expatriate Performance

The concept of "emotional intelligence" can be traced back to two journal articles published in 1990.<sup>18</sup> Emotional intelligence was first defined as "a component of social intelligence that involves the ability to monitor one's own and

other's feelings and emotions, distinguish between them, and use this information to guide one's thinking and emotional action".<sup>18,19</sup> Subsequently, On this basis, Wang and Law's research further revealed the four key characteristics of emotional intelligence, which are the evaluation and expression of self-emotions, the evaluation and identification of others' emotions, the regulation of one's own emotions, and the use of emotions to promote performance.<sup>20</sup> Since interpersonal and fundamentally relevant human capacities are what is indicated by the term "emotional intelligence", this ability should be able to anticipate a range of social and personal consequences. Similarly, emotional intelligence can be improved through training and intervention programs.<sup>21,22</sup>

Most researchers widely recognize that emotional intelligence is an essential factor influencing an individual's life, work, and learning. Among the findings of existing literature, emotional intelligence is positively associated with subjective well-being,<sup>23,24</sup> job satisfaction,<sup>25</sup> job performance,<sup>26,27</sup> interpersonal relationships with lovers,<sup>28</sup> social support,<sup>29</sup> psychological and physical health,<sup>30-33</sup> and self-efficacy.<sup>34</sup> In contrast, it was negatively associated with loneliness and depression.<sup>35</sup> In the specific field of construction, the findings of several researchers have also shown that high levels of individual emotional intelligence are strongly associated with job performance.<sup>26,34,36</sup>

Expatriate performance is the expression of job performance of construction workers in a specific context. Due to the uniqueness and complexity of the project itself and the unique external environment of overseas work, the connotation of job performance widens with the change in job content. Due to the high costs and higher expectations behind adopting the project management strategy of expatriation, expatriates are always expected to perform well by meeting or exceeding project's basic requirements and objectives.<sup>37</sup> Thus, according to Kraimer's<sup>38</sup> findings, task and contextual factors contribute to expatriate performance. The technical and management facets of the job are referred to as the task element. The contextual element refers to issues unrelated to the job, such as good relationships built with locals.<sup>38</sup>

Many researchers have presented their views on how emotional intelligence contributes to expatriates' rapid adaptation to complex overseas work environments and good performance. According to Thomas and Menge,<sup>39</sup> when confronted with challenging circumstances, project managers that possess high levels of emotional intelligence are better equipped to bounce back from stress and negative feelings. When opinions and conflicts arise, it is timelier to recognize that problem-solving is the fundamental goal, rather than dwelling on anger and curses. From another perspective, Clarke's (2010) research suggests that emotional intelligence is key to enhancing the performance of project managers. In his findings, he made particular note of the fact that those with low emotional intelligence are more prone to experience misunderstandings, conflict, and a hostile work environment, which will continue to negatively impact the project.<sup>40</sup> Conversely, project managers with high emotional intelligence are able to adapt their work style more flexibly in such situations, resulting in high performance. Researchers also have found that individuals with high emotional intelligence tend to maintain a positive and healthy emotional state and thus feel confident in completing specific tasks.<sup>41</sup> Emotional intelligence also helps expatriates build good relationships and positive interactions with owners, teammates, and host nationals. This positive perception drives individuals to perform well in the task and situation-specific performance.<sup>34,36</sup> Based on the above arguments, emotional intelligence appears to be playing an important role in determining expatriate performance.

Accordingly, we make the hypothesis regarding emotional intelligence:

H1: Emotional intelligence is positively related to expatriate performance.

## Mediating Role of Self-Efficacy

The concept of self-efficacy was first proposed by Bandura,<sup>42</sup> a famous American psychologist. In his social cognitive theory, the change in self-efficacy as a cognitive factor is seen as the psychodynamic reason for sustained self-regulation. With the development of self-efficacy theory, many people also believe there is general self-efficacy. A psychologist from Germany<sup>43</sup> argued that there is general self-efficacy. Self-efficacy is "the degree to which people are confident they can use the resources they have to accomplish a task. Therefore, self-efficacy is not a skill, nor a response to actual ability, but a self-perception of the individual's ability to perform a specific task."<sup>43</sup>

Social cognitive theory provides an insightful perspective to reveal the relationship between individual affective experience and self-efficacy.<sup>44</sup> It suggests that emotional states constitute one of the four key sources of self-efficacy. Positive

emotional states help individuals build self-confidence and reinforce self-direction and self-motivation. The findings of Chang and Ferris (2012) further validate this view.<sup>45</sup> When people experience positive emotional states (such as happiness), they are more likely to expect success and to make sustained efforts toward it. Conversely, when people experience negative emotional states (such as anxiety, stress) associated with specific activities or domains, they are more likely to reduce self-efficacy and thus dilute goals and motivation. Joseph's<sup>34</sup> findings also support the positive predictive effect of positive emotions on self-efficacy.<sup>34</sup> Based on the above findings, we can assume that emotional intelligence is a key factor influencing self-efficacy.

As the signature variable of cognitive theory, self-efficacy is also considered to be a key mediating variable for the effects of personality, affective variables, and situational factors on individuals' decision making and execution, performance, and persistence in their careers.<sup>46</sup> In addition, individual's behavior can also be affected by their sense of self-efficacy in multiple ways.<sup>47</sup> For example, self-efficacy plays a key role in how people search for and acquire new skills. In addition, self-efficacy determines how people perceive themselves when they encounter difficulties, accomplish goals, how much effort they put in, and how well they focus.<sup>48</sup> The majority of individuals with a high sense of self-efficacy tend to have positive expectations for the future, have a greater sense of satisfaction with their lives, and feel better in control of their lives. Individuals with high self-efficacy are also more engaged in their work, positively impacting work performance and career success.<sup>49,50</sup> What's more, from the self-determination theory perspective, high self-efficacy levels can provide individuals with internal motivation.<sup>51,52</sup> Competence, one of the three basic psychological needs, has a similar meaning to self-efficacy. According to self-determination theory, internal motivation can only be generated when basic psychological needs are met.<sup>53</sup> Internal motivation has a more substantial predictive effect on an individual's successful behavior than external motivation.<sup>13</sup> Driven by intrinsic motivation, individuals persist longer in all activities, perform better on tasks, and have a more remarkable ability to adapt to unfamiliar environments. Therefore, based on social cognitive and self-determination theories, it is reasonable to assume that self-efficacy may mediate the relationship between emotional intelligence and expatriate performance.

In addition, self-efficacy, the signature variable of the social cognitive theory, is also considered a key mediator in social cognitive career theory, guiding the impact of personality, individual affect, and situational factors on job performance.<sup>54</sup> The hypothesis has been tested in several specific population groups, namely teachers, students, and nursing categories, but there is not much evidence in the construction field.<sup>55-58</sup> Considering the above statements and the context of the study, the hypothesis is proposed:

H2: Self-efficacy mediates the relationship between emotional intelligence and expatriate performance

## Mediating Role of Psychological Resilience

The study of psychological resilience originated in the United States in the 1970s when a group of children growing up in high-risk environments came to the attention of psychologists and psychiatrists.<sup>59</sup> This large variability in developmental outcomes within this group of children led to academic research on psychological resilience. According to Luthans, resilience is the ability to bounce back or rebound from adversity, conflict, failure, or even positive events, progress, and increased responsibility.<sup>60</sup> It has been demonstrated that achieving human accomplishments and a sense of well-being depends on an optimistic sense of personal efficacy that overcomes the countless obstacles to success.<sup>61</sup> According to Bandura, success usually results from redoubled efforts after repeated failures.<sup>62</sup>

In addition, the idea that protective factors are recognized by most scholars in the research on psychological resilience. Furthermore, findings on psychological resilience suggest that emotional intelligence is considered one of the important protective factors of psychological resilience.<sup>63</sup> The study by Tugade and Fredrickson uncovered how positive emotional experiences impact an individual's psychological resilience.<sup>64</sup> The findings suggest that resilient individuals use positive emotions to bounce back from stress and find meaning in positive coping when they encounter stress.

Resilience is considered an essential component of psychological capital.<sup>65</sup> According to previous studies, psychological capital is positively associated with desirable employee attitudes like job satisfaction and organizational commitment<sup>65</sup> and negatively associated with undesirable employee attitudes like employee cynicism, turnover intentions, and employee stress and anxiety.<sup>63,66,67</sup> Thus, ideal employee attitudes are therefore crucial for both individual and organizational success. In the study of psychological capital outcome variables, performance has been one of the most popular research objects, which contains a variety

of performance types, including innovation, sales volume, referrals, product quality, quantity, and firm evaluations.<sup>68,69</sup> Beyond this, researchers have further subdivided the samples with different characteristics to validate and explore psychological capital's role in performance generation.<sup>63</sup> In addition to employee attitudes, psychological resilience, a component structure of psychological capital, is significantly related to performance measured in multiple ways, but with slight variation in either self-reported, supervisor-assessed, or objective measures.<sup>70</sup> It can be concluded that individuals with high resilience are better able to handle the stress of a complex work environment, maintain a good psychological state, respond positively, and ultimately achieve satisfactory results.<sup>71</sup> Given this defense, it is reasonable to propose the hypothesis:

H3: psychological resilience mediates the relationship between emotional intelligence and expatriate performance.

