

The communication process in culturally diverse working teams

Facilitators and obstacles playing a role in communication within culturally diverse work teams immersed in a multinational company

Thesis supervisor: **Dr. Carolin Ossenkop**

2nd examiner: **Dr. Yvonne van Rossenberg**



Radboud Universiteit

Florenzia Scotta (s1000506)

Abstract

The attempt of this research is aimed at elucidating which are the facilitators and obstacles and how do they play a role in communication within culturally diverse work teams. Thus, two working teams immersed in a European international company based in Argentina and Chile are analyzed. This is achieved by investigating and uncovering the work experiences and the interactions of the members of these teams and by comprehending how their interactions take place in terms of communication. The semi-structured interviews conducted to twelve skilled expatriate workers exhibit that the teams' experienced cohesiveness and their attempts to adapt their own communication styles act as communication facilitators; while the communication problems and difficulties derived from the dissimilar communication manners and the members' preference to both interact and communicate with cultural peers, are found to behave as obstacles of these communication processes. This study clarifies the relevance of successful communications within multicultural teams in an organizational setting by providing the potential positive outcomes and negative consequences that may arise and that may be provided by culturally diverse group members. With the aim of attaining favorable results from these kinds of working teams, some measures in terms of constructive and efficient communications are provided to encourage the enhancement of multicultural communications in an organizational context.

Table of Contents

1. Introduction	5
2. Theoretical Background.....	8
2.1 Cultural Diversity in an Organizational Context.....	8
2.2. Skilled Expatriate Workers.....	8
2.3 Culturally Diverse Work Teams: Definition and Their Organizational Significance	9
2.4. Managing Culturally Diverse Work Teams.....	10
2.5 Culturally Diverse Work Teams: Challenges	10
2.5.1. Conflicts	10
2.5.2. Inferior social integration.....	11
2.5.3. Affected communication	11
2.6 Culturally Diverse Work Teams: Positive Outcomes	11
2.6.1. Reinforced organizational productivity	11
2.6.2. Strengthened perceived image	12
2.6.3. Performance enhancer	12
2.6.4. Creative synergies and innovation	12
2.7. Communication Within Culturally Diverse Work Teams	13
2.7.1. Communication: definition and its process evolution.....	13
2.7.2. Interpersonal communication within multicultural teams.....	14
2.7.3. Positive outcomes of effective communications among team members	14
2.7.4. Negative outcomes of ineffective communications among team members.....	15
2.7.5. Communication antecedents as facilitators of communications.....	16
2.7.6. Communication antecedents as obstacles of communications.....	17
3. Research Methodology	20
3.1. Introduction	20
3.2. Research Philosophy	20
3.3. Research Method	20
3.4. Research Approach	21
3.5. Sample Selection	21
3.6. Data Collection Method and Research Process	22
3.7. Data Analysis.....	23
3.8. Limitations of the Research	24
3.9. Research Ethics	25
4. Research Results	27
4.1. Facilitators That Play a Role in Communication.....	28

4.1.1. Team cohesiveness.....	28
4.1.2. Adaptation of own's communication style.....	32
4.2. Obstacles That Play a Role in Communication.....	34
4.2.1. Communication problems.....	34
4.2.2. Preference to interact and communicate with cultural peers.....	36
5. Discussion.....	39
Contribution to Knowledge	39
Practical / Managerial Implications	42
Limitations of the Research	43
Directions for Further Research.....	44
6. Conclusion.....	46
7. References.....	47
8. Appendix	55
Appendix A: Interviews' Information.....	55
Appendix B: Interviews' Questions.....	56
Appendix C: Interviews' Transcripts and Codes	59
Appendix D: Interviews' Categorized Codes	60
Appendix E: Identified Primary and Secondary Themes	69
Appendix F: Utilized Spanish Quotes and Their English Translations	78

1. Introduction

It results fundamental to employ cultural diversity strategies in an organizational team context since companies are currently immersed in a global scenario, this context forces them to simultaneously operate in several regions (Bücker & Poutsma, 2010). The management process is a detrimental factor of the effectiveness of cultural diversity in working teams, it determines the success of this kind of diversity in a business background. On one hand, multicultural working teams may provide organizations with several gains: a competitive advantage, enhanced productivity and performance, augmented creativity, among others (Cox & Blake, 1991; Van Knippenberg, De Dreu & Homan, 2004; Jackson, 1992; Lattimer, 1998). On the other hand, culturally diverse teams have the power to create an environment of lower performance because of potential disagreements, tensions and failed identification; they can also reduce collaboration, interactions and connection among the individuals and finally, cohesion and communication can be harmed (Adler & Gunderson, 2008; Milliken & Martin, 1996; Bassett-Jones, 2005).

Communication plays a central role in these working teams and it becomes a determinant of the interactions and relationships, social integration, group cohesiveness, trust and personal attraction among the team members. All these, at the same time, contribute to the development of a culturally diverse organizational group (Spitzberg, 1983; Matveev & Nelson, 2004; Günter et al., 2010; Larkey, 1996). Contrary, dissimilar nonverbal communication conducts, communication styles, dialects and other language obstacles constitute elements that impede the communication process and influence on its effectiveness (Pitton, Warring, Frank & Hunter, 1993; Ely & Thomas, 2001; Günter et al., 2010). Hence, communication conditions the productivity, creativity and performance of multicultural teams and shapes the competitive advantage of the company.

Highly-skilled expatriates constitute the context under which this study is focused; these are employees that are temporarily transferred by the company they work for, into a subsidiary settled in a different country to attain organizational objectives (Bergstrand, Egger & Larch, 2008; Lodefalk, 2016). Ergo, they perform task-related activities while immersed in culturally diverse work teams, which are composed by other colleagues that belong to different cultural backgrounds (Marquardt & Horvath, 2001). Members of these working groups possess different manners of socially interacting according to their norms, values and cultural features and thereafter, are characterized by different communication processes (Wheelan, Buzalo & Tsumur, 1998; Adler & Gunderson, 2008). These last are referred to as social processes, where

individuals interact and a trial-and-error procedure occurs, which enables the learning of different communication manners (Ochieng & Price, 2010; Chevrier, 2003).

There are several researchers that acknowledge the importance of increasing multiculturalism in work teams to benefit from the positive outcomes that it delivers to firms (Ely & Thomas, 2001; Townsend, De Marie & Hendrickson, 1998; Jayne & Dipboye, 2004). Thus, there are several and insightful studies that emphasize on how to manage the teams' culturally diverse members (Abbassi & Hollman, 1991; Brett, Behfar & Kern, 2006; Chevrier, 2004). Nonetheless, there is limited research about the multicultural teams' communications and specifically, the in-group work experiences in terms of communication that act as antecedents and that contribute positively or negatively to these communication processes (Matveev & Nelson, 2004). It results mandatory to better understand the communication within these groups and how it is created to then rely on the achievement of the favorable results of multicultural work teams that contribute with the organizational objectives.

The aim of this study is to develop theory grounded in the multicultural team members' work experiences; the purpose is to extend the knowledge unveiled by researchers who advocate for the relevance of multiculturalism in organizations and the potential benefits and inconvenients it delivers. Considering that communication has been recognized as being a critical element of any multicultural working team (Wheelan et al, 1998; Ochieng & Price, 2010; Bush, Rose & Gilbert, 2001; Adler & Gunderson, 2008), this study's contribution is attained by advancing the understanding of the communication process through the exploration of factors that facilitate and impede communication within these teams. This knowledge expansion is accomplished by uncovering the work experiences, behaviors and interactions that occur among the groups' members. Thus, the research question formulated is: *"What are the facilitators and obstacles and how do they play a role in communication within culturally diverse work teams immersed in a multinational company?"*

With the purpose of addressing the research question, this thesis is organized into four sections. The first one outlines the theoretical framework, which includes an introduction of the study by approaching to the cultural diversity topic in an organizational background, a reference to the target studied sample: skilled expatriate workers, an allusion of culturally diverse teamworks, the value of cultural diversity management and how this determines the teams' outcomes: the potential benefits and challenges; and finally, a remark about the communication process within these teams. The following section schemes the methodological part of the study: a qualitative research with an inductive approach is performed by utilizing one-to-one and semi-

structured interviews. Finally, the last chapters cover aspects of the research findings and their discussion.

2. Theoretical Background

2.1 Cultural Diversity in an Organizational Context

Cultural diversity involves different viewpoints, customs, communication procedures, values, ideas, norms and behaviors. Cultural differences emerge from individuals belonging to dissimilar cultural groups since each culture implies its own manner of addressing life, of social interaction, of communicative behavior and possesses shared norms (Reich & Reich, 2006; Larkey, 1996). The cultural characteristics of such groups are distinguished through “communication styles, rules, shared meaning and even dialects or languages” (Ely & Thomas, 2001, p.230) that may be shared by other groups.

With regard to cultural diversity in an organizational context, it is contemplated as a mandatory element and thus, firms need to understand how to value cultural diversity in order to build a competitive advantage over competitors (Cox & Blake, 1991). As companies immersed in the actual global scenario are shaped by globalization, the number of firms simultaneously operating in several regions has soared up. As a result, both managers and employees require to cope with cultural diversity (Bücker & Poutsma, 2010). Thus, HR management must formulate and implement strategies and practices to manage employees from dissimilar cultural contexts in creative and flexible manners (Brewster et al., 2016).

2.2. Skilled Expatriate Workers

The group of highly skilled expatriates is comprised by professionals that are regularly transferred by international companies across their subsidiaries to accomplish their production and productivity aims. Their existence is driven by the ultimate objective of multinationals to maximize profits (Bergstrand, Egger & Larch, 2008). Companies utilize these practices and strategies to enhance their operations by enabling the interchange of knowledge as well as information. In addition, they implement these workforce temporary movements to attain coordination and to encourage a common culture within the corporation (Lodefalk, 2016). Another antecedent of the companies' implementation of these transitory movements of high-skilled workers, is the lack of domestic talented employees in the location of the subsidiary. An important benefit of the utilization of temporary skilled expatriation is the lower amount of regulations that facilitate this practice, compared to immigration legal requirements (Lodefalk, 2016; De Smet, 2013).

With regard to personal motivations, the highly-skilled employees decide to temporarily migrate since they perceive these assignments as a requirement to strengthen their careers (Bergstrand, Egger & Larch, 2008). These nonpermanent relocations are aimed at enhancing their competencies and also at helping to build their international careers (Lodefalk, 2016). In addition, this high-skilled foreign workforce, is characterized by receiving high remunerations and considerable further benefits for their work abroad (Felsch, 2016).

It results significant to also mention that these kinds of workers are also able to contribute to their home country while temporarily working abroad through their experience and skills. This means that they can contribute with the growth of their home nation as they gain access to new networks and enlarge the existing ones while temporarily living abroad. This is achieved by connecting their home colleagues with these mentioned networks. On top of that, this is attained because of the information technology development, that enables the interchange of knowledge and information (Brown, 2002) and hence, it is possible to “turn the brain drain into a brain gain” (Meyer, 2001, p. 91).

2.3 Culturally Diverse Work Teams: Definition and Their Organizational Significance

Culturally diverse groups are task-oriented teams composed by individuals belonging to different cultural backgrounds that incline to share certain norms, values and socio-cultural features, such as communicative behaviors (Marquardt & Horvath, 2001; Larkey, 1996). The members of this work team possess “complementary skills and are committed to a common purpose, a set of performance goals and an approach for which they hold themselves mutually accountable” (Lattimer, 1998, p. 6). The attributes that characterize a group formed by culturally diverse members are: interdependence between them, agreed tasks to be performed, interaction among each other in such a manner that they do it within a network and the common objective of augmenting productivity (Lattimer, 1998).

A wide range of global factors has enforced organizations to restructure traditional work manners to multicultural forms; this transition is constructed to permit a more rapid, flexible, responsive and powerful reply to uncertainty and to the dynamic requirements of an integrated environment (Mowshowitz, 1997; Snow, Snell, Davison & Hambrick, 1996). This work structure fluctuations have exhibited multicultural working teams as a relevant organizational priority. Due to globalization, organizations have had the necessity to expand internationally; thus the creation of culturally diverse teams is a requirement to survive and to achieve a

competitive advantage (Brett et al., 2006). Thereafter, working in these kinds of teams is presently extensively used in all types of organizations since it plays a critical role.

2.4. Managing Culturally Diverse Work Teams

With regard to the importance that management possesses in terms of cultural diversity, it can be stated that the influence of dissimilar cultures on the performance of organizational teams, is conditional on the management processes. It is essential for management immersed in this multicultural environment to not only recognize the dissimilar values and behaviors corresponding to the different cultural groups, but also to show respect, avoid categorizations and provide a psychologically safe workplace (Abbassi & Hollman, 1991). HR managers working in this context should formulate and establish practices, strategies and policies so that all the teams' cultural backgrounds are contemplated (Brett et al. 2006) and should also sustain and encourage the team members to agree among each other and thus, manage their differences (Chevrier, 2004).

The most relevant challenges that all managers need to consider when handling cultural diversity within a group are: tackle differences and conflicts, manage coordination, exploit and sustain richness of communication and create cohesion among the group members (Marquardt & Horvarth, 2001). These managerial practices are important to be applied since only when cultural diversity is adequately managed, it can yield its maximum potential (Adler, 1986).

2.5 Culturally Diverse Work Teams: Challenges

Incorporating the culturally diverse aspect in organizational teams is comprehended in different manners according to different authors and researchers; some studies uncovered negative features of culturally diverse teams.