## Sequential Mediating Effect of Self-Efficacy and Psychological Resilience

Existing research findings have shown a positive relationship between self-efficacy and motivational constructs that are conceptually related to psychological resilience, such as perseverance and constant effort toward a particular task or work.<sup>72</sup> In addition, protective factors are recognized by most scholars in the research on psychological resilience. Self-efficacy has been studied and proven to be a protective resource.<sup>43,73</sup>

Resource conservation theory explains the importance of self-efficacy as a personal resource for psychological resilience. According to Hobfoll's original definition, a resource is something that an individual perceives as valuable to him or can help him gain access to something valuable.<sup>74</sup> In accordance with conservation of resources theory, there is evidence that personal resources contribute to successful coping, behavioral adjustment, and growth.<sup>75</sup> Individual characteristic resources such as high intelligence, self-efficacy, and optimism refer to the various skills and traits that individuals have in themselves that help them resist stress. Evidence shows that resources such as self-efficacy, self-esteem, and social support develop and enhance resilience. Self-efficacy, as a motivational resource, determines how much effort the individual will use in pursuing goals and how long he or she can sustain in the face of obstacles and adversity.<sup>44,47,76</sup> Thus, the higher the self-efficacy, the more likely managers will exhibit resilient behavior. Thus, we hypothesize that psychological resilience and its direct effect may partially explain the positive effect of self-efficacy on expatriate performance.

All of this above evidence suggests that self-efficacy and psychological resilience may play a sequential mediating role between emotional intelligence and expatriate performance. However, there has not been much research in the past that can confirm the relationship between them. As a result, we propose the hypothesis:

H4: Self-efficacy and psychological resilience play continuous and multiple mediating roles between emotional intelligence and expatriate performance.

Based on the above discussion and hypotheses, a model of the mechanism of action of emotional intelligence on outgoing performance is constructed, and the details are shown in Figure 1.

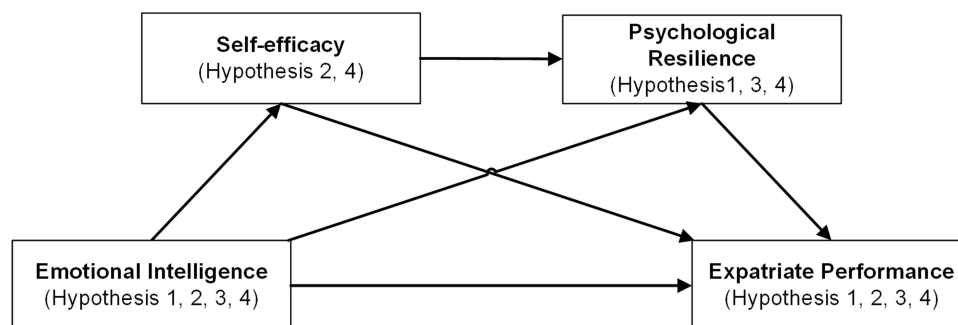


Figure 1 Hypothesized Model.

## Methodology

### Design and Sample

Expatriates in international construction projects are the target population of this study. Because this population is distributed around the world, obtaining a valid and reliable overall list or sampling frame is very difficult. When the population cannot be reasonably ascertained, non probability sampling is often the only option. Moreover, the expatriates themselves may carry high work pressure and have limited time off, and this study did not want to have more impact on the normal work life of the subjects, so an online questionnaire was used instead of a face-to-face format. Based on the above considerations, this cross-sectional study utilized a non-probabilistic “convenience” or “snowball” sample designed to elicit maximum participation by consenting expatriates. Before the official questionnaire was distributed, a preliminary study was conducted with several experts with a wealth of international engineering experience, which determined the questionnaire’s structure, expression, and clarity and improved its readability and clarity. The data collected through the questionnaire was designed to obtain desired information. A questionnaire containing all the measurement scales was distributed to the Chinese contractor expatriates currently in the state of expatriation or with expatriate experience. A Likert’s 5-point closed-ended questions was used to obtain data on the degree of respondents’ affirmation to investigate and reveal the impact of psychological factors on the job performance of expatriates. Based on the criteria for invalid questionnaires, 38 questionnaires were eliminated, leaving 315 valid questionnaires for further analysis. The expatriates who filled out the questionnaire were from 45 different international construction projects in 67 countries (regions). Out of 315 valid questionnaires, there were 254 males (80.6%) and 61 females (19.4%). Regarding the age distribution of personnel, those younger than 25 years old accounted for 19.4% of the total, those aged between 25–35 years old accounted for 47%, 36–45 years old and 46–55 years old accounted for 20.6% and 11.7% of the total, respectively. Such an age and gender structure are inseparable from the characteristics of the international construction industry. Among them, the shortest cumulative length of expatriation is less than 1 year and the longest reaches more than 10 years. The specific demographic data are shown in [Table 1](#).

**Table 1** Participants’ Information

Demographic	Category	Amount	Percent (%)
Gender	Male	254	80.6
	Female	61	19.4
Age	Under 25	61	19.4
	25–35	148	47.0
	36–45	65	20.6
	46–55	37	11.7
	Over 55	4	1.3
Marital Status	Married	168	53.3
	Unmarried	147	46.7
Position	Project Manager/Associate Manager	219	69.5
	Chief Project Accountant/Chief Project Engineer/Chief Economic Manager	96	30.5
Years of expatriation experience	Less than 1 year	69	21.9
	1–3 years	99	31.4
	3–6 years	83	26.3
	6–10 years	39	12.4
	Over 10 years	25	7.9

## Measure Instruments

### Emotional Intelligence

Wong and Law Emotional Intelligence Scale (WLEIS)<sup>20</sup> is a 16-item self-report inventory used to measure individual emotional intelligence; it comprises four essential aspects: Self-Emotions Appraisal, Others-Emotions Appraisal, Use of Emotion, and Regulation of Emotion. To date, the reliability and effectiveness of WLEIS have been validated many times by scholars in different populations.<sup>77-81</sup>

### Expatriate Performance

There are many existing metrics on job performance. For example, performance can be reflected using objective job-related data<sup>82</sup> or by having employees evaluate job performance by themselves,<sup>83</sup> or by directly adopting the results of some particular performance evaluation scale recognized by the company.<sup>84</sup> Regardless of the approach taken, the purpose of the measurement is to reflect the job content as completely and scientifically as possible, while matching the job scenario. Since expatriates may be located in different countries or regions, it is difficult to collect data and to ensure the consistency and completeness of the evaluation scale if performance is evaluated by others or by applying objective data. Moreover, there are certain advantages of using self-report performance evaluation. Given above reasons, this paper adopts the self-report method to measure the expatriate employees' work performance of Chinese contractors. The comparison resulted in the use of a scale developed by Kraimer<sup>38</sup> to measure the performance of the expatriates. The scale includes 6 items: "Completing job objectives", "Technical competence", "Overall job performance", "Adjusting to the business customs and norms of the foreign facility", "Developing connections with vital host-country business contacts", and "Interacting with coworkers." The alpha coefficient of agreement for this scale in this study was 0.913. There have been many studies conducted in the past that have verified the reliability and validity of the scale.<sup>38,85</sup>

### Psychological Resilience

Psychological resilience is measured by 10 items developed by K. M. Connor and J. R. Davidson.<sup>86</sup> After comparing the psychological measurement indicators of the three CD-RISC versions, CD-RISC 10 outperforms the remaining two scales regarding reliability, validity, and practicality.<sup>87</sup> The reliability yielded alpha coefficients is 0.85.<sup>88</sup> In addition, the reliability and scientific of the Chinese version of the CD-RISC-10 scale have been confirmed many times in different populations and different cultural backgrounds.<sup>89,90</sup>

### Self-Efficacy

The self-efficacy level of expatriates is evaluated by the General Self-efficacy Scale. The original version of the scale has 20 items and was initially developed in 1981 by Jerusalem and Schwarzer. Later, it was revised to become a streamlined version of 10 item.<sup>91</sup> It has been used in many research projects and has been translated into multiple languages. There is typically an internal consistency between alpha = 0.75 and 0.90 under diverse ethnic and cultural backgrounds. The scale is practical in terms of convergent validity and discriminative validity, in addition to being brief and reliable.