2.5.1. Conflicts

Even though culturally heterogeneous groups tend to perform better than groups constituted by people with similar cultural backgrounds, the formers exhibit a higher likelihood of failing due to the potential conflicts that may arise (Adler & Gunderson, 2008). When employees join a multicultural team, they make an effort towards each other's, thus there is a tendency to adapt to the teams' environment. Yet immediately, cultural diversity drawbacks arise since these kinds of teams have the potential to create complex situations because of potential relationship problems and misunderstandings (Loth, 2006). Accordingly, as it may be

difficult to govern a culturally diverse workforce, management may prefer cultural homogeneity in order to reduce these mentioned potential conflicts (Bassett-Jones, 2005).

2.5.2. Inferior social integration

Culturally heterogeneous teams have the tendency to show lower connection and collaboration as dissimilar cultures impede interpersonal interactions and thus, social integration (Mannix & Neale, 2005). As team members have the tendency to integrate and interact with others having similar cultural characteristics, tensions and disagreements among the team members may be produced and this situation may also deliver dissatisfaction and a failed identification among them (Milliken & Martin, 1996).

2.5.3. Affected communication

Some researchers claimed that cultural diversity harms both communication and cohesion among individuals (Bassett-Jones, 2005). In like manner, when there is no team cohesion, communications are reduced and low-quality problem-solving becomes a consequence together with lower productivity, reduced goal achievement and affected satisfaction of the groups' members (Smith et al., 1994).

2.6 Culturally Diverse Work Teams: Positive Outcomes

Increasing cultural diversity in a multicultural work group implies one of the most challenging human resource and organizational issues. Even though managing cultural heterogeneity is an arduous task (Van Knippenberg & Schippers, 2007), it is considered to be an irreplaceable contribution that is able to capture knowledge from different stakeholders (Ely & Thomas, 2001).

2.6.1. Reinforced organizational productivity

Cultural differences within a working group do not only contribute with the generation of a competitive advantage to compete effectively, but these also permit the firm to adapt to new markets because of the variety of skills that are customized to the host culture (Chevrier, 2004). Moreover, cultural diversity enhances the firms' growth potential when it is well managed. This occurs because employees' motivation and job satisfaction are enlarged and thereafter, organizational productivity is risen (Townsend et al., 1998; Van Knippenberg et al., 2004).

2.6.2. Strengthened perceived image

Cultural diversity is a means used sometimes by organizations to guarantee “equal opportunity, fair treatment, and an end to discrimination” (Ely & Thomas, 2001, p. 266). Firms may desire that their context and stakeholders perceive them as a supplier of equal opportunities to people belonging to different cultural backgrounds.

2.6.3. Performance enhancer

Respecting previous multicultural teamwork research, there is an incalculable amount of evidence that it is one of the most effective tools to attain organizational performance objectives. Culturally diverse teams provide a vast mixture of ideas and thus, they represent one of the main sources to maximize problem-solving and decision-making for organizations that intend to attain a high performance. When organizational decisions and problem resolutions are formulated based on cultural heterogeneity, better options emerge as there is a wider range of viewpoints together with a more critical analysis (Jackson, 1992; Lattimer, 1998).

Thereafter, cultural minority barriers need to be eliminated in any organization so that employees from dissimilar cultural backgrounds can utilize their full competencies and skills (Cox, 1993; Larkey, 1996). In this fashion, an augmented number of culturally dissimilar employees conducts to a more effective performance (Fisher, Macrosson & Walker, 1994).

2.6.4. Creative synergies and innovation

Cultural diversity in any working team, if well managed, may lead to higher creativity and thus, flexibility and effectiveness of the organization as a whole (Shipton et al., 2005). One of the arguments for firms to formulate and implement cultural diversity policies is that multiculturalism “unleashes creativity, innovation and improved group problem solving” (Jayne & Dipboye, 2004, p. 410). Similarly, these types of work teams are usually characterized by favorable levels of idea generation, creativity and innovation (Van Knippenberg et al., 2004; Byeong, 2008).

When cultural diversity is added to any team, managers encounter dissimilar backgrounds and experiences that trigger a creative synergy due to different viewpoints and perspectives (Lattimer, 1998; Loth, 2006; Maznevski, 1994). Consequently, a favorable

scenario is generated for a constructive debate that conducts to problem resolution (Mannix & Neale, 2005).

To summarize, any organization implementing cultural diversity in a working team context, is more likely to achieve the benefit of possessing a competitive advantage (Chevrier, 2004). Additionally, having culturally diverse working groups provides a wide variety of other gains; members of these teams own an extensive range of dissimilar perspectives and thereby, further critical analysis (Jackson, 1992). For this reason, idea generation is higher under this context (Byeong, 2008) and innovative ideas are able to emerge (Van Knippenberg et al., 2004; Lattimer, 1998), enhancing organizational productivity (Van Knippenberg et al., 2004) and performance (Lattimer, 1998; Fisher et al., 1994; Byeong, 2008).

2.7. Communication Within Culturally Diverse Work Teams

2.7.1. Communication: definition and its process evolution

Communication is defined as a “professional practice where suitable tools and regulations can be applied in order to improve the utility of the data communicated, and is a social process of interaction between individuals” (Ochieng & Price, 2010, p. 451). Specifically, intercultural communication happens when a message or information precedent from one culture is to be processed by another culture (Bush et al., 2001).

Due to the contemporary global environment and its derived necessities to apply multicultural work strategies in the form of teams, it becomes a requirement to comprehend the communication process developed among these teams’ members (Wheelan et al, 1998). This is because communication is considered to be the base of any social system (Smith et al., 1994), including multicultural organizational groups. Furthermore, communications taken place in this environment are contemplated to be conditional on the prosperity of multicultural work teams (Ochieng & Price, 2010).

Under this context, whenever culturally diverse group members perform recurrent communications among themselves, a trial-and-error procedure occurs, where they learn what is appropriate and tolerable for the other members. As a result, powerful routines are constructed (Chevrier, 2003). This trial-and-error process is more frequently applied in groups composed by culturally dissimilar individuals as their communications are characterized by being of a more dissimilar nature than homogeneous groups. Correspondingly, these individuals belonging to heterogenous cultural backgrounds tend to communicate in a more formal manner

and with less frequency among each other than in more homogenous teams (Milliken & Martins, 1996). The consequence of performing less interactions in the form of more formal communications conducts to less social integration, reduced coordination and cohesion, together with a harmed team and organizational performance (Smith et al., 1994). These different communicative behaviors among the group members constitute “the small events that make up much of the information sharing and decision making of work” (Larkey, 1996, p. 466).

2.7.2. Interpersonal communication within multicultural teams

Communication dissimilarities across cultures are fundamental to be considered when intending to explain what facilitators and obstacles play a role in the communication of the members of a multicultural organizational team. These differences materialize when group members express and interpret information based on the cultural characteristics that they own and that influence on them (Dulaimi & Hariz, 2011).

Interpersonal communication is critical in the context of a multicultural working group as it refers to how individuals perceive and interpret different conducts and thus, it necessitates interchange of meaning to occur (Adler & Gunderson, 2008). An effective interpersonal communication is indispensable to enable the appropriate functioning of these working teams. For communication to be successful and productive, it is required that the team members have some shared language or that they are able to comprehend among themselves; this also applies for countries having the same language since they may even employ a unique speech or pronunciation (Milliken & Martins, 1996; Günter, Stahl, Maznevski, Voigt & Jonsen, 2010).

2.7.3. Positive outcomes of effective communications among team members

Good performance through interpersonal relationships. The communication processes taken place in a multicultural organizational working group play a determinant role as they enable interpersonal interactions and relationships to be generated and sustained via a verbal and nonverbal interchanges of conducts (Spitzberg, 1983). Effective communication procedures promote the group members to better express and comprehend among themselves and hence, attain a high group and organizational performance (Gibbs & Gibson, 2006).

Problem solving and decision-making. Other outcomes of good communication processes taken place in multicultural groups, are the enhancement of problem resolution and decision-making since decisions are taken in a participatory manner (Matveev & Nelson, 2004)

and the likelihood of conflicts is reduced (Brett et al., 2016). Whenever there is a cross-cultural communication in a team, this contributes with the management's capacity and expertise to solve problems and make decisions related to the global environment of the company. Furthermore, effective communications create an open space for the team members, where they are able to discuss problems to arrive to the best possible solution (Matveev & Nelson, 2004).

Flexibility trough cohesiveness and social integration. Other benefits experienced by multicultural groups whenever there are efficient communications, are the creation of cohesiveness and social integration of the members. (Günter et al., 2010; Larkey, 1996). It becomes relevant to describe cohesion as the “motivation to develop and maintain social relationships within the group” (Carless & De Paola, 2000, p. 73). Cohesiveness is related to personal involvement among team members, hence it is also concerned with their social integration and the personal attraction between them. Whenever a multicultural team is characterized by these elements, it is able to respond faster to both internal and external changes because of its flexibility (Matveev & Nelson, 2004).

2.7.4. Negative outcomes of ineffective communications among team members

It results paramount to highlight the significance that considering communication has when intending to understand culturally diverse working teams. Thereafter, some challenges are specified in terms of potential negative outcomes that may emerge from the communication process within these groups.

Miscommunications and conflicts. As members of multicultural work groups are characterized by dissimilar norms and values as well as communication styles, they tend to experience more “irritation, misunderstandings, and conflict” (Günter et al., 2010, p. 694). Appelbaum and Shapiro (1998) researched about the connection between conflicts and multicultural teams and established that organizational group difficulties were higher in teams where there was more contact among people with dissimilar cultural backgrounds. Thus, it results that miscommunication and lack of trust are the main antecedents of conflicts due to the fact that employees tend to trust others belonging to the same nation and more time is needed to develop trust in a multicultural team (Webster & Wong, 2008). Accordingly, conflicts derived from inefficient communications lead to a lower team performance due to a

negative connection between social integration and cultural diversity. (Milliken & Martin, 1996).

2.7.5. Communication antecedents as facilitators of communications

It results proper to dwell on the elements that promote communications within working teams and that aid them to be successful. The intention for this is to clarify on how the communication process takes place and therefore, the potential benefits and downsides that it delivers to both the work teams and the organizations.

Relational factors. These are comprised by trust and team identification. The former refers to the importance of shaping trustful relationships so that these stimulate communications based on trust; simultaneously, cooperative behaviors emerge in the work context. The last, team identification, is concerned with the perception that the members of the work teams have with regard to the connection among them (De Vries et al., 2006). Whenever individuals feel attached to their organizational group and identify with their colleagues, communications become more frequent and sincere and thereby, the likelihood of making decisions that are aligned with the teams' objectives increases (Grice, Gallois, Jones, Paulsen & Callan, 2006).

Cohesion and social integration. Social integration is linked with team tenure and, at the same time, this last one determines the cohesion experienced among the team members. Social integration, team tenure and cohesion are three significant team features that support the communications occurred within a work group; and whenever these are produced appropriately, organizational performance is enhanced (Smith et al., 1994). Thereafter, the cause for a reduced performance in a solid environment, is proved to be the lack of high levels of communication among the members of the work teams because of a missing group cohesion (Murray, 1989). According to a study conducted by Hambrick and D'Aveni (1992), when heterogeneity is present in a certain organizational working group, the differences that characterize its members affect the team processes; correspondingly, social integration is to be conditioned and this in turn, has an impact on the communications that are developed within the group.

Behaviour regulation. This is a procedure promoted by the companies' management in which the behaviour of the team members is built or modified based on the objectives of the organization in which they work. This practice generates an environment that is able to sustain

these individuals and thus, upgrades the communications among them (De Vries, Van den Hooff & De Ridder, 2006).

Appropriate structures enabling direct and open communications. The communication structures of any company should be arranged in the most convenient manner so that the team members are allowed to communicate directly among each other; these structures foster the appropriate communications in a way that these are performed with no intermediaries; in this fashion, miscommunications are avoided. Additionally, for communications in a work group context to occur effectively, team members should also transmit information via communications performed in an open manner. As a result, individuals feel competent to combine their expertise and capabilities to execute their tasks accurately. (Hoegl & Gemuenden, 2001).

2.7.6. Communication antecedents as obstacles of communications

Concerning the factors that act as impediments for communications within work groups in an organizational background, some are mentioned to illustrate how these can be hampered.

Dissimilar verbal and non-verbal communication styles. Multicultural groups encounter a less effective communication than cultural homogeneous teams due to language obstacles and dissimilar communication styles (Günter et al., 2010). Miscommunication constitutes an outcome of the already mentioned communication dissimilarities; and these have an effect on the correct development of the culturally diverse teamwork (Lankard, 1994). Correspondingly, the greater the cultural distance between the message sender and receiver, the higher the likelihood that a miscommunication is generated. Karok-Kakabadse and Kouzmin (2001) declared that multicultural communications taken place in these teams, lead to complications due to the different understandings that the team members have regarding dialogue styles and interactions. These dissimilar manners of communicating act as barriers for communication and yield negative outcomes for the performance of the team (Tenzer, Pudenko & Harzing 2014; Calimano, 2006).

It is relevant to consider that cultures have various manners of communicating and thus, the different communication styles play a determinant role in these working teams (Ely & Thomas, 2001). These distinct manners of communicating across cultures can be expressed in terms of verbal and nonverbal conducts. Dissimilar non-verbal communication behaviors affect

the appropriate communication between culturally diverse team members. This occurs because certain nonverbal behaviors may be well perceived in some cultural contexts whereas these may be improper in other cultural backgrounds. Additionally, communication between individuals of multicultural groups is conditioned by each culture peculiarities; for instance, in some cultures it is normal to interact while stressing on emotions while in others, importance is settled on the content of the message (Pitton et al., 1993).

Disparate behaviours. Dissimilar behaviours toward the same objective of collective interest implies the individuals conforming the work groups to demonstrate less collaboration, coordination, cooperation and integration. This means that the organizational tasks performed by the teams' members and their personal relationships are characterized by a limited quality. These disconnected behaviours damage communications among individuals and as a result, decision-making becomes complicated and the teams' productivity is affected, influencing also on their performance (Pinto & Pinto, 1990).

Modified organizational structure and culture. Communications in any working team may be hindered when alterations occur in terms of the structure and culture of a company. These adjustments alter both the power structure and the organizational norms. In this manner, the sense of group belonging and permanence of the team members is disrupted and in-group communications are obstructed (Grice et al., 2006).

Nowadays, cultural diversity is considered as a priority in organizations in terms of working teams due to the current global context. Consequently, management plays a relevant role when commanding and handling with this type of diversity (Bücker & Poutsma, 2010). In like manner, managers should encourage the team members to overcome their cultural differences and achieve their maximum potential to contribute with the companies' performance (Brett et al. 2006). Management of multiculturalism in an organizational background regulates the teams' outcomes: cultural diversity may yield relationship problems, conflicts, misunderstandings, a deteriorated collaboration and integration together with inefficient communications (Adler & Gunderson, 2008; Loth, 2006 Mannix & Neale, 2005; Bassett-Jones, 2005); at the same time, multiculturalism may provide companies with a higher productivity, an enhanced performance, augmented idea generation and innovation (Van Knippenberg et al., 2004; Fisher et al., 1994; Van Knippenberg et al., 2004). Communication

is a stellar component in these in-groups' experiences and interactions as it constitutes the pillar of the teams' results (Smith et al., 1994; Ochieng & Price, 2010); this is the reason why this research is conducted. It results mandatory to comprehend what are the factors that originate in-group communications and which ones act as facilitators and which as obstacles. This is necessary for managers to know what to promote and what to tackle in order to reach the benefits that multiculturalism delivers. Thereby, it is critical to stimulate interpersonal communications through personal relationships, cohesiveness and social integration (Adler & Gunderson, 2008; Spitzberg, 1983; Günter et al., 2010; Larkey, 1996) and to mitigate inefficient communications via avoiding conflicts and miscommunications, lack of trust and encouraging connection among individuals (Günter et al., 2010; Webster & Wong, 2008; Milliken & Martin, 1996).

3. Research Methodology

3.1. Introduction

The purpose of this chapter is to cover the research methodology of the study. Specifically, this section indicates the research method, approach, data collection method, the sample designation, the research process, the type of data analysis, the ethical contemplations as well as the limitations.

3.2. Research Philosophy

The research is conducted according to an interpretivist philosophy since it is based on inductive reasoning; this is, an inductive construction of theory. Interpretivism is based on considering several realities and thereby, the result complicates their measurement. The logic of this philosophical stance is to comprehend real-world phenomena by relating them to their context. It is relevant to mention that a positivist philosophy is not appropriate for the present research study since it employs a deductive reasoning; this means that the objective is to test the created propositions (Babbie, 2011). What is more, this philosophical stance was not selected over interpretivism as it requires large samples to be analyzed and the context of the phenomena is not considered (Travers, 2001).

3.3. Research Method

The qualitative research method that is held is employed to inspect the results in a subjective and in an interpretative approach since this method is distinguished for considering subjective experiences and perceptions of the subjects being studied. It refers to iterative and thus, flexible research strategies and it intends to both describe and analyze human culture and behavior (Tuckman, 1988). Thus, this method emphasizes on acquiring knowledge from the context where the study is performed (Rugg & Petre, 2007; Flick, 2006). This particular method was also selected as it is mainly suitable for small samples and besides, its outcome is not quantifiable as in a quantitative method. Furthermore, an important difference between qualitative and quantitative methods is that the former provides a complete analysis of the studied subject while it does not limit the research scope nor the nature of interviewees' answers (Collis & Hussey, 2003); this is the main reason why it was selected over quantitative methods.

This type of method is performed to acquire a deep understanding of human behavior within a working team composed of workforce from diverse cultural backgrounds. As this

research is intended to comprehend the work experiences of employees while immersed in that particular context and discover the communication facilitators and obstacles; a qualitative research method is employed as it best provides the required information to address the presented research question. Consequently, the utilized model during this study is phenomenology as this technique centers on investigating the nature of the studied phenomenon by analyzing the lived experiences of the individuals that are being studied in relation to a specific concept (Patton, 2002; Benner, 1994).

3.4. Research Approach

The research is undertaken by employing an inductive approach as there is limited prior understanding of the studied phenomenon and is thus executed in a manner that it initiates with specific observation and intends to then establish generalizations with the aim of creating theory (Cho & Lee, 2014). The reasons for selecting this approach are that it considers the context and besides, it is suitable for small samples. Furthermore, this method conforms a process where it is possible to proceed from the facts to the rules; this means, from a single concept to a more general one.

This is the most appropriate method for the study since it analyses both experiences and behaviors from the sample. Nevertheless, one of the drawbacks of this approach is that the generated conclusions and theories are drawn from a small sample, hence results may not be reliable (Denzin & Lincoln, 2005).

3.5. Sample Selection

Sample members are selected based on the strong relationship that they have with the phenomenon under investigation. The sample is constituted by twelve high-skilled expatriates who are currently working for a European multinational company installed in several countries of South America. This is a telecommunications, information technology and consumer electronics multinational with decades of experience in satisfying the needs and requirements of their clients; it is one of the lead multinationals of the telecommunications sector and it has played a critical role in the evolution of mobile communications. The selected sample working in the South-American subsidiaries is referred to as skilled expatriate workers as they are all telecommunication engineers and possess relevant experience in the field. Additionally, they belong to different cultures and were temporarily transferred by the multinational company into different subsidiaries according to the organizational requirements. The sample of twelve

workers is allocated in two different countries and is distributed into two separate working teams: one work group formed by seven individuals, that is situated Argentina and the other team is based in Chile.

The first group of interviewees temporarily living in Argentina is composed by two persons from Argentina, one from Colombia, two from Chile, one from Venezuela and another one from Mexico; while the second group of employees is composed of two workers from Chile, one from Argentina, one from Finland and another one from Perú. All participants of the first mentioned group communicate among each other in Spanish, which is their mother tongue; while the workforce in Chile interacts both in Spanish and in English as there is one team member whose mother tongue is not Spanish. Both groups are in charge of selling specialized software and hardware telecommunication equipment to local cell-phone services suppliers and providing an appropriate after-sales service as well (see Appendix A for interviews' information).

3.6. Data Collection Method and Research Process

Interviews are selected for this purpose since their aim is to comprehend the world from the perspective of the subjects in order to uncover the meaning of the experiences lived by them; thereafter, it is possible to overview the studied concept from the subjects' point of view (Kvale, 1996). One-to-one online interviews via Skype are arranged to be conducted to the twelve mentioned employees; contacts via phone calls and emails are held during March of 2018 to obtain their acceptance for the research. In this instance, they are explained about the nature and aim of the research study. Further contacts are made on April of 2018 with the objective of scheduling the interviews and finally, these are performed during April and May of the mentioned year. Interviews are scheduled with a maximum time of forty-five minutes and further online meetings can be organized during the next days. Eleven Skype interviews are executed in Spanish and are then translated into English and one is directly performed in English. All of them employ suitable interview questions referring to their working experiences within culturally diverse teams; these questions centralize on investigating how the team members experience their teamwork as well as how work-related behaviors are developed among their co-workers belonging to different cultural backgrounds. Moreover, questions are focused on the manner interpersonal communications take place to obtain insights about the facilitators and obstacles that play a role in the communication processes in these two teams.

Hence, in order to address the research question, the research work is established on primary information sources.

Data is collected through personal and semi-structured interviews (see Appendix B for interviews' questions) in order to have a guidance with pre-stated questions and, at the same time, to allow a conversational atmosphere with the respondents and permit additional useful details to arise. These kinds of interviews result more complicated from the researcher's perspective since more concentration is needed to ask a certain question based on the given answer (Opdenakker, 2006); nonetheless, this particular method is selected over structured interviews or questionnaires formed by open-ended questions because of the freedom it provides and the opportunity it delivers to address some topics that may be otherwise ignored (Babbie, 2005).

The set of semi-structured interview questions is formulated in a clear and simple manner with the aim of obtaining straightforward replies; yet more important, with the objective of creating empathy with the interviewees so as to obtain extensive, profound and sincere information and statements and to avoid any type of bias, including social desirability bias. The main purpose is to acquire the most reliable and authentic material as possible. These semi-structured interviews are held to engage respondents more actively and encourage them to behave in a proactive manner in terms of data supply. In addition, another reason why a semi-structured interview was chosen over a questionnaire or a structured interview is because the intention is to examine and investigate on initial responses to be able to formulate further questions and to clarify certain issues during the process. What is more, questionnaires do not allow the observation of non-verbal communication and thereby, it is not possible to analyze additional feedback for further analysis (Qualitative Research Consultants Association, n. d.), while this is possible with a semi-structured interview.

All one-to-one interviews are recorded and once data are gathered, recordings are transcribed, translated and afterward checked. This method was selected to permit "the reading between the lines". Transcripts and written notes are systematically analyzed in order to identify what communication facilitators and obstacles are present within a team composed by individuals belonging from dissimilar cultural backgrounds.

3.7. Data Analysis

The inductive analysis of the gathered data was performed by analyzing the work experiences of the team members and how the interactions among them occur. Both facilitators

(cohesion and social integration) and obstacles (dissimilar verbal and non-verbal communication styles) of communications found in a multicultural team context are identified to be the sensitizing concepts as they provide a direction for the analysis (Bowen, 2006). Thus, these two are considered to be the departure points of this research analysis.

The examination of data is accomplished through codes (see Appendix C for interviews' transcripts and codes); coding is a procedure that consists of decomposing and reducing the interview transcripts into workable and convenient fragments (Patton, 2002). Thereafter, keywords are recognized from these most relevant fragments and these are later grouped into different categories (see Appendix D for interviews' categorized codes) and then primary themes and their sub-themes are identified (see Appendix E for primary and secondary themes). In other words, codes are generated at the beginning of the analysis to identify all the relevant statements. Afterward, the most significant codes are grouped into concepts and then categorized until theory is generated (Bryman & Bell, 2015). Moreover, a bottom-up approach is employed as this process starts from the gathered data. On top of that, it is important to mention that decisions are constantly being taken between convergence and divergence; the former refers to elements that should be kept for the analysis and in the later it is determined what should be eliminated (Patton, 2002).

The employed quotes of this paper are carefully selected according to their representativeness; the most relevant quotes are designated to illustrate and better explain this research findings (see Appendix F for Spanish quotes and English quotes' translations). After a decision is made about how to frame a certain finding, all the quotes related with that finding are grouped together and finally, the most suitable and representative one is chosen. The selection of these quotes is done in Spanish and then these are translated into English. It results important to mention that when translations are made, the essence of what is said by the participants is probably altered.

3.8. Limitations of the Research

In the particular context where the research is executed, it is prudent that management that examines the research findings employs caution when interesting in the conclusions since the present study is conducted over one international company. Hence, it may be possible that results are limited to a particular organizational culture affecting the two studied culturally diverse working teams. For this reason, it is relevant to consider that findings are

generated from one multinational firm and thereby, these should not be assumed as generalizable to all companies.

Additionally, as cultural diversity may be a sensitive topic for certain individuals, it may occur that some employees may cover their true experiences or behaviors. Consequently, results may be biased; yet, open questions are employed to intend to reduce distorted findings. Furthermore, the interviewees are explained that their statements are confidential hence, their names would never emerge under any circumstance.

Concerning the manner the interviews are implemented, there may arise some negative points or drawbacks in terms of face-to-face communications; there is a clear difference in maintaining a personal conversation and holding an online dialogue. What is more, some difficulties may also emerge with regard to online connections. Thereafter, precautions are taken beforehand concerning internet connections from the two involved parties. Furthermore, with the aim of addressing the first mentioned issue, a brief introductory statement is made during the schedule arrangements with the purpose of asking the interviewees to feel comfortable the day of the online approach. Special attention is placed on non-verbal communication in order to attempt to decrease the drawbacks of the online interviews method.

Finally, a typical constraint for the selected research method, is the difficulty that may be encountered when arranging an appropriate time to coordinate the interviews. Consequently, interviews arrangements and schedules are established several weeks before so as to assign the most convenient date and time for both parties. Unforeseen events may occur such as interview cancellations, these are then re-scheduled based on the timetable of the interviewee.

3.9. Research Ethics

Research ethics are carefully considered before, during and after the research is conducted since there is a concern that the persons as well as the organization involved are properly treated. Before the research is performed, it is mandatory to establish trust with both the interviewees and the company and to prioritize the well-being of the employees. Thereafter, autonomy and dignity of the twelve participants is recognized and considered; it is imperative to inform respondents that they are not employed as a means to solely reach the research aim and that they are thus able to abandon the study with no negative repercussions (American Psychological Association, 2002).

Before the interviews are conducted, participants are informed one by one about the potential benefits as well as the meaning of cooperating in the research so that they are allowed to decide in a free manner whether they desire to participate or not. This consent represents the respect it must be considered towards participants (American Psychological Association, 2002) and becomes the main ethical concern when conducting research (Fouka & Mantzourou, 2011). Relevant information is provided to them orally: the objective of the research, what is expected from them, protection of confidentiality and the contact information of the interviewer in case they may have further questions.