## Results

Based on the valid data collected from the questionnaire, we would like to test the hypotheses by building structural equation models. Common structural equation modeling methods are covariance-based structural equation modeling (CB-SEM) and partial least squares structural equation modeling (PLS-SEM). The CB-SEM technique emphasizes the full range of fitness, mainly in detecting the applicability of the theory, and is suitable for conducting the testing of theoretical models (validation).<sup>92</sup> While PLS-SEM is designed mainly in explaining the variance (detecting whether the causality has a significant relationship) and is suitable for theoretical model building (exploratory), and also for verifying the causality of the inferences explored.<sup>93</sup> In addition, PLS-SEM possesses several features: PLS-SEM can analyze and process small sample data to avoid problems that may occur with other methods. Moreover, PLS-SEM can handle both reflective and formative models.<sup>94</sup> The measurement scale for expatriate performance is a formative model, so this is one of the main reasons why we prefer to choose the PLS-SEM technique. Finally, PLS-SEM can be used for theory development rather than validation of existing theories, which means it focuses on exploring new relationships starting from hypotheses based on solid theoretical support.<sup>95</sup> For these reasons, the proposed conceptual model was examined utilizing PLS-SEM.

## Assessment of Measurement Model

Firstly, the measurement model needs to be examined. Formative measurement models and reflective measurement models have different test criteria. Emotional intelligence, resilience, and self-efficacy are reflective measurement models that should be evaluated for validity and reliability. The first step is usually to evaluate the indicator loadings. Loadings above 0.708 are recommended because the construct explains more than 50% of the variance of the index, thus providing acceptable reliability.<sup>96</sup> In Table 2, the statistical results showed that except for R01 and R02, other indicator loadings were more than the threshold of 0.708.

**Table 2** Summary of Results for Reflective Constructs

Constructs, Dimensions, and Indicators	Outer Loading	P-value	Cronbach's Alpha	CR	AVE
Emotional Intelligence			0.918	0.934	0.670
EI01	0.799	***			
EI02	0.840	***			
EI03	0.773	***			
EI04	0.786	***			
EI05	0.826	***			
EI06	0.879	***			
EI07	0.824	***			
Psychological Resilience			0.930	0.941	0.617
R01	0.690	***			
R02	0.704	***			
R03	0.854	***			
R04	0.808	***			
R05	0.797	***			
R06	0.850	***			
R07	0.803	***			
R08	0.716	***			
R09	0.831	***			
R10	0.782	***			
Self-efficacy			0.926	0.942	0.730
SE01	0.837	***			
SE02	0.832	***			
SE03	0.864	***			
SE04	0.858	***			
SE05	0.882	***			
SE06	0.854	***			

**Notes:** \*\*\* Significant at  $p < 0.001$ .

**Abbreviations:** EI, emotional intelligence; SE, self-efficacy; PR, psychological resilience; EP, expatriate performance.

The Cronbach's  $\alpha$ , and composite reliability are used to evaluate the internal consistency reliability. Table 2 shows that each potential factor's  $\alpha$  coefficients and the CR values are more significant than 0.9. Therefore, it exceeds the threshold point of 0.700, which shows that the measurement model accurately represents a construct's internal consistency reliability. An acceptable AVE is 0.50 or higher, indicating that the construct explains at least 50% of the variance of its items, indicating good convergent validity.<sup>97</sup> According to Table 2, the value of each AVE ranges between 0.617 and 0.730. Accordingly, the convergent validity of the model for all variables is satisfactory.

When testing the discriminant validity of models, the metric proposed by Fornell and Lacker used to be used, but the latest research shows that this metric does not apply in all situations.<sup>96</sup> Then, the heterotrait-monotrait (HTMT) ratio of the correlations was suggested as a replacement.<sup>98</sup> Table 3 validates the discriminant validity of the measurement models. Indeed, the result showed that all values were less than 0.90, indicating acceptable discriminant validity.

Expatriate performance is a formative construct. Convergent validity, indicator collinearity, statistical significance, and relevance of the indicator weights are the criteria used to evaluate formative measurement models. As shown in Table 4, the weights and loadings of the six indicators of expatriate performance were tested. The results showed that not all of the two showed insignificance so the indicators could be retained empirically. According to Hair,<sup>94</sup> the variance inflation factor (VIF), was all less than the threshold 5 and suggested that this formative model may not have any severe collinearity issues.

## Assessment of Structural Model

Based on the resampling of 5000 by using the bootstrap technique, structural models are assessed by computing beta ( $\beta$ ),  $R^2$ , and respective t-values.<sup>94</sup> In addition, predictability ( $Q^2$ ) is also emphasized.

According to the evaluation steps of the structural model, it is first necessary to analyze whether there is a collinearity problem between the latent variables of the structural model. The variance inflation factor (VIF) indicator was proposed to measure multicollinearity problems. Table 5 illustrates that the maximum inner VIF value of constructs was 3.872, indicating there should be no concern regarding collinearity among latent variables.

**Table 3** Discriminant Validity (HTMT)

	EI	PR	SE
EI	–		
PR	0.841	–	
SE	0.867	0.882	–

**Abbreviations:** EI, emotional intelligence; SE, self-efficacy; PR, psychological resilience; EP, expatriate performance.

**Table 4** Summary of Results for Formative Constructs

Constructs, Dimensions, and Indicators	Outer Weights	Outer Loadings	VIF
<b>Expatriate Performance (<math>\alpha=0.913</math>)</b>			
EP1	0.447**	0.926***	3.499
EP2	0.006	0.766***	2.860
EP3	0.170	0.871***	3.922
EP4	0.109	0.772***	2.542
EP5	0.092	0.707***	2.069
EP6	0.336***	0.842***	1.937

**Notes:** \*\* Significant at  $p < 0.05$ , \*\*\* Significant at  $p < 0.001$ .

**Abbreviation:** EP, expatriate performance.

**Table 5** Inner VIF Values

	EI	EP	PR	SE
EI	–	3.234	2.817	1.000
PR		3.537	–	
SE		3.872	2.817	–

**Abbreviations:** EI, emotional intelligence; SE, self-efficacy; PR, psychological resilience; EP, expatriate performance.

After checking the collinearity problem, the next step is to examine the R<sup>2</sup> values for the endogeneity structure and the path coefficient significance. A structural model’s path predictive power is evaluated using R<sup>2</sup>. The model exhibits moderate explanatory power since all endogenous variables are greater than 0.455.<sup>99</sup> The final results (See Figure 2) showed that three hypotheses are significant (p < 0.01).

This study uses the Blindfolding algorithm to measure the Q<sup>2</sup> value. Because the number of samples is 315, and since the ratio of the number of samples to the sample omission distance cannot be an integer, “6” is selected as the sample omission distance. The results show that the Q<sup>2</sup> values of psychological resilience, self-efficacy, and expatriate performance are all greater than the critical value of 0,<sup>95</sup> indicating the predictive relevance (see Table 6).

### Hypothesis Testing

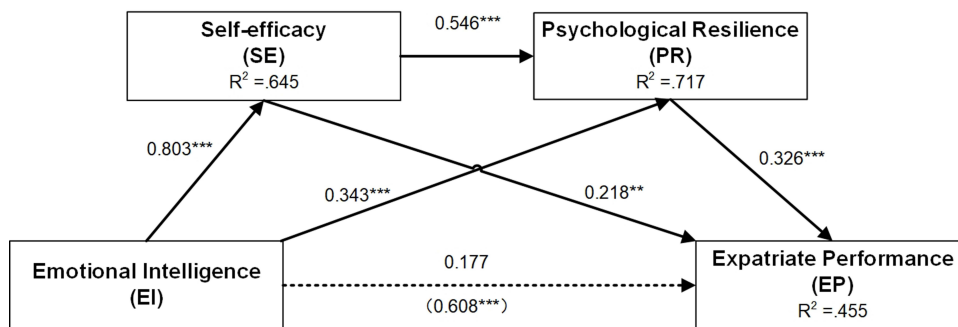
This research assessed the significance of the path coefficients through a bootstrapping procedure with 5000 resampling iterations. Path analysis with direct and indirect effects, as illustrated in Table 7, is the result of the structural model. The structural modeling assessments in Figure 2 and Table 7 demonstrate that most hypotheses have been confirmed after testing.

Path analysis of the four main variables revealed that emotional intelligence was not statistically significant in directly predicting expatriate performance after the inclusion of mediating variables as (β<sub>H1</sub>=0.177, t=1.642, p=0.101), while all other direct paths reached significance levels. Consequently, H1 is not confirmed.

Preacher & Hayes’ bootstrapping method was used to test indirect influences in this study.<sup>100</sup> As shown in Table 8, the indirect effects confirmed the proposed mediation effects.

The t-value of 2.418 indicates that the indirect effect of emotional intelligence on expatriate performance via self-efficacy (β=0.175) is significant. With 0.175, 95% Boot CI: [LL = 0.028, UL = 0.313], indicating the existence of mediation.<sup>101</sup> H2 is confirmed since self-efficacy mediates the relationship between emotional intelligence and expatriate performance.

Emotional intelligence significantly impacts expatriate performance based on resilience, with β = 0.112 and a t-value of 3.365. The trend does not overlap zero between the values with 0.112, 95% Boot CI: [LL = 0.055, UL = 0.18], which supports H3, showing a mediating effect.



**Figure 2** Results of hypothesized model.  
**Notes:** \*\*p<0.05, \*\*\*p<. 001. The dotted line represents the direct path is not significant.

**Table 6** Predictive Relevance

	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
EI	2205.000	2205.000	
EP	1890.000	1341.673	0.290
PR	3150.000	1783.667	0.434
SE	1890.000	1012.741	0.464

**Abbreviations:** EI, emotional intelligence; SE, self-efficacy; PR, psychological resilience; EP, expatriate performance.

**Table 7** Path Coefficients and Significance

Relationship	Path Coefficient ( $\beta$ )	SD	T-Statistics	P-values
EI→SE	0.803	0.027	29.919	<b>0.000</b>
EI→PR	0.343	0.063	5.413	<b>0.000</b>
EI→EP	0.177	0.108	1.642	0.101
SE→PR	0.546	0.063	8.713	<b>0.000</b>
SE→EP	0.218	0.090	2.418	<b>0.016</b>
PR→EP	0.326	0.086	3.814	<b>0.000</b>

**Note:** Bold represents significance at  $p < 0.05$ .

**Abbreviations:** EI, emotional intelligence; SE, self-efficacy; PR, psychological resilience; EP, expatriate performance.

**Table 8** Mediation Results

Hypothesis	Relationship	Effect	SD	T-value	95%LL	95%UL	Result
	Direct effects						
H1	EI→EP	0.177	0.108	1.642	-0.029	0.391	Not Supported
	Indirect effects						
H2	EI→SE→PR	0.175**	0.072	2.418	0.028	0.313	Supported
H3	EI→PR→EP	0.112**	0.033	3.365	0.055	0.182	Supported
H4	EI→SE→PR→EP	0.143**	0.044	3.273	0.066	0.236	Supported

**Note:** \*\* Significant at  $p < 0.05$ .

**Abbreviations:** EI, emotional intelligence; SE, self-efficacy; PR, psychological resilience; EP, expatriate performance.

Combined with the hypotheses verified above, it can be seen that self-efficacy and resilience have a significant sequential mediating effect between emotional intelligence and expatriate performance ( $\beta = 0.143$ ,  $p = 0.001 < 0.05$ ), and the 95% confidence interval of Bootstrap 5000 is [0.066, 0.236], excluding 0. Thus, H4 is confirmed.

Besides, as shown in Table 7, emotional intelligence 's direct impact on expatriate performance are not significant (with its  $t$ -value=0.177,  $p = 0.101 > 0.1$ ). Therefore, emotional intelligence affects expatriates through the three full mediation of resilience, self-efficacy, and their combination.

## Discussion

The data suggest that two psychological resources (self-efficacy and psychological resilience) significantly mediate the relationship between emotional intelligence and expatriate performance, which is in with previous findings.<sup>102,103</sup> This research

also reveals that self-efficacy and psychological resilience mediate a sequential relationship between emotional intelligence and expatriate performance. In earlier studies, expatriate performance has seldom been studied from the perspective of employees' psychological states, and models that naturally incorporate these four factors are rare. The influence mechanisms proposed and validated in this paper are complementary to theories of emotional intelligence, self-efficacy, and psychological resilience in international construction. It also suggests new ideas for improving expatriate performance and guarding expatriates' psychological health. In other words, for the specific field of international construction projects, the key to improving expatriate performance and project success may lie in improving expatriates' self-efficacy and psychological resilience levels.

## Relationship Between Emotional Intelligence and Expatriate Performance

It has been hotly argued what kinds of connection exists between emotional intelligence and job performance.<sup>16</sup> Emotional intelligence has been demonstrated to positively predict job satisfaction, project success, and individual and organizational performance in construction projects. However, contrary to our expectation, data analysis results did not support hypothesis 1, indicating that emotional intelligence is not directly linked to expatriate performance, similar to the findings of other researchers.<sup>104</sup> Although earlier studies have shown that the emotional intelligence of project managers is positively connected to project performance,<sup>15</sup> this relationship is complex. A simple linear correlation cannot fully explain it. It also implies that higher emotional intelligence does not mean better expatriate performance, and the internal mechanisms of influence need to be further explored. The results also coincide with further confirmation of the significance of introducing self-efficacy and psychological resilience as mediating variables.

## Mediating Effect of Self-Efficacy and Psychological Resilience

Based on the results of the data analysis, it was demonstrated that self-efficacy and psychological resilience mediated emotional intelligence's effect on expatriates' performance. Individuals with high emotional intelligence in the context of international construction projects have good adaptability in the context of stress because they can accurately perceive and evaluate their emotions and buffer the adverse effects caused by negative events and work stress through emotional self-awareness expression and management. Expatriates can better control, regulate, and release their emotions if they comprehensively understand their own emotions and the causes of their development throughout the expatriation process. Emotional intelligence also involves the capability to recognize and evaluate the emotions of others. Due to the unique nature of construction projects, the expatriates' work is always carried out with the team. The organizational atmosphere and dynamic environment of the team also have an impact on individual expatriates. The organizational atmosphere is closely related to each individual. Therefore, recognizing and perceiving others' emotions will also impact their own. In addition, people with high emotional intelligence are not only able to recognize and understand their feelings but also take a positive approach to cope with adverse situations. In addition to using self-soothing techniques, they actively seek social support and work together to reduce stress and anxiety in psychologically vulnerable situations. They also have higher levels of self-efficacy and confidence in overcoming multiple obstacles in international projects with an optimistic attitude.

Meanwhile, the mediating effect of self-efficacy and psychological resilience further supports the validity of self-determination theory and resource conservation theory in the project context. According to self-determination theory, healthy growth and optimum skill acquisition are contingent upon an individual's autonomy, competence (which may be understood as self-efficacy), and relatedness.<sup>44</sup> Individuals satisfied with their three fundamental psychological needs acquire an internal incentive to explore new knowledge, abilities, and experiences in self-determined ways based on their spontaneous interests. Self-determination and self-efficacy theories assert that intrinsic motivation is the fundamental determinant of human behavior, and that the ultimate purpose of external reward and incentive is to stimulate and develop internal motivation. According to the assumption of fulfilling autonomy and a sense of belonging, intrinsic motivation is only achievable when individuals believe they can do certain activities or tasks. Considering the characteristics of international projects themselves, the complexity of the projects dictates that expatriates must have tremendous advantages in aspects such as engineering skills, management level, and cultural adaptability.<sup>5</sup> Additionally, expatriate companies are typically formed as teams, and expatriate groups enjoy a high degree of autonomy. Thus, from an objective conditions standpoint, the group possesses the necessary conditions for completing project tasks successfully. Determining how to convert the smooth promotion of engineering project implementation into internal motivation and self-efficacy may become one of the determinants of expatriate performance.