Concerning confidentiality and anonymity, these are significant matters and are hence treated as such since these have to do with the respect for fidelity and dignity. The personal information or sensitive issues provided by respondents, stay anonym (American Psychological Association, 2002); and whenever anonymity cannot be preserved, confidentiality must be provided so that the identity of the participants is safeguarded (Fouka & Mantzourou, 2011). Hence, efforts towards avoiding social desirability bias can be reached by informing in advance about confidentiality and anonymity to all participants. Furthermore, it is imperative to provide participants “information about how their data will be used” (American Psychological Association, 2018).

With regard to the outcomes of the research, these are shared with both the firm and its employees. As it is important that the company is able to access the findings and knowledge of the study, the final results of the present research are delivered to them via email.

4. Research Results

Based on the interviews conducted to twelve workers, these skilled expatriates perceive their career and daily work, which are immersed in a multicultural context, as ordinary. These participants have worked for an international company for several months and some of them, for even many years. Thereafter, they perceive their international work experiences as normal and they are completely used to interacting with colleagues who belong to different cultural backgrounds.

...I have always worked with international people. It is normal for me to be in constant interaction with people from different nationalities... It does not affect me... (#8, Skilled expatriate worker in Chile)

As I trained stuff from all around the world, I am fairly used to interact with international staff from ABCD, recently new and more experienced workforce. There is no considerable difference when interaction time takes place. (#11, Skilled expatriate worker in Chile)

Further, most participants claimed that they are satisfied with working in multicultural teams immersed in a multinational company; despite some difficulties they may encounter, they overall feel comfortable in terms of the position they occupy in this particular context.

At the moment I am constantly interacting with people from different countries, the experience is good, I like it... That is true, we speak differently. But I am satisfied with my current work and location despite our ways of communicating. I do not feel that the fact that we belong to different countries is a determinant for my satisfaction at work... (#6, Skilled expatriate worker in Argentina)

Even though the interviews covered a wide range of issues related to multicultural communication within work teams, this section focuses on the most significant ones based on the sensitizing concepts: (1) the detected facilitators playing a role in communication in these kinds of teams are: cohesiveness and their members' attempts to adapt their own communication style; and (2) the found obstacles playing a role in communication are: problems derived from communication and the members' preference to interact and communicate with national colleagues (see Figure 1). It also becomes relevant to add that the participants conforming the Argentinian team sense communication facilitators as being more prominent; they claim cohesiveness and thus, collaboration and commitment, social integration and interactions together with good relationships to be present within the team. Conversely, the team located in Chile shows lower cohesion and thereafter, less communication among its members.

4.1. Facilitators That Play a Role in Communication

The elements found to act as communication facilitators among the members of the analyzed working teams are:

4.1.1. Team cohesiveness

Team cohesiveness is found to be related with the frequency and fluency of the communications within the teams. Further, the encountered cohesiveness in the analyzed groups is fundamental to attain effective communications as it is perceived by the team members as an enabler of fluent and frequent communications among them (Günter et al., 2010; Carless & De Paola, 2000). At the same time, cohesiveness, by means of these communications, helps the team members to reach their teams' objectives; and cohesiveness is referred by them as essential because it is associated with the members working as a group.

As we have a good relationship, we for sure communicate more frequently since we not only communicate when we need, but also for other reasons, such as personal reasons for instance. As cohesion increases in the team, frequencies of interactions also increase and there are more personal than work interactions between us. Moreover, communication also becomes more fluent between us and between the members who get along the most. (#2, Skilled expatriate worker in Argentina)

Being connected drives us to interact more and therefore, communicate more. When you interact you have to communicate; that is why interactions take place, to communicate. I think that if we were not connected, the team would not be efficient... (#8, Skilled expatriate worker in Chile)

On one hand, this mentioned element is distinguished by the respondents belonging to the team located in Argentina as positive and as extremely relevant as it is reported to be the pillar of the working teams. On the contrary, the lack of cohesion impedes communications to occur and this brings consequences, such as missed relevant information. Most workers located in Chile, conclude that there is not enough cohesion within the group as they do not show much connection and express this as negative.

... if we shared more time, interactions and communications would be more and we would feel more connected. In Argentina we shared a lot outside work and this does not happen here, we are more connected with the job and not between us... When I worked in Argentina we were united and we were all aware about what was happening in the account or we worked all together during the projects. Here, it is the opposite thing... (#10, Skilled expatriate worker in Chile)

Consequently, they report that there are few communications among the different team's sectors.

I think that if there were more connection between us, there would be less misunderstandings. Sometimes, it is not a normal thing but it happened that one of us tells something to a client and the rest of the people is not aware of this. And we are not well positioned, well seen when we then have to meet with that client and it becomes apparent that the team did not talk about that... (#12, Skilled expatriate worker in Chile)

Communication is the problem here because there are a lot of things that should be said and informed and they are not... I wish we could talk more... Many times we miss important issues or important client's information. (#9, Skilled expatriate worker in Chile)

Cohesiveness is linked by the participants to their teams' collaboration and commitment, to their social integration and interactions and also to the good relationships that exist between them. This entails that whenever these three factors are present within the teams, the members experience cohesion.

Collaboration and commitment

Data show that these two characteristics of multicultural teams contribute with a pleasant work climate, assist on the team members' job satisfaction (Carless & De Paola, 2000; Kirkman & Shapiro, 2001) and thereafter, facilitate their daily work. As a result, respondents express that communication processes are eased. Simultaneously, it is discovered throughout the interviews that the feeling of trust between the team members is stimulated by both team collaboration and commitment, and this is how their communications are intensified (Webster & Wong, 2008). Interviewees claim that when their colleagues demonstrate collaboration and commitment, trust is generated among them and this in turn, facilitates their communications:

... we also help each other when someone needs the help, of course that help comes whenever the other person has the time for that. That is how it works... I trust my coworkers and I know how they work, their strong work characteristics. Communication is always easier with people you know and you have been working for a while (#1, Skilled expatriate worker in Argentina)

One of the major distinctions that is found between the two analyzed working teams is that for the one placed in Argentina, collaboration and commitment are stronger and tasks are performed collectively. Whilst for the one located in Chile, the skilled expatriate workers reveal that they are separately committed to the objectives and there is no commitment as a whole group; instead, they tend to work in a more individual way. Thereby, the collected data exhibit

that whenever there is little collaboration and a more individual commitment toward the organizational goals and the team as a whole, there are not enough communications among the members (Mannix & Neale, 2005) to support the team's performance.

What it happens to me is that, in general, everybody does their own work but they are not connected, the majority. They are very individualistic (silence) and they are closed toward their specific tasks without working as a team, at least this is my impression... I wish we would relate more. Every time we relate, we do it because of work and most of the times it is by sending emails... There is not much interaction. Every time we meet, it is because we have to and we gather for specific presence-based modality meetings where we have to cover or treat a specific account topic. (#10, Skilled expatriate worker in Chile)

Social integration and work and nonwork interactions

The conducted interviews demonstrate that the sense of integration into a social group, the feeling of belonging and no exclusion encourage the team members to communicate between them and thus, contribute with the cohesiveness of the team. In general, there are no great difficulties in terms of social integration in none of the analyzed teams. The members of the groups reveal that there are no major obstacles toward social integration and they even show initiatives to integrate other colleagues; by this means, communications among them are encouraged and become fluent.

At the beginning, some years ago I used to know nobody of the people working here in Argentina. And the way how I was integrated was through these meetings held outside the workplace. I believe that the relationships taken place outside the workplace enable and establish the relationships within the group. These motivate more fluent communications amongst us... (#2, Skilled expatriate worker in Argentina)

It is relevant to mention that interviewees maintain that the inclusionary behaviors they undertake are achieved by considering the personal characteristics of the individuals and leaving behind potential cultural prejudices (Larkey, 1996).

The fact that we have different nationalities do not affect the way I think of them. That would be having a prejudice towards a person because of the place where he was born. I am not that kind of person. And I would not have liked that someone else prejudice me when I worked in another country... (#8, Skilled expatriate worker in Chile)

With regard to the interactions taken place within the analyzed teams, these also act as cohesiveness enhancers and enable formal and informal communications to happen, according to the type of interaction taken place. Thus, information and knowledge-transfer are more likely to occur among the members (Gibbs & Gibson, 2006). The described interviews' interactions,

besides stimulating the communication processes, lead the team members to feel trust between them, to increase their job satisfaction and to contribute with a pleasant work atmosphere (Guzley, 1992).

...Here in Argentina, as we all work towards the same thing and we do really behave as a team ... As I told you, we usually spend a nice time together when we meet and most of the times we all bring our families ... communications here are easier because there is confidence between us and because we get along, and they are more genuine. (#1, Skilled expatriate worker in Argentina)

Respondents make a distinction between outside-work interactions and those that are held in the workplace. On one hand, work-related interactions are considered by the interviewees as a must to allow the teams' existence. In this fashion, these work exchanges permit daily work routines and information transfer to occur. On the other hand, nonwork-related interactions play a predominant role in terms of communication since personal connections emerge from these, multiplying the communication processes. Data show that these social or non-work interactions strengthen the links between the members and improve their working climate through nonwork-related communications.

...These kinds of gatherings would not be possible if we were not connected laboriously. I mean, the work interactions, the interactions inside the company ease the fact that we gather outside the company and that we create a link between us. At the same time, this ease the daily work. It is always easier to work with people you have a good relationship and with whom you can openly talk and say things... (#8, Skilled expatriate worker in Chile)

It should be noted that both work and nonwork-related interactions are more prominent in the group localized in Argentina. Inversely, members conforming the Chilean team, express that nonwork gathering occurs occasionally and that interactions take place mainly because of work-related topics.

... We once in a while see each other outside work, but this is not very common; and inside work, we only relate with each other because of work. But I wish we could talk more so that work-related information could flow and reach each one of us. (#9, Skilled expatriate worker in Chile)

Good relationships among members

The gathered data unveil the fact that good relationships among the team members facilitate interactions and promote more natural, frequent and fluent communications (Carless & De Paola, 2000) and consequently, their cohesion becomes prominent. Likewise, friendly,

kind, cordial and respectful relationships are proclaimed to be achieved by the respondents through the group's cohesion. When the team members experience good relationships, they express to be more satisfied with their work and the working atmosphere is enhanced. In addition, most of the respondents confirm that a good relationship contributes to enrich their results as a team and enhance their daily work.

As relationships are stronger at work, interactions are more fluent and we communicate more. Our interactions and communications would not be possible if we would not have a good relationship among ourselves. Or maybe yes, they would exist but only for work-related issues. That would not be nice, you would not enjoy work then... (#6, Skilled expatriate worker in Argentina)

The fact that there are very good relationships in the team encourages our communications and interactions among us. As we all get along, interactions here are a normal thing and we even enjoy them. These interactions between us fortify our relationships and make us feel pleasant at work. (Pause) Regarding communications, these are very informal during our daily work and I believe this happens because we all know each other and we also share time and activities outside work. (#3, Skilled expatriate worker in Argentina)

It is relevant to indicate that these positive outcomes, including enhanced communications, derived from the good relationships among the team members are found to be accentuated in the multicultural group located in Argentina, where close links are found among the members and in some cases, even friendships are identified. What is more, this team's manager manifests his efforts toward promoting these types of relationships:

...I try to integrate the group and organize nonwork activities. I find these extremely relevant since I am completely convinced that personal relationships influence on the individual working manners. Personal relationships increase the team's connection and therefore... links among the persons become stronger. These facilitate difficult work moments and problems and besides, these make disagreements easier to negotiate. (#3, Skilled expatriate worker in Argentina)

4.1.2. Adaptation of own's communication style

The executed interviews display that the members of the culturally diverse work teams endeavour to adapt their own manners of communicating by trying to clearly speak in a different language than their mother tongue, by avoiding national idioms and words and by replacing typical regional expressions with neutral ones (Lagerström & Andersson, 2003). Every time this happens, mutual comprehension increases during both informal conversations and work-

related information transfer. Thereby, communications become simpler and larger in number (Adler & Gunderson, 2008).

...When interacting orally and via emails or phone calls I always try to speak a neutral Spanish with no much Argentinian typical expressions and words... (#1, Skilled expatriate worker in Argentina)

I do not use my expressions and phrases I know that they are not going to understand. It was always like this. This is an international company, and even though I used to work alone, I sometimes had to interact with other people. So, I know the way I am supposed to behave when communicating. Well... the message has to be clear when it is all about work topics. (#6, Skilled expatriate worker in Argentina)

It is significant to mention that respondents indicate that the reason for these attempts not occurring is the unwillingness or impossibility of the team members to adapt their verbal and nonverbal communication styles. Further, these efforts are also truncated when colleagues gain confidence among themselves or personal relationships are established. This means that once confidence is generated by means of nonwork interactions, there is a tendency to decrease the adaptation of the dissimilar communications styles.