## Self-Efficacy and Psychological Resilience Play a Sequential Mediating Role Between Emotional Intelligence and Expatriate Performance

In addition, the positive predictive effect of self-efficacy on psychological resilience further reveals a sequential mediating model of the effect of emotional intelligence on expatriate performance. When individuals have sufficient faith in their strengths and incorporate them into their professional habits, a more integrated psychological wealth accumulates invisibly. “Those who do not destroy us will ultimately strengthen us.” Psychological resilience is the ability to bounce back quickly from hardship and stress and to maintain one’s mental health.<sup>17</sup> International projects are fraught with difficulties, demands, and possibilities. Suppose expatriates are aware of their capabilities in the face of obstacles and believe their goals are attainable. In that case, they will make unrelenting attempts to improve outcomes, which will act as a reinforcing factor, creating a virtuous cycle. In this cycle, again and again, the individual’s self-confidence and ability are enhanced at the same time. One can only mobilize all of the surrounding resources to achieve the goal when the need for autonomy finally arises. In constantly overcoming difficulties, the individual achieves a continuous breakthrough and development of psychological resilience. Individuals with a high level of resilience are more likely to be enthusiastic and put in the effort, which results in superior performance over time. They frequently have a clear sense of direction for their careers and view the strains and challenges of their tasks as chances to develop their talents. Additionally, they possess the willpower to produce various solutions to issues, establish internal attributions and have optimistic outcomes expectations, and react positively and endure in the face of adversity and failures to attain career success.<sup>4</sup>

Finally, the findings imply that the conventional understanding of emotional intelligence’s direct effect on expatriate performance may only tell part of the story and more complicated mechanisms mediate the influence. Firstly, the previous literature research suggested that emotional intelligence might be able to directly influence expatriate performance, which held true when the two factors of self-efficacy and psychological resilience were not included. But when these two influencing factors were added, the direct effect was no longer significant, contrary to hypothesis 1. However, this is not necessarily a bad thing. On this basis, we found that the three mediating effects were significant, supporting our hypotheses 2–4. This further demonstrates the value of our study, which is to explore a certain mechanism of influence by which emotional intelligence affects performance. Ultimately, we conclude that emotional intelligence may not directly affect expatriate performance, but indirectly affect individual reported performance levels by enhancing expatriates’ self-efficacy and psychological resilience. Our work responds to Rezvan and Ashkanasy’s appeal<sup>26</sup> for research into the mediating variables influencing individual job performance. But obviously, it is clear that this is not the only influence path, but just an attempt to look at it from the perspective of individual psychological resources. And a more complete impact model is still an interesting question worth continuing to explore.

### Practical Implications

In terms of application, our research results would like to provide new perspectives on improving project success and expatriate performance. Increasing technology and information technology is no longer the only management tool available to managers. They can also use the resources available to enhance the individual characteristics of expatriates as a breakthrough to improve their management practices. With the help of various human resource management tools, managers can enhance the positive individual characteristics of expatriates, including emotional intelligence, psychological resilience, and self-efficacy. Only by paying more attention to the mental health of expatriates can we achieve a win-win situation for both employees and the company.

As a result of this research, the first managerial implication is to make organizations aware of emotional intelligence’s power. Emotional intelligence as a skill should be recognized from top to bottom in international construction projects. When this value recognition is developed, it should be incorporated into the selection and hiring criteria. In addition, research has shown that of the four branches of emotional intelligence, emotion recognition and management can be significantly improved by specific interventions.<sup>21</sup> Therefore, organizations and managers can use them flexibly in their international project management practices to improve the chances of project success.

The second implication of this study is that self-efficacy, the key characteristic that determines expatriate performance, should be intervened in and influenced throughout the execution of construction projects. In order to improve self-efficacy effectively, it is critical to understand how self-efficacy is constructed. Previous research has identified

significant relationships between the development of self-efficacy and prior behavioral achievement, alternative experiences, and verbal and social persuasiveness.<sup>105</sup> Therefore, selecting employees with more successful experience and professional competence are more likely to build a high level of self-efficacy in completing their expatriate assignments, thus ensuring the achievement of project goals. Second, a beneficial consequence of alternative experiences is that if individuals sincerely believe that others in similar conditions and experiences have succeeded through their efforts, they can also accomplish their goals. Thus, the influence of role models should be maximized and facilitate the flow and transfer of experiential knowledge within and between organizational programs. Finally, the verbal influence of others is equally critical to improving self-efficacy. Therefore, leadership style and social support become vital components of the assignment process. Employees should feel supported and needed throughout the assignment process. However, it is worth mentioning that evolving ideas and data have prompted experts to cast doubt on the premise that increased work self-efficacy correlates with improved outcomes.<sup>47</sup> Thus, the resilience challenge model considers the likelihood of a curved rather than a linear link between self-efficacy and resilient behavior. Therefore, when adopting various self-efficacy measures, care should be taken to ensure the scale is appropriate and that overly high levels of self-efficacy are not pursued. This will erode employee motivation and have a negative effect.

Thirdly, the extraordinary performance of expatriates in the face of global public health events such as the COVID-19 outbreak and an established high-pressure environment demonstrates the critical role of psychological resilience. Therefore, organizations and managers should consider the cultivation and enhancement of expatriates' psychological resilience as a key concern in the management of international construction projects. Previous research has demonstrated that a coherent and systematic set of psychological resilience interventions can be flexibly applied to expatriate human resource management practices.<sup>106</sup> Managers can implement proactive employee assistance programs, such as establishing work-family balance conditions for expatriates and modifying reward systems and working conditions to meet the needs of employees' interests. What's more, the organization and leadership should always be concerned about occupational health and safety, not just during the COVID-19 pandemic. This includes safety training, developing health and welfare programs, and promoting a safety culture. At the same time, taking an active and positive role in social support and focusing on the cross-cultural adaptation of expatriates are equally important propositions. All of the above measures can be utilized in practice as unique techniques for HRM and performance management in an expatriate context, and their significant effects on increasing levels of psychological resilience have been validated in previous studies.<sup>17,107,108</sup>

## Limitations and Future Directions

The survey also has some limitations. Due to the surveyed population's particular identity and difficulty, the questionnaire's sampling did not cover expatriates from different nationalities. Only expatriates from Chinese contractors were represented, which limited the generalizability of the results of this study. The data will be necessary to conduct additional research to determine whether the findings can be applied to other regions or industries with different cultural backgrounds. In addition, this paper adopts non-probability convenience sampling and snowball sampling in data acquisition. Non-probability sampling is simple, low-cost, time-saving, and statistically simpler than probability sampling. However, since the subjectivity of the sampler cannot be ruled out, the sample cannot be measured controllably and objectively, so the sample does not have the nature of an inferential population. Because of this feature, non-probability sampling is mostly used for exploratory research and preparatory research, and research where the overall boundary is unclear and it is difficult to implement probability sampling. In future research, it may be possible to draw more valuable conclusions by considering that non-probability sampling is often used in combination with probability sampling, or by focusing the study on all the expatriates of a particular international construction project. Finally, performance was measured in this study in the form of self-reports and any self-reported data may be affected by social expectations bias,<sup>109</sup> especially for expatriate performance. In future research, project performance measurement should increase the use of other information channels, such as project acceptance reports and post-project evaluations. Data from different information sources can be triangulated to obtain more objective measurements.

## Conclusion

In the context of increasingly competitive international markets, the level of expatriate performance is a key concern for both company and personal development. In the field of international project management, although many studies have emphasized the importance of expatriates' emotional intelligence on job performance, the mechanisms that influence it have not been widely discussed. Based on self-determination theory, social cognitive theory, and resource conservation theory, this study constructs a model to explain the influence of emotional intelligence on expatriate performance with self-efficacy and psychological resilience as mediating variables. A survey of 315 Chinese construction expatriates from 67 regions or countries around the world was conducted, and the obtained data were analyzed utilizing PLS-SEM. The data results reveal the key mediating role played by self-efficacy and psychological resilience. It was found that emotional intelligence can indirectly enhance the level of expatriate performance by enhancing individual self-efficacy and psychological resilience. In terms of theoretical contributions, the study enriches the scope of research on emotional intelligence of expatriates in the construction industry. The findings also provide a new management perspective for expatriate performance enhancement and human resource management in international project management practice. In future research, we hope to combine multiple theories to construct a more complete model of influence mechanism. The model may consider multiple perspectives from individual level, organizational level and external environment level to find more possible influencing factors and thus identify more influence paths. It is hoped that it will eventually further enrich theoretical research and international project management practice related to emotional intelligence.

## Ethics Statement

The Ethics Committee of Southeast University exempted this study for the following reasons. First, this study uses a questionnaire approach that is non-interventional in nature and does not adversely affect human behavior or organization. Second, the study involves negligible risk and does not involve any foreseeable risk of harm or discomfort other than the potential for inconvenience to the participants. All participants reviewed the consent form before they participated in the study. All procedures were conducted in accordance with the ethical standards of the Declaration of Helsinki.

## Acknowledgments

This work was supported by the National Natural Science Foundation of China (Grant Nos. 72171048 and 72101053), the Scientific Research Foundation of Graduate School of Southeast University (Grant No. YBPY2130), and Postgraduate Research & Practice Innovation Program of Jiangsu Province (Grant No. KYCX21\_0167).

## Disclosure

The authors report no conflicts of interest in this work.