Data present that these circumstances, failed attempts to adapt the team members' communication styles, lead to a less accurate comprehension and some minor misunderstandings. Hence, they assert that their solution involves to simply ask for the meaning of what is not understood or for the repetition of what was said:

...The thing is that you have to learn (makes quotation marks with fingers) Mexican, Colombian, Venezuelan or some other country's expressions and sometimes you get confused (pause). So, you have to ask the same question to that person like five times, they have to hear the same question, they are asked for five times about the meaning of a particular word or expression... (#1, Skilled expatriate worker in Argentina)

The facilitators that play a role in the communications among the two considered multicultural teams are related to the in-group work experiences. Communications are stimulated by the experienced cohesiveness among the twelve participants; in like manner, fluent and frequent communications take place when team members perceive cohesion among them and, simultaneously, efficient group working toward the teams' objectives is accomplished. Further, this cohesiveness is found to be linked to collaboration and commitment, to integration and interactions among the individuals conforming the teams and to the kinds of relationships that are sustained. These three teams' features contribute to the

facilitation of efficient group communications and this assists trust, a pleasant working atmosphere, job satisfaction, no cultural prejudices and an accurate information and knowledge transfer to emerge. The other communication facilitator that is discovered throughout the data is the members' attempts to adapt their communication styles. When individuals leave behind and try to neutralize their verbal and non-verbal communication manners, communications become easier, are multiplied and hence, mutual comprehension occurs.

4.2. Obstacles That Play a Role in Communication

Problems derived from communication dissimilarities and the preference to interact and communicate with cultural peers are detected as obstacles in terms of communication within the examined working teams.

4.2.1. Communication problems

Many interviewees manifest that when they communicate, the main message they intended to transmit is captured by the rest of their colleagues as they are all Spanish-speakers but one. Nonetheless, some minor communication issues are experienced by them. Communication problems appear within the explored teams because of their different verbal and nonverbal communication styles (Pitton, Warring, Frank & Hunter, 1993; Ely & Thomas, 2001). These dissimilar communication manners behave as an obstacle for effective and fluent work communications and thereafter, some work-related information may be lost.

Members of the two considered multicultural groups encounter occasional difficulties to both comprehend the rest of the members and to express themselves; this is detected due to the utilization of national expressions, words and idioms (Tenzer et al., 2014).

...And then the typical national own words from each other. If I have to be honest, I must say that it is more difficult for them to understand me than me trying to understand them. As I am in my own country, maybe I feel freer to talk as a regular Chilean and use plenty of words from here. (#8, Skilled expatriate worker in Chile)

Moreover, within the team located in Chile there is an additional complication in terms of communication as there is a member that speaks no Spanish and thus, English is the employed language among them. This extra difficulty is associated with the different English accents, a not so good language level of the skilled expatriate workers and their comprehension consequences.

The examined data reveal that these communication difficulties are reduced by means of a gradual learning process that takes place through their regular interactions, in which individuals acquire knowledge about the others' communication styles. Consequently, communication barriers begin to decrease and more comprehension is attained by the analyzed team members (Milliken & Martins, 1996).

At the beginning it is hard to communicate with someone that is not from your same country because of what I just said, the strange words. So, there is kind of a barrier between us, but this disappears with time, when you learn and get used to them. Work gets easier this way. (#2, Skilled expatriate worker in Argentina)

... people here in Córdoba are constantly making jokes and I did not know if they were serious or what. I also learnt that, I learnt that most of the times they were just joking and they did not mean those kind of words. (#3, Skilled expatriate worker in Argentina)

Furthermore, several skilled expatriate workers declare that they confront some issues related to an Argentinian communication custom of making constant jokes when verbal interactions occur; these complications are found throughout the interviews due to different cultural understandings (Karak-Kakabadse & Kouzmin, 2001). In this fashion, some of the participants express their uncomfortableness during the interviews and comment about how they felt when they were the targets of these jokes:

... I feel that sometimes Argentinians make too much jokes about it and this makes me feel uncomfortable... The only thing that bothers me a little is when they make jokes that involve Chilean people. They find it funny but I do not. And they know it is not funny for me, and that is why they continue with the same joke over and over again. So, I realized that the solution was not to show my feeling towards this... (#4, Skilled expatriate worker in Argentina)

Dissimilar communication styles

Interviewees' statements show that their dissimilar communication styles are the antecedents of the recently mentioned communications problems. The different manners of communicating are materialized by means of different mother tongues, different Spanish and English accents, idioms and national typical expressions, according to the participants; which complicate meaning interpretation (Günter et al., 2010).

The fact that we belong to different countries makes us to communicate in a different way. Some of us are more direct than the others and I personally find this disrespectful. But I think these differences are minimal... (#9, Skilled expatriate worker in Chile)

... But we use different expressions, we have our own typical words that are not understood by people from other countries at all. “Camarón”, “jala mecate”, “musiú”, “corotos” are all typical Venezuelan words and here, people stare at me when I use them. Of course I also stare at them whenever they use their own words. But I am used to this... (#6, Skilled expatriate worker in Argentina)

Likewise, members of the work team placed in Chile, have to communicate in both English and Spanish and the majority exhibit a feeling of uncomfortableness and insecurity toward speaking in a different language than their native one:

...in Latin America, it is not very common to know another language and if we do, it is harder for us to express in a different language than ours... (#9, Skilled expatriate worker in Chile)

Furthermore, non-verbal communication differences are also detected within the teams (Pitton et al., 1993). Loud conversations, fast talking, more formal treatment, personal contact, being straightforward, different manners of addressing people and asking personal questions as a means of politeness, are some of the cultural dissimilarities noticed when attempting to communicate:

...At the beginning it was kind of a clash when I heard that they treated each other as “boludo” (laughs), I thought that this was an insult, but I then learnt that this was a friendly way to call each other and that they do not feel offended when they are called this. (#4, Skilled expatriate worker in Argentina)

4.2.2. Preference to interact and communicate with cultural peers

When referring to collaboration, interviewees are asked about their inclination about whom to work with and most of them state that they prefer to interact with same-culture coworkers. The fact that the members of the analyzed multicultural working teams would choose to interact with a national colleague instead than with an international one, complicates the communications among them, making conversations less fluent. This implies that they prefer to share their team with other people belonging to their same country. The rationale for their desire is based on two facts, the first one has to do with the communication dissimilarities among them since these interfere with the correct comprehension of the message. The second reason is related to the lack of desire to make a greater effort for their communication styles' adaptation since they prefer to perform easier and more convenient interactions and communications. Thus, data exhibit that their tendency to sense communications with national

colleagues as more satisfying originates on the fact that they find it easier to comprehend and express themselves (Watson, Johnson, Kumar & Critelli, 1998).

...It is always easier to talk to Venezuelans. We share language, idiomatic expressions, phrases... (silence). If I worked with all Venezuelans, I would be asking for the meaning of anything, it is not a problem to do that, but I can understand a Venezuelan one hundred percent. And they can totally understand me as well. Anyway, when taking things seriously and during work meetings and conferences, we all leave behind national expressions. (#6, Skilled expatriate worker in Argentina)

... It is easier and I do not have to make an extra effort to talk and understand a person from my country... (#7, Skilled expatriate worker in Argentina)

I notice that when some people speak in English, as there is not a very good English level, people do not talk regularly to this English-speaking person. Only the necessary talking, no more. (#10, Skilled expatriate worker in Chile)

Data also unveil obstacles regarding communication within these work teams. The dissimilar communication styles that characterize each of the members conforming the two teams lead to communication problems and difficulties. Concerning the verbal communication styles, data display the dissimilar languages, accents, dialects and cultural expressions; with regard to the non-verbal ones, speed of talking, straightforwardness, personal contact, way of addressing people and conversations' volume are discovered to be different among the team members. All these, according to the participants, complicate the interpretation of messages and influence on their job satisfaction. In addition, as interviewees share more time working with their colleagues, these obstacles start to vanish because of a gradual learning process concerning the others' manners of communicating. Finally, the participants' preference to interact with cultural peers act as another obstacle in terms of communication as they adduce that comprehension is easier and more convenient among cultural peers. This happens because of low levels of intention to make greater efforts to neutralize their communication styles during conversations with internationals.

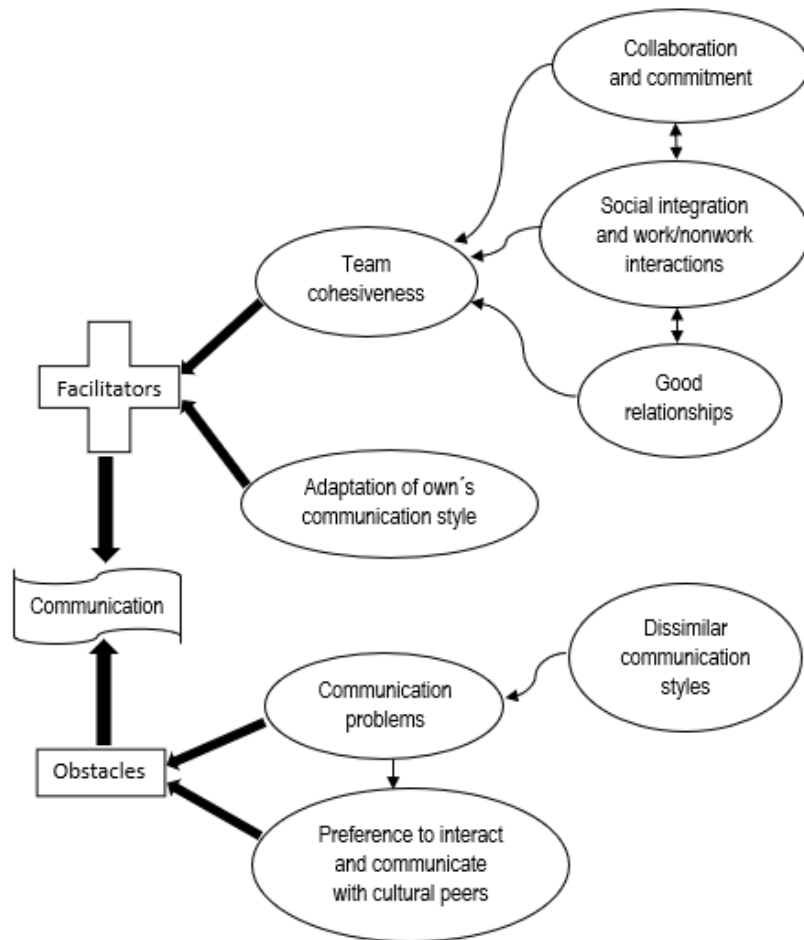


Figure 1. Communication Facilitators and Obstacles Within Culturally Diverse Working Teams.

5. Discussion

The purpose of this study is to address the research question “*What are the facilitators and obstacles and how do they play a role in communication within culturally diverse work teams immersed in a multinational company?*”. This is approached by conducting a qualitative research and utilizing personal and semi-structured interviews; which are aimed at exploring the participants’ work experiences and their interactions in terms of communication. Once data is gathered, the first step of the analysis is performed through codes, then the most relevant ones are grouped into concepts and finally, these are categorized with the aim of generating theory.

Through the collected data, it is learnt that communication within culturally diverse working teams can be facilitated and obstructed by different factors. Cohesiveness among the teams’ members and their efforts to adapt their communication styles to enable mutual comprehension, appear as facilitators of communication; where the first element, cohesion, is promoted by commitment and collaboration among the team members, their social integration and interactions, and the kind of their relationships. On the contrary, communication problems caused by their dissimilar communication styles, and the preference to both interact and communicate with national peers acted as obstacles.

Contribution to Knowledge

This study makes several contributions. First, effective communications within multicultural work teams are stimulated by the cohesiveness experienced by the team members. This finding is supported by vast evidence on the link between the team members’ multicultural experiences, their cohesiveness and their communications. Ouchi (1980) and Barrick, Bradley, Kristof-Brown & Colbert (2007) declared that team members with high cohesion among themselves and who were vastly socialized, experienced lower communication costs and consequently, this situation converted the teams they conformed into more efficient and flexible ones; and this situation conducted to enhance the teams’ performance. Conversely, this finding is not aligned with what Murray (1989) stated as communications are augmented and fortified within multicultural teams through the enlargement of the members’ cohesiveness. He asserted that cultural diversity within working teams harmed the experienced cohesion among individuals and for this reason, communication was influenced in a negative manner; he concluded that cultural homogeneity was negatively related to cohesion.

Second, the analyzed data display the determinant role that social integration and interactions, particularly social or nonwork-related interactions, possess on the just mentioned

cohesiveness and thus, on the communication processes. This means that interactions among individuals and their feeling of group integration strengthen the team cohesiveness and hence, communications are multiplied. This study's result is aligned with the work of Lagerström and Andersson (2003), as they concluded that work and nonwork interactions among the team members, augmented their communications and contributed to their efficiency, enabling the transfer of knowledge. Contrary, there is research that opposes to this study's finding, such as the one performed by Smith et al. (1994). They confirmed that whenever communication occurred in a frequent manner under a multicultural team context, conflicts derived from its members' interactions increased. This means that infrequent communications suggested that these teams functioned correctly; a negative relationship was detected between the social integration of culturally diverse individuals and their communications' frequency. Another study that contradicts the present research result was conducted by Greer, Homan, De Hoogh and Den Hartog (2012). On one hand, they maintained that in culturally diverse teams, interactions among the members hindered the quality of the elaboration of information and hence, communications. This was due to the fact that multiculturalism, according to them, inevitably conducted to categorizations. On the other hand, the present research finding proves that both interactions and social integration are indeed possible in these kinds of teams, and that these two trigger efficient and frequent communications.