## References

1. Dobrucali E, Sadikoglu E, Demirkesen S, Zhang C, Tezel A. Exploring the impact of COVID-19 on the United States construction industry: challenges and opportunities. *IEEE Trans Eng Manage.* 2022. doi:10.1109/tem.2022.3155055
2. Chih YY, Hsiao CYL, Zolghadr A, Naderpajouh N. Resilience of organizations in the construction industry in the face of COVID-19 disturbances: dynamic capabilities perspective. *J Manag Eng.* 2022;38(2):04022002. doi:10.1061/(asce)me.1943-5479.0001014
3. Chang TY, Deng XP, Hwang BG, Zhao XJ. Improving quantitative assessment of political risk in international construction projects: the case of Chinese construction companies. *J Constr Eng Manag.* 2019;145(12):10.04019083. doi:10.1061/(asce)co.1943-7862.0001738
4. Kukah AS, Akomea-Frimpong I, Jin XH, Osei-Kyei R. Emotional intelligence (EI) research in the construction industry: a review and future directions. *Eng Constr Archit Manag.* 2021;20:1. doi:10.1108/ecam-05-2021-0414
5. Vaiman V, Haslberger A, Vance CM. Recognizing the important role of self-initiated expatriates in effective global talent management. *Hum Res Manag Rev.* 2015;25(3):280–286. doi:10.1016/j.hrmr.2015.04.004
6. Hippler T, Brewster C, Haslberger A. The elephant in the room: the role of time in expatriate adjustment. *Int J Hum Res Manag.* 2015;26(15):1920–1935. doi:10.1080/09585192.2015.1041762
7. Jiang KF, Takeuchi R, Lepak DP. Where do we go from here? New perspectives on the black box in strategic human resource management research. *J Manage Stud.* 2013;50(8):1448–1480. doi:10.1111/joms.12057
8. Berry H. Knowledge inheritance in global industries: the impact of parent firm knowledge on the performance of foreign subsidiaries. *Acad Manage J.* 2015;58(5):1438–1458. doi:10.5465/amj.2013.0724

9. Takeuchi R, Wang M, Marinova SV. Antecedents and consequences of psychological workplace strain during expatriation: a cross-sectional and longitudinal investigation. *Pers Psychol.* 2005;58(4):925–948. doi:10.1111/j.1744-6570.2005.00809.x
10. Wu P-C, Ang SH. The impact of expatriate supporting practices and cultural intelligence on cross-cultural adjustment and performance of expatriates in Singapore. *Int J Hum Res Manag.* 2011;22(13):2683–2702. doi:10.1080/09585192.2011.599956
11. 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(11):5483–5494. doi:10.1016/j.eswa.2014.02.030
12. Owusu-Manu D, Edwards DJ, Kukah AS, Parn EA, El-Gohary H, Aigbavboa C. An assessment of the level of emotional intelligence attributes of undergraduate built environment students in developing countries. *Ind High Educ.* 2019;33(2):108–115. doi:10.1177/0950422218798551
13. Di Fabio A. Positive healthy organizations: promoting well-being, meaningfulness, and sustainability in organizations. *Front Psychol.* 2017;8:1938. doi:10.3389/fpsyg.2017.01938
14. Rezvani A, Chang A, Wiewiora A, Ashkanasy NM, Jordan PJ, Zolin R. Manager emotional intelligence and project success: the mediating role of job satisfaction and trust. *Int J Proj Manag.* 2016;34(7):1112–1122. doi:10.1016/j.ijproman.2016.05.012
15. Muller R, Turner JR. Attitudes and leadership competences for project success. *Baltic J Manag.* 2010;5(3):307–329. doi:10.1108/17465261011079730
16. Rezvani A, Ashkanasy N, Khosravi P. Key attitudes: unlocking the relationships between emotional intelligence and performance in construction projects. *J Constr Eng Manag.* 2020;146(4):04020025. doi:10.1061/(asce)co.1943-7862.0001803
17. Robertson IT, Cooper CL, Sarkar M, Curran T. Resilience training in the workplace from 2003 to 2014: a systematic review. *J Occup Organ Psychol.* 2015;88(3):533–562. doi:10.1111/joop.12120
18. Mayer JD, Dipaolo M, Salovey P. Perceiving affective content in ambiguous visual-stimuli - A component of emotional intelligence. *J Pers Assess.* 1990;54(3–4):772–781.
19. Mayer JD, Salovey P. What is emotional intelligence. *Educ Impl.* 1997;3:31.
20. Wong CS, Law KS. The effects of leader and follower emotional intelligence on performance and attitude: an exploratory study. Article. *Leadership Quart.* 2002;13(3):243–274. doi:10.1016/s1048-9843(02)00099-1
21. Nelis D, Quoidbach J, Mikolajczak M, Hansenne M. Increasing emotional intelligence: (How) is it possible? *Pers Individ Differ.* 2009;47(1):36–41. doi:10.1016/j.paid.2009.01.046
22. Mayer JD, Caruso DR, Salovey P. The ability model of emotional intelligence: principles and updates. *Emot Rev.* 2016;8(4):290–300. doi:10.1177/1754073916639667
23. Manuel Antunez J, Francisco Navarro J, Adan A. Circadian typology and emotional intelligence in healthy adults. *Chronobiol Int.* 2013;30(8):981–987. doi:10.3109/07420528.2013.790397
24. Purificacion Vicente-Galindo M, Lopez-Herrera H, Pedrosa I, Suarez-Alvarez J, Purificacion Galindo-Villardón M, Garcia-Cueto E. Estimating the effect of emotional intelligence in wellbeing among priests. *Int J Clin Health Psychol.* 2017;17(1):46–55. doi:10.1016/j.ijchp.2016.10.001
25. Ramos-Diaz E, Rodriguez-Fernandez A, Axpe I, Ferrara M. Perceived emotional intelligence and life satisfaction among adolescent students: the mediating role of resilience. *J Happiness Stud.* 2019;20(8):2489–2506. doi:10.1007/s10902-018-0058-0
26. Rezvani A, Khosravi P, Ashkanasy NM. Examining the interdependencies among emotional intelligence, trust, and performance in infrastructure projects: a multilevel study. *Int J Proj Manag.* 2018;36(8):1034–1046. doi:10.1016/j.ijproman.2018.08.002
27. Alonazi WB. The impact of emotional intelligence on job performance during COVID-19 crisis: a cross-sectional analysis. *Psychol Res Behav Manag.* 2020;13:749–757. doi:10.2147/prbm.S263656
28. O'Boyle EH, Humphrey RH, Pollack JM, Hawver TH, Story PA. The relation between emotional intelligence and job performance: a meta-analysis. *J Organ Behav.* 2011;32(5):788–818. doi:10.1002/job.714
29. Bell ST. Deep-level composition variables as predictors of team performance: a meta-analysis. *J Appl Psychol.* 2007;92(3):595–615. doi:10.1037/0021-9010.92.3.595
30. Schutte NS, Malouff JM, Thorsteinsson EB, Bhullar N, Rooke SE. A meta-analytic investigation of the relationship between emotional intelligence and health. *Pers Individ Differ.* 2007;42(6):921–933. doi:10.1016/j.paid.2006.09.003
31. Martins A, Ramalho N, Morin E. A comprehensive meta-analysis of the relationship between emotional intelligence and health. *Pers Individ Differ.* 2010;49(6):554–564. doi:10.1016/j.paid.2010.05.029
32. Nelis D, Kotsou I, Quoidbach J, et al. Increasing emotional competence improves psychological and physical well-being, social relationships, and employability. *Emotion.* 2011;11(2):354–366. doi:10.1037/a0021554
33. Jing X, Meng H, Li Y, Lu L, Yao Y. Associations of psychological capital, coping style and emotional intelligence with self-rated health status of college students in China during COVID-19 pandemic. *Psychol Res Behav Manag.* 2022;15:2587–2597. doi:10.2147/prbm.S383743
34. Joseph DL, Jin J, Newman DA, O'Boyle EH. Why does self-reported emotional intelligence predict job performance? A Meta-analytic investigation of mixed EI. *J Appl Psychol.* 2015;100(2):298–342. doi:10.1037/a0037681
35. Peña-Sarrionandia A, Mikolajczak M, Gross JJ. Integrating emotion regulation and emotional intelligence traditions: a meta-analysis. *Front Psychol.* 2015;6. doi:10.3389/fpsyg.2015.00160
36. Maqbool R, Ye SD, Manzoor N, Rashid Y. The impact of emotional intelligence, project managers' competencies, and transformational leadership on project success: an empirical perspective. *Proj Manag J.* 2017;48(3):58–75. doi:10.1177/875697281704800304
37. Bhaskar-Shrinivas P, Harrison DA, Shaffer MA, Luk DM. Input-based and time-based models of international adjustment: meta-analytic evidence and theoretical extensions. *Acad Manage J.* 2005;48(2):257–281. doi:10.5465/amj.2005.16928400
38. Kraimer ML, Wayne SJ, Jaworski RA. Sources of support and expatriate performance: the mediating role of expatriate adjustment. *Pers Psychol.* 2001;54(1):71–99. doi:10.1111/j.1744-6570.2001.tb00086.x
39. Thomas J, Mengel T. Preparing project managers to deal with complexity—advanced project management education. *Eng Manag Rev.* 2014.
40. Clarke N. Emotional intelligence and its relationship to transformational leadership and key project manager competences. *Proj Manag J.* 2010;41(2):5–20. doi:10.1002/pmj.20162
41. Kim K, Ko EJ. The influence of emotional intelligence on team cohesion and the mediating effects of self-efficacy and trust: time-lagged approach. *Team Perform Manag.* 2021;27(7–8):540–552. doi:10.1108/tpm-12-2020-0102
42. Bandura A. Self-efficacy - toward A unifying theory of behavioral change. *Psychol Rev.* 1977;84(2):191–215. doi:10.1037/0033-295x.84.2.191

43. Schwarzer R, Hallum S. Perceived teacher self-efficacy as a predictor of job stress and burnout: mediation analyses. *Appl Psychol Int Rev Psychol Appl Rev Int*. 2008;57:152–171. doi:10.1111/j.1464-0597.2008.00359.x
44. Bandura A. Social cognitive theory: an agentic perspective. *Ann Rev Psychol*. 2001;52:1–26. doi:10.1146/annurev.psych.52.1.1
45. Chang CH, Ferris DL, Johnson RE, Rosen CC, Tan JA. Core self-evaluations: a review and evaluation of the literature. *J Manage*. 2012;38(1):81–128. doi:10.1177/0149206311419661
46. Sheu HB, Bordon JJ. SCCT research in the international context: empirical evidence, future directions, and practical implications. *J Career Assess*. 2017;25(1):58–74. doi:10.1177/1069072716657826
47. Bandura A. The explanatory and predictive scope of self-efficacy theory. *J Soc Clin Psychol*. 1986;4(3):359–373. doi:10.1521/jscp.1986.4.3.359
48. Charoensukmongkol P, Pandey A. The influence of cultural intelligence on sales self-efficacy and cross-cultural sales presentations: does it matter for highly challenge-oriented salespeople? *Manag Res Rev*. 2020;43(12):1533–1556. doi:10.1108/mrr-02-2020-0060
49. Sitzmann T, Yeo G. A meta-analytic investigation of the within-person self-efficacy domain: is self-efficacy a product of past performance or a driver of future performance? *Pers Psychol*. 2013;66(3):531–568. doi:10.1111/peps.12035
50. Lee TC, Peng MYP, Wang L, Hung HK, Jong D. Factors influencing employees' subjective wellbeing and job performance during the COVID-19 global pandemic: the perspective of social cognitive career theory. *Front Psychol*. 2021;12:5577028. doi:10.3389/fpsyg.2021.577028
51. Gagne M, Parker SK, Griffin MA, et al. Understanding and shaping the future of work with self-determination theory. *Nat Rev Psychol*. 2022;1(7):378–392. doi:10.1038/s44159-022-00056-w
52. Klaijnsen A, Vermeulen M, Martens R. Teachers' innovative behaviour: the importance of basic psychological need satisfaction, intrinsic motivation, and occupational self-efficacy. *Scand J Educ Res*. 2018;62(5):769–782. doi:10.1080/00313831.2017.1306803
53. Deci EL, Ryan RM. The "what" and "why" of goal pursuits: human needs and the self-determination of behavior. *Psychol Inq*. 2000;11(4):227–268. doi:10.1207/s15327965pli1104\_01
54. Brown SD, Lent RW, Telander K, Tramayne S. Social cognitive career theory, conscientiousness, and work performance: a meta-analytic path analysis. *J Vocat Behav*. 2011;79(1):81–90. doi:10.1016/j.jvb.2010.11.009
55. Honicke T, Broadbent J. The influence of academic self-efficacy on academic performance: a systematic review. *Educ Res Rev*. 2016;17:63–84. doi:10.1016/j.edurev.2015.11.002
56. Klassen RM, Tze VMC. Teachers' self-efficacy, personality, and teaching effectiveness: a meta-analysis. *Educ Res Rev*. 2014;12:59–76. doi:10.1016/j.edurev.2014.06.001
57. Tsang SKM, Hui EKP, Law BCM. Self-efficacy as a positive youth development construct: a conceptual review. *Sci World J*. 2012;2012:452327. doi:10.1100/2012/452327
58. van Dinther M, Dochy F, Segers M. Factors affecting students' self-efficacy in higher education. *Educ Res Rev*. 2011;6(2):95–108. doi:10.1016/j.edurev.2010.10.003
59. Luthar SS, Zigler E. Vulnerability and competence - A review of research on resilience in childhood. *Am J Orthopsychiatr*. 1991;61(1):6–22. doi:10.1037/h0079218
60. Luthans F, Avolio BJ, Avey JB, Norman SM. Positive psychological capital: measurement and relationship with performance and satisfaction. *Pers Psychol*. 2007;60(3):541–572. doi:10.1111/j.1744-6570.2007.00083.x
61. Suthatorn P, Charoensukmongkol P. Effects of trust in organizations and trait mindfulness on optimism and perceived stress of flight attendants during the COVID-19 pandemic. *Personnel Rev*. 2022. doi:10.1108/pr-06-2021-0396
62. Bandura A. Exercise of human agency through collective efficacy. *Curr Dir Psychol Sci*. 2000;9(3):75–78. doi:10.1111/1467-8721.00064
63. Avey JB, Reichard RJ, Luthans F, Mhatre KH. Meta-analysis of the impact of positive psychological capital on employee attitudes, behaviors, and performance. *Hum Resour Dev Q*. 2011;22(2):127–152. doi:10.1002/hrdq.20070
64. Tugade MM, Fredrickson BL. Resilient individuals use positive emotions to bounce back from negative emotional experiences. *J Pers Soc Psychol*. 2004;86(2):320–333. doi:10.1037/0022-3514.86.2.320
65. Luthans F, Avey JB, Clapp-Smith R, Li W. More evidence on the value of Chinese workers' psychological capital: a potentially unlimited competitive resource? *Int J Hum Res Manag*. 2008;19(5):818–827. doi:10.1080/09585190801991194
66. Charoensukmongkol P, Suthatorn P. Salespeople's trait mindfulness and emotional exhaustion: the mediating roles of optimism, resilience, and self-efficacy. *Int J Serv Econ Manag*. 2018;9(2):125–142. doi:10.1504/ijsem.2018.096075
67. Fu L, Charoensukmongkol P. Benefits of psychological capital on host country nationals' support and burnout of Chinese expatriates in Thailand: the moderating effect of personal characteristics. *APJBA*. 2022;14(3):265–284. doi:10.1108/apjba-06-2020-0181
68. Luthans F, Youssef-Morgan CM. Psychological capital: an evidence-based positive approach. In: Morgeson FP, editor. *Annual Review of Organizational Psychology and Organizational Behavior*. Annual Reviews; 2017:339–366.
69. Youssef CM, Luthans F. Positive organizational behavior in the workplace - The impact of hope, optimism, and resilience. *J Manage*. 2007;33(5):774–800. doi:10.1177/0149206307305562
70. Abbas M, Raja U, Darr W, Bouckenoghe D. Combined effects of perceived politics and psychological capital on job satisfaction, turnover intentions, and performance. *J Manage*. 2014;40(7):1813–1830. doi:10.1177/0149206312455243
71. Baron RA, Franklin RJ, Hmieleski KM. Why entrepreneurs often experience low, not high, levels of stress: the joint effects of selection and psychological capital. *J Manage*. 2016;42(3):742–768. doi:10.1177/0149206313495411
72. Judge TA, Bono JE. Relationship of core self-evaluations traits-self-esteem, generalized self-efficacy, locus of control, and emotional stability-with job satisfaction and job performance: a meta-analysis. *J Appl Psychol*. 2001;86(1):80–92. doi:10.1037/0021-9010.86.1.80
73. Cohen GL, Sherman DK. The psychology of change: self-affirmation and social psychological intervention. *Ann Rev Psychol*. 2014;65:333–371.
74. Hobfoll SE, Halbesleben J, Neveu J-P, Westman M. Conservation of resources in the organizational context: the reality of resources and their consequences. *Annu Rev Organ Psychol Organ Behav*. 2018;5:103–128. doi:10.1146/annurev-orgpsych-032117-104640
75. Halbesleben JRB, Neveu JP, Paustian-Underdahl SC, Westman M. Getting to the "COR": understanding the role of resources in conservation of resources theory. *J Manage*. 2014;40(5):1334–1364. doi:10.1177/0149206314527130
76. Bandura A. Toward a psychology of human agency. *Perspect Psychol Sci*. 2006;1(2):164–180. doi:10.1111/j.1745-6916.2006.00011.x
77. Shi JQ, Wang L. Validation of emotional intelligence scale in Chinese university students. *Pers Individ Differ*. 2007;43(2):377–387. doi:10.1016/j.paid.2006.12.012