Third, the results of this work exhibit that commitment and collaborative behaviors together with good relationships among the members of the work teams permit the transfer of information through productive and successful communications. This finding is consistent with the research made by Gebert, Boerner and Kearney (2006) as they stated that conflicts arisen by incompatible relationships in the workplace hindered productive collaborations to occur between individuals and ergo, the exchange of knowledge was blocked because of unstable communications. There is further research executed by Snell, Snow, Davison and Hambrick (1998) that opposes to the stated finding as these researchers demonstrated that collaborations were less likely to be reached in a multicultural team background and hence, effective communications were more difficult to be achieved. Moreover, another study that contradicts the mentioned finding was conducted by Price, Harrison, Gavin & Florey (2002) who contributed to knowledge by stating that cultural diversity is linked to lower performance levels since communications among the individuals are naturally constrained due to the existence of low collaborative work rates between the larger number of the multicultural team members.

Further, this researcher also asserted that whenever individuals exhibited low levels of organizational collaboration, the turnover rate increased because of greater relationship conflicts.

Fourth, the findings show that communications within culturally diverse working teams are encouraged by the intentions of their members to adapt their styles of communication to be mutually comprehended, through the avoidance of national idioms, certain expressions and typical regional words. There is empirical evidence supporting this; Lagerström and Andersson (2003) conducted several interviews to internationals working together and they highlighted the relevance of altering the individual speech habits when interactions took place. These efforts enabled the establishment of standard interactions to surpass barriers in terms of communication.

Fifth, the findings also unveil two communication obstacles within the teams: communications problems, such as work misunderstandings and miscommunications, caused by the different communication styles, and the members' preference to work and thus, interact and communicate with a same-culture peer. Previous studies, such as the one effectuated by Shachaf (2008), also confirmed the existence of miscommunications under this context due to language differences that threaten the teams' cohesion and commitment. Moreover, the gathered data is also supported by the view of Watson, Johnson, Kumar and Critelli (1998) since after their research, they agreed that individuals belonging to culturally heterogeneous teams tended not to communicate in a clear manner and caused misunderstandings. Their line of reasoning is aligned with this study's finding since there were some communication complications and this is the reason why, the analyzed team members preferred to work and interact with same-culture colleagues to better comprehend each other.

The contributions of the present research help to better comprehend the communication processes within culturally diverse work teams and also aid managers to gain deeper insights concerning what are the communication antecedents (facilitators and obstacles of communication), that play a role in this context. This knowledge contribution is aimed at clarifying what causes communications within multicultural teams in order to better understand what are the factors that facilitate and that act as obstacles of communication, to later rely on the attainment of the positive outcomes of these teams and the avoidance of their negative consequences.

In like manner, the encountered team cohesiveness among the team members and their endeavours to adapt their dissimilar communication styles when interactions occur, are features

that cause efficient, successful and easier communications; thereafter, these should be encouraged by the organizational managers. Contrary, problems and difficulties in terms of communication, that are caused by the different verbal and non-verbal communication styles of the team members, together with their preferences to work and communicate with culturally similar colleagues, behave as obstacles of the communication process; ergo, managers should tackle these. As previously mentioned, these antecedents of communication assist on illuminating the communication process for the management to be capable of eluding the negative outcomes of cultural diversity in working teams: personal conflicts and misunderstandings, affected communications and a diminished performance. Further, managers are able better understand the communications' causes to experience the benefits that multiculturalism in work teams deliver: reinforced productivity, strengthened perceived image, enhanced team performance, creative synergies and innovation. The expectation of this research is to highlight the facilitators and obstacles of the communication processes in the mentioned background to comprehend how communication is created to then allow managers to focus on the achievement of the multicultural teams' benefits.

Practical / Managerial Implications

The present study offers implications in terms of communication for practitioners who intend to manage multicultural work teams in organizations. Findings indicate that it is relevant for managers to create the conditions under which these teams are able to maximize their communications. Efficient and frequent communications enhance the teams' performance by reaching the organizational objectives (Lattimer, 1998; Fisher et al., 1994; Byeong, 2008). This is why it is important for management to encourage the creation of the most appropriate atmosphere to foster the communication processes among the culturally diverse members of these teams. This involves practices and policies to augment the team cohesiveness through fortifying the members' links (Günter et al., 2010; Carless & De Paola, 2000). Further, it would be proper for the managers to motivate the workforce to adapt their communication styles to avoid difficulties in terms of communications (Lagerström & Andersson, 2003; Adler & Gunderson, 2008) and ergo, to increase their desire to work with peers who belong to different cultures.

Data revealed that there is a strong value in incentivizing social integration and the team members' interactions to perceive benefits in terms of team cohesiveness and thus, communication (Gibbs & Gibson, 2006). A favorable setting would be created if managers

could add value to this end by triggering contact between the team members and stimulating their relationships (Scott, 1997). It is important to motivate informal communications by encouraging the workforce to organize nonwork-related meetings. Consequently, team commitment and mutual collaborations would augment, enabling successful communications and hence, the teams' objectives to be reached. It is of utmost significance that management makes emphasis on communication by promoting team involvement.

There is another implication for practice that can be drawn from these data. Findings suggest that the analyzed skilled expatriate workers are used to avoiding contact and conversations with individuals whose mother tongues are different from theirs, and to evading meetings that are held in a different language than theirs as they find difficulties in expressing themselves. Additionally, findings evince that under some circumstances, the workforce feels uncomfortable because of some non-verbal communications of their colleagues such as manners of addressing people, and certain cultural practices such as sustaining a nonwork-related conversation of half an hour before starting a work meeting. Managerial efforts are required for handling these situations, namely stopping the avoidance of communications in a different language and the feeling of disturbance because of culturally dissimilar behaviors, as multicultural members should be able to communicate effectively in all environments due to the multinational nature of the company they work for. Trainings in terms of intercultural communication would be proper (Leeds-Hurwitz, 2009), specifically concerning their language skills. The aim of these is to strengthen the members' confidence in terms of their language abilities so that interactions and communications are enhanced, and to promote all members' involvement by decreasing the number of uncomfortable practices and increasing the awareness of the existence of other accepted behaviours.

Limitations of the Research

Two of the principal limitations of this study are related with the limited sample size that was utilized and the fact that it was restricted to only two multicultural working teams located in two different subsidiaries of a telecommunications European company; thus, generalizations to other industries as well as companies should be attentively made. Thereafter, speculation in terms of the findings transference is recommended to be effectuated carefully. Despite this, the expectation is that this research has clarified on communication issues within these kinds of teams.

The other limitation is concerned with a methodological weakness that is related to the qualitative method that was employed to gather the data. The interviews were conducted through online prearranged meetings via Skype; even though there were face-to-face conversations, these were not executed in person. Consequently, it is possible that some important nonverbal expressions of the participants might have been lost and that further interpretations adding valuable research information might not have been considered for the results. Additionally, it is relevant to mention that if the interviews would had been held personally, it would had been easier to create an atmosphere of confidence aimed at avoiding any type of bias.

Another limitation is associated with the fact that the employed quotes to illustrate and support some of this research's findings do not have the multicultural aspect explicitly incorporated by the participants. However, before conducting the interviews, the team members were already aware of the intention of the research, what were the elements that were intended to uncover with regard to their communication processes and under what context. This is the reason why some of the explanatory quotes that were utilized for addressing the communication facilitators do not explicitly have this mentioned component integrated. As the analyzed working teams possess the multicultural aspect embodied in their nature, it is assumed that the twelve interviewees made tacit allusions to their cultural diversity when referring to the communication antecedents that act as facilitators of their communications.

Directions for Further Research

Future research is encouraged to continue to address this study topic by first covering limitations of this study, via enlarging the sample for reliability reasons, and second, by focusing on more companies and in different sectors. Additionally, in this study, the team members were mostly used to interacting among themselves in the same language as their mother tongue, Spanish; there was only one participant that spoke English as his second language and thus, communications in English were few. Despite the fact that most interactions and communications occurred in Spanish, this already revealed significant complications in terms of communication; and this exhibits the predominant role that communication has on working teams. Thereby, it would be interesting to incorporate more team members for further studies who have different mother tongues since it is possible that more communication obstacles emerge; this would be a compelling means through which the communication process

can be manifested as a fundamental aspect of multicultural teams and the predominant role that it plays in teams in particular and in organizations in general.

Other future research to be considered is the extension of the current one in a comparative way, by measuring the teams' outcomes under two dissimilar situations: frequent and effective communications among the team members against few and ineffective communications. Watson, Kumar and Michaelsen (2017); Nederveen Pieterse, van Knippenberg and van Dierendonck (2012) and Thomas (1999) are some of the authors that conducted research about the multicultural teams' performance contemplating the cultural diversity component but the communication factor is generally not considered in these types of studies. Since there is limited research about how communication among culturally diverse team members influences on the teams' performance, it results critical to also comprehend how communications impact on the results of these teams.

There are further areas that are worth for further investigation. This research was conducted by considering the multicultural teams' internal factors that act as facilitators or obstacles of communication. Nonetheless, it would be interesting to study what external elements of a team are capable of playing a role in terms of communication. Some other compelling factors to be contemplated for further research are the company's policies and organizational culture, the manner in which management is applied into these teams or financial incentives, for example. Supplementary studies would complement this research by exploring how external elements can encourage or dissuade communication in organizational teams constituted by members with different cultural backgrounds. As stated by Pinto, Pinto and Prescott (1993), it is fundamental to appraise further factors to understand these types of teams due to their complexity and increasing popularity in the current world context.

Finally, another potential field to conduct research that would extend this study, is the relation between trust and communications within these teams. There are several researchers that studied trust and communication in virtual teams, such as Jarvenpaa and Leidner (1999) and Chang, Chuang and Chao (2011), but there is little about how team communication is affected by trust under a multicultural team context, that is characterized by personal and face-to-face interactions. Thereafter, it would be worth to study the manner in which trust behaves as a facilitator or as an obstacle in the communication processes of teams formed by individuals belonging to different cultural contexts.

6. Conclusion

To conclude, communication is deemed to be one of the most relevant tools in organizational dynamics (Ehsan, Mirza & Ahmad, 2008), particularly in multicultural work teams. This paper conducted an exploratory research to expand the knowledge about communication in these kinds of teams; specifically, to discover its facilitators and obstacles emerged from the in-group experiences. Overall, the results portrayed in this work, show that the experienced cohesiveness among the team members and their endeavours to adapt their own verbal and nonverbal communication styles, facilitated communications. Whilst their inclinations to interact and work with cultural peers and the complications to communicate emerged from different manners of communicating, acted as communication obstacles (see Figure 1). The present study has taken an important step in allowing the comprehension of the communication process in a multicultural team context by uncovering its antecedents that behave as facilitators or obstacles of communications. This paper intends to help management to know exactly how to support and stimulate productive and successful communications within teams to then focus on the positive outcomes of multicultural teams in general. Thereafter, multicultural teams should try to enhance their communications and increase their frequency to enable the attainment of the benefits that cultural diversity provides to the growing number of globalized companies.

7. References

- Abbassi, S.M. & Hollman, K.W. (1991). Managing cultural diversity: the challenges of the 90s. *ARMA Records Management Quarterly*, 25(3), 24–32.
- Adler N.J. & Gunderson A. (2008). *International Dimensions of Organizational Behavior*. (5th edition). South Western Mason: Thomson.
- Adler, N. (1986). *International dimensions of organizational behavior*. Boston: Kent Publishing Company.
- American Psychological Association. (2002). Ethical principles of psychologists and code of conduct. *American Psychologist*, 57(12), 1060-1073.
- American Psychological Association. (2018). Five principles for research ethics. Retrieved April 14, 2018, from <http://www.apa.org/monitor/jan03/principles.aspx>
- Appelbaum, S. H. & Shapiro, B. (1998). The management of multicultural group conflict. *Team Performance Management*, 4(5), 211-234.
- Babbie, E. (2011). *The basics of social research* (5th ed.). Australia: Wadsworth / Cengage Learning.
- Barrick, M., Bradley, B., Kristof-Brown, A. & Colbert, A. (2007). The moderating role of top management team interdependence: Implications for real teams and working groups. *Academy of Management Journal*, 50(3), 544-557.
- Bassett-Jones, N. (2005). The paradox of diversity management, creativity and innovation. *Creativity and innovation management*, 14(2), 169-175.
- Benner, P. (1994). *Interpretive phenomenology: Embodiment, caring, and ethics in health and illness*. Sage: Thousand Oaks.
- Bergstrand, J. H., Egger, P. & Larch, M. (2008). The New Expats: Economic Determinants of Bilateral Expatriate, FDI, and International Trade Flows. *University of Notre Dame*, 1-59.
- Bowen, G. (2006). Grounded theory and sensitizing concepts. *International Journal of Qualitative Methods*, 5(3), 12-23.
- Brett, J., Behfar K., & Kern M. (2006). Managing multicultural teams. *Harvard Business Review*, 84(11), 84-91.