78. Pacheco NE, Rey L, Sanchez-Alvarez N. Validation of the Spanish version of the Wong Law Emotional Intelligence Scale (WLEIS-S). *Psicothema*. 2019;31(1):94–100. doi:10.7334/psicothema2018.147
79. Libbrecht N, De Beuckelaer A, Lievens F, Rockstuhl T. Measurement invariance of the Wong and law emotional intelligence scale scores: does the measurement structure hold across far eastern and European countries?. *Appl Psychol Int Rev Psychol Appl Rev Int*. 2014;63(2):223–237. doi:10.1111/j.1464-0597.2012.00513.x
80. Law KS, Wong CS, Huang GH, Li XX. The effects of emotional intelligence on job performance and life satisfaction for the research and development scientists in China. *Asia Pac J Manag*. 2008;25(1):51–69. doi:10.1007/s10490-007-9062-3
81. Brannick MT, Wahi MM, Arce M, Johnson HA, Nazian S, Goldin SB. Comparison of trait and ability measures of emotional intelligence in medical students. *Med Edu*. 2009;43(11):1062–1068. doi:10.1111/j.1365-2923.2009.03430.x
82. Carter WR, Nesbit PL, Badham RJ, Parker SK, Sung L-K. The effects of employee engagement and self-efficacy on job performance: a longitudinal field study. *Int J Hum Res Manag*. 2018;29(17):2483–2502. doi:10.1080/09585192.2016.1244096
83. Ramos-Villagrasa PJ, Barrada JR, Fernandez-del-Rio E, Koopmans L. Assessing job performance using brief self-report scales: the case of the individual work performance questionnaire. *J Work Org Rev Psicol Trab Las Organ*. 2019;35(3):195–205. doi:10.5093/jwop2019a21
84. Schleicher DJ, Baumann HM, Sullivan DW, Yim J. Evaluating the effectiveness of performance management: a 30-year integrative conceptual review. *J Appl Psychol*. 2019;104(7):851–887. doi:10.1037/apl0000368
85. Chew EYT, Ghurburn A, Terspstra-Tong JLY, Perera HK. Multiple intelligence and expatriate effectiveness: the mediating roles of cross-cultural adjustment. *Int J Hum Res Manag*. 2021;32(13):2856–2888. doi:10.1080/09585192.2019.1616591
86. Connor KM, Davidson JRT. Development of a new resilience scale: the Connor-Davidson Resilience Scale (CD-RISC). *Depress Anxiety*. 2003;18(2):76–82. doi:10.1002/da.10113
87. Kuiper H, Van Leeuwen CCM, Stolwijk-Swuste JM, Post MWM. Measuring resilience with the Connor-Davidson resilience scale (CD-RISC): which version to choose? *Spinal Cord*. 2019;57(5):360–366. doi:10.1038/s41393-019-0240-1
88. Campbell-Sills L, Stein MB. Psychometric analysis and refinement of the Connor-Davidson Resilience Scale (CD-RISC): validation of a 10-item measure of resilience. *J Trauma Stress*. 2007;20(6):1019–1028. doi:10.1002/jts.20271
89. Meng M, He J, Guan Y, et al. Factorial invariance of the 10-item Connor-Davidson resilience scale across gender among Chinese elders. *Front Psychol*. 2019;10:1237. doi:10.3389/fpsyg.2019.01237
90. Pretorius TB, Padmanabhanunni A. Validation of the Connor-Davidson resilience scale-10 in South Africa: item response theory and classical test theory. *Psychol Res Behav Manag*. 2022;15:1235–1245. doi:10.2147/prbm.S365112
91. Schwarzer R, Jerusalem M General self-efficacy scale (GSE). Outcomes measurement tool: attitudes & feelings - self-efficacy; 1995.
92. Dash G, Paul J. CB-SEM vs PLS-SEM methods for research in social sciences and technology forecasting. *Technol Forecast Soc Change*. 2021;173:121092. doi:10.1016/j.techfore.2021.121092
93. Sarstedt M, Ringle CM, Henseler J, Hair JF. On the emancipation of PLS-SEM: a commentary on rigdon (2012). *Long Range Plann*. 2014;47(3):154–160. doi:10.1016/j.lrp.2014.02.007
94. Hair JF, Risher JJ, Sarstedt M, Ringle CM. When to use and how to report the results of PLS-SEM. *Eur Bus Rev*. 2019;31(1):2–24. doi:10.1108/ebr-11-2018-0203
95. Sarstedt M, Radomir L, Moisescu OI, Ringle CM. Latent class analysis in PLS-SEM: a review and recommendations for future applications. *J Bus Res*. 2022;138:398–407. doi:10.1016/j.jbusres.2021.08.051
96. Hair JF, Sarstedt M, Ringle CM. Rethinking some of the rethinking of partial least squares. *Eur J Mark*. 2019;53(4):566–584. doi:10.1108/ejm-10-2018-0665
97. Sarstedt M, Hair JF, Ringle CM, Thiele KO, Gudergan SP. Estimation issues with PLS and CBSEM: where the bias lies! *J Bus Res*. 2016;69(10):3998–4010. doi:10.1016/j.jbusres.2016.06.007
98. Henseler J, Ringle CM, Sarstedt M. A new criterion for assessing discriminant validity in variance-based structural equation modeling. *J Acad Mark Sci*. 2015;43(1):115–135. doi:10.1007/s11747-014-0403-8
99. Hair JF, Ringle CM, Sarstedt M. Partial least squares structural equation modeling: rigorous applications, better results and higher acceptance. *Long Range Plann*. 2013;46(1–2):1–12. doi:10.1016/j.lrp.2013.01.001
100. Preacher KJ, Hayes AF. Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behav Res Methods*. 2008;40(3):879–891. doi:10.3758/brm.40.3.879
101. Aguirre-Urreta MI, Ronkko M. Statistical inference with plsc using bootstrap confidence intervals. *Mis Quart*. 2018;42(3):1001–+. doi:10.25300/misq/2018/13587
102. Udayar S, Fiori M, Bausseron E. Emotional intelligence and performance in a stressful task: the mediating role of self-efficacy. *Pers Individ Differ*. 2020;156:6.109790. doi:10.1016/j.paid.2019.109790
103. Magnano P, Craparo G, Paolillo A. Resilience and emotional intelligence: which role in achievement motivation. *Int J Psychol Res*. 2016;9(1):9–20. doi:10.21500/20112084.2096
104. Bozionelos N, Singh SK. The relationship of emotional intelligence with task and contextual performance: more than it meets the linear eye. *Pers Individ Differ*. 2017;116:206–211. doi:10.1016/j.paid.2017.04.059
105. Bandura A. Self-efficacy: toward a unifying theory Bandura, A. Self-efficacy: toward a unifying theory of behavioral change. *Psychol Rev*. 1977;84(2):191–215. doi:10.1037/0033-295X.84.2.191of
106. Chmitorz A, Kunzler A, Helmreich I, et al. Intervention studies to foster resilience - A systematic review and proposal for a resilience framework in future intervention studies. *Clin Psychol Rev*. 2018;59:78–100. doi:10.1016/j.cpr.2017.11.002
107. Luthans F, Avey JB, Avolio BJ, Peterson SJ. The development and resulting performance impact of positive psychological capital. *Hum Resour Dev Q*. 2010;21(1):41–67. doi:10.1002/hrdq.20034
108. Joyce S, Shand F, Tighe J, Laurent SJ, Bryant RA, Harvey SB. Road to resilience: a systematic review and meta-analysis of resilience training programmes and interventions. *BMJ Open*. 2018;8(6):e017858. doi:10.1136/bmjopen-2017-017858
109. Podsakoff PM, MacKenzie SB, Podsakoff NP. Sources of method bias in social science research and recommendations on how to control it. *Ann Rev Psychol*. 2012;63(1):539–569. doi:10.1146/annurev-psych-120710-100452

Psychology Research and Behavior Management

Dovepress

### Publish your work in this journal

Psychology Research and Behavior Management is an international, peer-reviewed, open access journal focusing on the science of psychology and its application in behavior management to develop improved outcomes in the clinical, educational, sports and business arenas. Specific topics covered in the journal include: Neuroscience, memory and decision making; Behavior modification and management; Clinical applications; Business and sports performance management; Social and developmental studies; Animal studies. The manuscript management system is completely online and includes a very quick and fair peer-review system, which is all easy to use. Visit <http://www.dovepress.com/testimonials.php> to read real quotes from published authors.

Submit your manuscript here: <https://www.dovepress.com/psychology-research-and-behavior-management-journal>