- Brewster, C., Houldsworth, E., Sparrow, P. R., & Vernon, G. (2016). *International Human Resource Management 4th Edition*. (4th ed.). London: Chartered Institute of Personnel and Development.
- Brown, M. (2002). Intellectual diaspora networks: Their viability as a response to highly skilled emigration. *Autrepart* 22(2), 167–178.
- Bryman, A. & Bell, E. (2015). *Business research methods* (4th ed.). Cambridge, United Kingdom: Oxford University Press.
- Bücker, J. & Poutsma, E. (2010). Global management competencies: A theoretical foundation. *Journal of Managerial Psychology*, 25(8), 829-844.
- Bullock, A. (2016). Conduct one-to-one qualitative interviews for research. *Education for Primary Care*, 27(4), 330-332.
- Bush, B. D., Rose, G. M. & Gilbert, F. (2001). Managing culturally diverse buyer-seller relationships: The role of intercultural disposition and adaptive selling in developing intercultural communication competence. *Journal of the Academy of Marketing Science*, 29(4), 391-404.
- Byeong, Y. K. (2006). Managing workforce diversity. *Journal of Human Resources in Hospitality & Tourism*, 5(2), 69-90.
- Calimano, E. (2006). Culture as a possible factor affecting the productivity of hispanic employees working under the supervision of non-hispanic managers. *Inter Metro Business Journal Spring*, 2(1), 12-39.
- Carless, S. A. & De Paola, C. (2000). The measurement of cohesion in work teams. *Small Group Research*, 31(1), 71-88.
- Chang, H., Chuang, S. & Chao, S. (2011). Determinants of cultural adaptation, communication quality, and trust in virtual teams' performance. *Total Quality Management & Business Excellence*, 22(3), 305-329.
- Chevrier, S. (2003). Cross-cultural management in multinational project groups. *Journal of World Business* 38(2), 141–149.
- Chevrier, S. (2004). Le management des équipes interculturelles. *Management International*, 8(3), 31-41.
- Cho, Y. C. & Lee, E. (2014). Reducing confusion about grounded theory and qualitative content analysis: similarities and differences. *The Qualitative Report*, 19(32), 1-20.

- Collis, J. & Hussey, R. (2003). *Business Research: A Practical Guide to Undergraduate and Postgraduate Students*. (3rd ed.). Basingstoke: Palgrave Macmillan.
- Cox, T. (1993). *Cultural Diversity in Organizations: Theory, Research, and Practice*. (1st ed.). San Francisco: Berrett-Koehler.
- Cox, T., & Blake, S. (1991). Managing cultural diversity: Implications for organizational competitiveness. *Academy of Management Executive*, 5(3), 45-56.
- De Smet, D. (2013). Employing skilled expatriates: Benchmarking skilled immigration regimes across economies. *World Bank Policy Research Working Paper*, (6708).
- Denzin, N. K. & Lincoln, Y. S. (2005). *The Sage handbook of qualitative research*. (3rd ed.). Thousand Oaks: Sage Publications Ltd.
- Dulaimi, M. & Hariz, A. (2011). The impact of cultural diversity on the effectiveness of construction project teams. *The Engineering Project Organization Journal*, 1(4), 213-221.
- Ehsan, N., Mirza, E. & Ahmad, M. (2008). Impact of computer-mediated communication on virtual teams' performance: An empirical study. *International Journal of Electrical, Computer, Energetic, Electronic and Communication Engineering*, 2(6), 1194-1203.
- Ely, R. & Thomas, D. (2001). Cultural diversity at work: the effects of diversity perspectives on workgroup processes and outcomes. *Administrative Science Quarterly*, 46(2), 229–273.
- Felsch, M. (2016). Qatar's rising international influence: A case of soft power? *Conjuntura Internacional*, 3(1), 22-35.
- Fisher, S. G., Macrosson, W. D. K. & Walker, C. A. (1994). The structure of new product teams. *Selection and Development Review*, 10(5), 1-3.
- Flick, U. (2006). *An introduction to qualitative research*. London: SAGE Publications.
- Fouka, G. & Mantzorou, M. (2011). What are the major ethical issues in conducting research? is there a conflict between the research ethics and the nature of nursing? *Health Science Journal*, 5(1), 3-14.
- Gebert, D., Boerner, S. & Kearney, E. (2006). Cross-functionality and innovation in new product development teams: A dilemmatic structure and its consequences for the management of diversity. *European Journal of Work and Organizational Psychology*, 15(4), 431-458.
- Gibbs, J. L. & Gibson C. B. (2006). Unpacking the concept of virtuality: The effects of geographic dispersion, electronic dependence, dynamic structure, and national diversity on team innovation. *Administrative Science Quarterly*, 51(3), 451-495.

- Greer, L., Homan, A., De Hoogh, A. & Den Hartog, D. (2012). Tainted visions: The effect of visionary leader behaviors and leader categorization tendencies on the financial performance of ethnically diverse teams. *Journal of Applied Psychology*, 97(1), 203-213.
- Grice, T., Gallois, C., Jones, E., Paulsen, N. & Callan, V. (2006). "We do it, but they don't": Multiple categorizations and work team communication. *Journal of Applied Communication Research*, 34(4), 331-348.
- Günter, K. S., Maznevski, M. L., Voigt, A. & Jonsen, K. (2010). Unraveling the effects of cultural diversity in teams: A meta-analysis of research on multicultural work groups. *Journal of International Business Studies*, 41(4), 690-709.
- Guzley, R. (1992). Organizational climate and communication climate: Predictors of commitment to the organization. *Management Communication Quarterly*, 5(4), 379-402.
- Hambrick, D. & D'Aveni, R. (1992). Top team deterioration as part of the downward spiral of large corporate bankruptcies. *Management Science*, 38(10), 1445-1466.
- Hoegl, M. & Gemuenden, H. G. (2001). Teamwork quality and the success of innovative projects: A theoretical concept and empirical evidence. *Organization Science*, 12(4), 435-449.
- Holgate, J. (2011). Temporary migrant workers and labor organization. *Working USA*, 14(2), 191-199.
- Jackson, S. (1992). Consequences of group composition for the interpersonal dynamics of strategic issue processing. *Advances in strategic management*, 8, 345 – 382.
- Jarvenpaa, S. & Leidner, D. (1999). Communication and trust in global virtual teams. *Organization Science*, 10(6), 791-815.
- Jayne, M. & Dipboye, R. (2004). Leveraging diversity to improve business performance: Research findings and recommendations for organizations. *Human Resource Management*, 43(4), 409–424.
- Karok-Kakabadse, N. & Kouzmin, A. (2001). Low- and high context communication patterns: Towards mapping cross-cultural encounters. *Cross Cultural Management*, 8(2), 3-24
- Kearney, E. & Gebert, D. (2009). Managing Diversity and Enhancing Team Outcomes: The Promise of Transformational Leadership. *American Psychological Association*, 94(1), 77-89.
- Kirkman, B. & Shapiro, D. (2001). The impact of cultural values on job satisfaction and organizational commitment in self-managing work teams: The mediating role of employee resistance. *Academy of Management Journal*, 44(3), 557-569

- Kozlowski, S. W., Ilgen D. R. (2016). Enhancing the effectiveness of workgroups and teams. *Psychological Science in the Public Interest*, 7(3), 77-124.
- Kvale, S. (1996). *Interviews: An introduction to qualitative research interviewing*. London: SAGE.
- Lagerström, K. & Andersson, M. (2003). Creating and sharing knowledge within a transnational team - The development of a global business system. *Journal of World Business* 38(2), 84-95.
- Lankard, B. A. (1994). Cultural diversity and teamwork. *ERIC Digest*, 152, 1-6.
- Larkey, L. (1996). Toward a theory of communicative interactions in culturally diverse workgroups. *Academy of Management Review*, 21(2), 463-491.
- Lattimer, R., (1998). The case for the diversity in global business, and the impact of diversity on team performance. *Competitiveness Review: An International Business Journal*, 8(2), 3-17.
- Leeds-Hurwitz, W. (2009). Notes in the history of intercultural communication: The Foreign Service institute and the mandate for intercultural training. *Quarterly Journal of Speech*, 76(3), 262-281.
- Lodefalk, M. (2016). Temporary expats for exports: Micro-level evidence. *Review of World Economics*, 152(4), 733-772.
- Loth, D. (2006). Les enjeux de la diversité culturelle: le cas du management des équipes interculturelles. *Revue internationale sur le travail et la société*, 4(2), 124-133.
- Lowell, B. L. & Findlay, A. M. (2001). Migration of highly skilled persons from developing countries: Impact and policy responses: *Synthesis Report. International Labor Office*, 1-37.
- Mannix, E. & Neale, A. (2005). What differences make a difference?: The promise and reality of diverse teams in organizations. *Psychological Science in the Public Interest*, 6(2), 31-55.
- Marquardt, M. J. & Horvath, L. (2001). *Global teams: How top multinationals span boundaries and cultures with high-speed teamwork*. Palo Alto, CA: Davies-Black.
- Matveev, A. V & Nelson, P. E. (2004). Cross cultural communication competence and multicultural team performance: Perceptions of American and Russian managers. *International Journal of Cross Cultural Management*, 4(2), 253-270.
- Maznevski, M. L. (1994). Understanding our differences: Performance in decision-making groups with diverse members. *Human Relations* 47, 531-52.

- Meyer, J. (2001). Network Approach versus Brain Drain: Lessons from the Diaspora. *International Migration*, 39(5), 91-110.
- Milliken, F. J. & Martins, L. L. (1996). Searching for Common Threads: Understanding the Multiple Effects of Diversity in Organizational Groups. *The Academy of Management Review*, 21(2), 402-433.
- Mowshowitz, A. (1997). Virtual Organization. *Communication ACM*, 40(9), 30-7.
- Murray, A. (1989). Top management group heterogeneity and firm performance. *Strategic Management Journal*, 10(S1), 125-141.
- Nederveen Pieterse, A., van Knippenberg, D. & van Dierendonck, D. (2012). Cultural diversity and team performance: The role of team member goal orientation. *Academy of Management Journal*, 56(3), 782-804.
- Ochieng, E. G. & Price, A. D. F. (2010). Managing cross-cultural communication in multicultural construction project teams: The case of Kenya and UK. *International Journal of Project Management*, 28(5), 449-461.
- Opdenakker, R. (2006). Advantages and Disadvantages of Four Interview Techniques in Qualitative Research. *Forum Qualitative Sozialforschung / Forum: Qualitative Social Research*, 7(4).
- Ouchi, W. (1980). Markets, bureaucracies, and clans. *Administrative Science Quarterly*, 25(1), 129-129.
- Patton, M. Q. (2002). *Qualitative Research and Evaluation Methods*. (3rd ed.). London: Sage.
- Pinto, M. & Pinto, J. (1990). Project team communication and cross-functional cooperation in new program development. *Journal of Product Innovation Management*, 7(3), 200-212.
- Pinto, M., Pinto, J. & Prescott, J. (1993). Antecedents and consequences of project team cross-functional cooperation. *Management Science*, 39(10), 1281-1297.
- Pitton, D., Warring, D., Frank, K. & Hunter, S. (1993). Multicultural messages: Nonverbal communication in the classroom. ED 362 519.
- Price, K., Harrison, D., Gavin, J. & Florey, A. (2002). Time, teams, and task performance: Changing effects of surface and deep-level diversity on group functioning. *Academy of Management Journal*, 45(5), 1029-1045.
- Qualitative Research Consultants Association (n. d.). *Why Qualitative Research Works*. Retrieved March 3, 2018, from <http://www.qrca.org/?page=whatisqualresearch>

- Reich, S. M. & Reich, J. A. (2006). Cultural competence in interdisciplinary collaborations: A method for respecting diversity in research partnerships. *American Journal of Community Psychology*, 38(1-2), 51-62.
- Rugg, G. & Petre, M. (2007). *A gentle guide to research methods*. Maidenhead, Berkshire: McGraw-Hill Education.
- Scott, S. (1997). Social identification effects in product and process development teams. *Journal of Engineering and Technology Management*, 14(2), 97-127
- Shachaf, P. (2008). Cultural diversity and information and communication technology impacts on global virtual teams: An exploratory study. *Information & Management*, 45(2), 131-142.
- Shipton, H., Fay, D., West, M., Patterson, M. & Birdi, K. (2005). Managing people to promote innovation. *Creativity Innovation Management*, 14(2), 118-128.
- Smith, K. G, Smith, K. A, Olian, J. D., Sims, H. P., O'Bannon, D. P. & Scully, J. A. (1994). Top Management Team Demography and Process: The Role of Social Integration and Communication. *Administrative Science Quarterly*, 39(3), 412-412.
- Snell, S. A., Snow, C. C., Davison, S. C. & Hambrick, D. C. (1998). Designing and supporting transnational teams: The human resource agenda. *Human Resource Management*, 37(2), 147-158.
- Snow, C. C., Snell, S. A., Davison, S. C. & Hambrick, D. C. (1996). Use transnational teams to globalize your company. *Organizational Dynamics*, 32(4), 20-32.
- Spitzberg, B. H. (1983). Communication competence as knowledge, skill and impression. *Communication Education* 32, 323-9.
- Stahl, G. K., Maznevski, M. L., Voigt, A. & Jonsen, K. (2010). Unraveling the effects of cultural diversity in teams: A meta-analysis of research on multicultural workgroups. *Journal of International Business Studies*, 41(4), 690-709.
- Tenzer, H., Pudelko, M. & Harzing, A. (2014). The impact of language barriers on trust formation in multinational teams. *Journal of International Business Studies*, 45(5), 508-535.
- Thomas, D. (1999). Cultural diversity and work group effectiveness: An experimental study. *Journal of Cross-Cultural Psychology*, 30(2), 242-263.
- Townsend, A. M., De Marie, S. & Hendrickson, A. R. (1998). Virtual teams: Technology and the workplace of the future. *The Academy of Management Executive*, 12(3), 17-29.
- Travers, M. (2001). *Qualitative research through case studies*. London: Sage

- Tuckman, B.W. (1988). *Conducting educational research* (4th ed.). Fort Worth: Harcourt Brace College.
- Van der Zee, K., Van Oudenhoven, J. & Grijns, E. (2004). Personality, threat, and cognitive and emotional reactions to stressful intercultural situations. *Journal of Personality*, 72(5), 1069–1096.
- Van Knippenberg, D. & Schippers, M. C. (2007). Workgroup diversity. *Annual Review of Psychology*, 58, 515–541.
- Van Knippenberg, D., De Dreu, C. K. W. & Homan, A. C. (2004). Workgroup diversity and group performance: An integrative model and research agenda. *Journal of Applied Psychology*, 89(6), 1008–1022.
- Watson, W., Johnson, L., Kumar, K. & Critelli, J. (1998). Process gain and process loss: Comparing interpersonal processes and performance of culturally diverse and non-diverse teams across time. *International Journal of Intercultural Relations*, 22(4), 409-430.
- Watson, W., Kulmar, K. & Michaelsen, L. K. (2017). Cultural diversity's impact on interaction process and performance: Comparing homogeneous and diverse task groups. *Academy of Management Journal*, 36(3), 590-590.
- Webster, J. & Wong, W. (2008). Comparing traditional and virtual group forms: Identity, communication and trust in naturally occurring project teams. *The International Journal of Human Resource Management*, 19(1), 41–62.
- Wheelan, S. A., Buzalo, G. & Tsumura, E. (1998). Development assessment tools for cross-cultural research. *Small Group Research*, 29(3), 359-70.
- Wills, J., Datta, K., Evans, Y., Herbert, J., May, J. & McIlwaine, C. (2010). *Global cities at work. New migrant divisions of labour*. London: Pluto.

8. Appendix

Appendix A

Interviews' Information

Participant	Team location	Interview date
1	Argentina	23-04-2018
2	Argentina	23-04-2018
3	Argentina	25-04-2018
4	Argentina	27-04-2018
5	Argentina	27-04-2018
6	Argentina	30-04-2017
7	Argentina	02-05-2018
8	Chile	03-05-2018
9	Chile	04-05-2018
10	Chile	08-05-2018
11	Chile	07-05-2018
12	Chile	09-05-2018

Appendix B

Interviews' Questions

1. Questions with no much personal information and less feelings-related

Since when are you working in the company? And with your current team? So, you have been living in Argentina/Chile for how much time? Do you like it there? What is your role in the team?

2. Job and group satisfaction

How do you feel with your assigned tasks? How do you feel while working with the other group members? Do you perceive there is commitment of you and your colleagues towards the team in general? How do you feel your communication differences among you and your colleagues influence on your job satisfaction?

3. Cohesiveness (Matveev & Nelson, 2004; Günter et al., 2010; Larkey, 1996; Carless & De Paola, 2000)

Do you feel the group is connected? Why? How do you sense this present/missing cohesion? How do you think this influences on the manner and frequency of your interactions and communications?

4. Social integration (Matveev & Nelson, 2004; Günter et al., 2010; Larkey, 1996)

Do you feel integrated in the group at the moment? What behaviors from the others make you feel this way? How did you experience the teamworking when you just arrived in Argentina/Chile? How did your peers behave with you by that time? Do you consider they made an effort to include you in the group and to help you adapting? How? What kinds of difficulties did you encounter during this process? How can you describe your behavior when someone new joins the group? What do you experience when communicating with colleagues you have been working for a while and with new members of the team?

5. Social interactions (Spitzberg, 1983; Kearney & Gebert, 2009)

How do you feel inter-group relations are like? Do interactions among you occur frequently? Do these mostly occur for work-related matters? Do you spend time with your peers outside the company? Do you enjoy interacting with your colleagues for other than work-related

reasons? Why you think this is the case? When you spend time together outside the company, are all the group members included? Why? How do you think these present/missing inter-group relations outside the office influence on your daily work? How do these also influence your interactions and communications?

6. Trust (Milliken & Martin, 1996; Webster & Wong, 2008)

Do feel you can trust your colleagues? Why? What characteristics you believe an outsider may have that makes him trustworthy or not trustworthy? How is your interaction with them? Do you feel it would be easier to trust people that belong to your own culture/country? Why?

7. Conflict nature: Task related and relationship related conflicts (Günter et al., 2010)

Are conflicts/incidents something that happen occasionally? Did you sometime experience a problem/conflict? How did you solve it? Could you talk about a conflict or difficulty that was originated because of your dissimilar communication styles?

8. Communication dissimilarities (communication styles: verbal and nonverbal, dialects, language) (Günter et al., 2010; Lankard, 1994; Karok-Kakabadse & Kouzmin, 2001; Tenzer, Pudelko & Harzing 2014; Calimano, 2006; Ely & Thomas, 2001; Pitton et al., 1993)

Do you all speak the same language? How do you perceive your ways of communicating are different? How could you describe your behavior in terms of communication when the person that does not speak your language is around? How do you feel when you have to interact for a while with a team member that does not speak your language?

Do you always understand what your colleagues intend to say? Do they always understand what you intend to say? What is the source for misunderstandings? Do you find it easy to express yourself and to comprehend other's messages, requirements or given information? Do you feel there are communication barriers among you or do you feel it would be easier to communicate with national peers? Why? How do you feel when communicating with peers that speak your same language but are not from your same country? Would you prefer to work with a national colleague? Why?

Could you please talk about a situation where you felt uncomfortable with a colleague because of something he said, how he said it or because of his body language? Are you aware if you sometime made someone feel uncomfortable because of this?

When interacting with a person from a different culture than your own, how do you ensure that communication is effective? Do you try to adapt your style of communicating so that the others can comprehend you?

9. End question with no personal information or feelings-related

For how long are you planning to continue to live in Argentina/Chile?

Appendix C

Interviews' Transcripts and Codes

Appendix D

Interviews' Categorized Codes

Table D1

Interviews' Coding for Participants 1, 2 and 3

Participant 1	Participant 2	Participant 3
Interactions outside work lead to a good workplace atmosphere	Commitment towards team goals	Good work atmosphere
Good relationships contribute to job satisfaction	Communication styles determine job satisfaction	Perfectionist towards team
Team collaboration leads to job facilitation	Team connection leads to good communications Team's cohesion	Team commitment towards objectives
Close work relationships conducting to confidence Communication styles not influencing job satisfaction	Frequent nonwork communications and good relationships	Difficulty to understand different communication styles Difficulty to understand fast talking
Different expressions	Cohesion leads to nonwork interactions	Not able to understand new words
Prior exposure to understand cultural expressions	Fluent communications due to team cohesiveness	Inability to comprehend fast talking
Confusion due to communication styles exposure	Established personal relationships	Constant jokes as new a communication manner
Difficulty to comprehend another communication style	Integration efforts	Work and personal connections within the team
Team's objectives through team cohesiveness	Attempts to integrate new members	Activities outside the office
Team collaboration	No distinction between communicating with old and new members	Integration, nonwork activities and personal relationships enhance work
Good relationships due to similar cultural backgrounds	More interactions due particular work tasks	Personal relationships strengthen connections
Critical elements: work atmosphere and relationships Enhanced team outcome due to good relationships	Informal communications outside workplace Nonwork informal meetings	Work is easier due to personal relationships Strong team cohesion
Good relationships and work interactions through cohesiveness	Personal relationships enforced via nonwork meetings	Cohesion and good relationships incentive interactions and communications
Work and nonwork interactions lead to confidence and easy communications	Social integration initiative – no exclusion	Good relationships lead to increased interactions and pleasant work
Work interactions lead to fluent communications and confidence	Nonwork meetings as an integration first step	Informal work communications due to personal relationships
Appreciated nonwork-related conversations	Nonwork meetings as a communication and work atmosphere advancer	Integration feeling within the team
Sense of team integration due to nonwork activities	No conflicts because of good personal relationships	Attempt to integrate via nonwork meetings
Time needed to know team colleagues	Good work atmosphere to achieve good outcomes	Felt integrated since the beginning due to kind colleagues
Attempts to integrate new team members	Nonwork meetings as a means of social integration	Attempts for integration since the beginning
No great difficulties towards team integration	Trust due to personal relationships	No team obstacles for integration

Attempts to integrate new team members	Similar cultures and easier interactions and communications	Sense of integration enhances team and individual outcomes
Work interactions lead to fluent communications and confidence	Local customs affecting daily work	Easier communications with well know colleagues
Work and nonwork interactions to achieve team's objectives	Links and confidence within Latin American cultures	Different interaction types based on members' age
Interactions inside and outside workplace for a good work atmosphere	Easy to relate with similar cultures	Nonwork activities with younger members
Job satisfaction related to personal interactions	Different communication manners: styles, words, expressions, manners to address to others.	Informal communication channel with younger members
Friendship in the workplace	Learn new expressions and get used to them	Integration via nonwork activities to enhance work atmosphere
Work relationships and personal similarities	Communicate and shout as weird	Team's results are based on workers' bonds
Work relationships emerge from integrations attempts	Interactions and learning eliminate cultural barriers	Sincere communications due to gained confidence through personal relationships
No intention to exclude colleagues from out-work activities	Not using Argentinian words and expressions	Frequent and informal communications because of a good relationship
Easier and frequent communications because of frequent work and nonwork interactions		Trust members due to showed team commitment
Nonwork interactions conduct to job satisfaction		No link between trust and cultural similarity
Trust colleagues because of firm's network		Preference to do nonwork activities with a different culture
Higher trust in peers of same culture		Conflicts due to different personalities
Better comprehension with national peers		Communication problems among teams due to cultural differences
More satisfying interactions with national peers		No attempt to switch languages to communicate with a foreigner
Cultures interactions and communication problems		Different idioms and expressions complicate interpretation
Dissimilar communication styles and email problems		Attempt to adapt own's idiom to be understood
Change Argentinian words to be understood		New words complicate interpretation
Speak neutral Spanish to be understood		Leave behind Colombian idiom to be comprehended
Communication problems: national expressions and words		Fast talking makes interpretation difficult
Solution of communication problems: repeating / paraphrasing		Easier to communicate with similar cultures
Occasional problems to comprehend and express		Different ways of addressing people
Learning process of different communication styles		Loud voice to address to people
Anger accentuates own's communication style		
No major conflicts due to dissimilar communication styles		
Convenient conversations with national colleagues		

Easier communication with national peers
Neutral Spanish to be understood
Preference establish conversations with national colleagues
Easier communications with national peers
Loud communication style
Annoying different communication styles
Neutral Spanish to be understood

Table D2

Interviews' Coding for Participants 4, 5 and 6

Participant 4	Participant 5	Participant 6
Good team atmosphere	More client contact than in previous position	New tasks that involve interaction
Commitment toward company's objectives	Collaborative team but preference of previous team	From individual to group tasks
Sales above the "how" these are achieved	Company, team and objectives' personal compromise	Importance of team working for objectives
Not much difference among communication styles: same language	Not sure of team is compromised	Group commitment to attain sales
Uncomfortableness due to too much jokes	Communication differences not affecting daily work	Good team performance due to commitment
No 100% connection within the team	Group connection: works for same goals	Communication styles do not influence on job satisfaction
No availability of all members in the office	Present cohesion as positive	Job satisfaction because of team, position and location
Little communication due to limited office availability of members	Previous teams with no connection and no communication	Team connection to attain objectives and clients' satisfaction
Present integration	Interactions lead to connection and commitment	Conjoint work needed for team's tasks
Activities outside work for integration	Interactions are mandatory for quality work	From individual work to constant interactions
Hard adaptation due to dissimilar working culture	Interactions missed because of contact with clients	Interactions as mandatory for information transfer
Integration predisposition through nonwork meetings	No deep integration because of being a new member	Team's existence due to constant interactions
Natural and non-forced behaviors to integrate	Information transfer when missed interactions	Acceptance into the team
No integration difficulties	Tough integration due to little time in office	Concern about each other lead to integration sense
Attempts to help with other's integration process	Felt welcomed	Consistent behavior towards integration
Preference to communicate with known persons	Chilean accent jokes	No integration difficulties
Good work relationships to make him feel contained	No organizational help to establish in Argentina	Integration via nonwork-related communications
Work and nonwork-related interactions lead to pleasant work atmosphere	Easier to work with new members since they adapt	Informal communication channel for nonwork activities
Desire to spend time with family than with colleagues	Good working atmosphere	Intention to integrate new members
Exclusion feeling due to reduced participation in conversations	Just work relations	No first attempt to start a conversation
Hard to trust originally because of different working manners	No desire to mix personal and professional life	Good and respectful relationships
Easier to know and trust a same culture person	Occasional assistance to nonwork activities	No personal nonwork relationships because of age
No major team conflicts	Preference to spend time with family	More work-related than personal interactions because of age
Uncomfortableness because of constant jokes	Missed information for not attending nonwork activities	Mandatory interactions for team's tasks
Communication problems with other company's sector	Need to know people before trusting them	Enjoyable nonwork meals

Dissimilar idioms and words that complicate comprehension	Team collaboration by helping	Intention to share outside the office
No communication issues when speaking English	Easier to trust national peer	Informal communication channel for nonwork meals
Started to comprehend other idioms with time	Easier to talk with a national peer	Nonwork meals strengthen relationships and help with work
Effort to leave own's idiom behind	Less personal interactions due to lack of trust	Nonwork meals increase interactions and communications
Shocked by way of treating people based on a new word	Nice working climate	Good relationship needed for work and nonwork interactions and communications
No prime conflicts due to different communication styles	Chilean accent jokes	From working individually to trust colleagues
No preference to communicate with a national than a foreigner	Direct communication manner	Objectives' commitments and clients' satisfaction
Talking in a loud voice to each other	Cultural rivalry regarding Spanish quality	No reason for not trusting a foreigner
Avoid own's idiom to be understood	Ability to understand despite communication differences	No personal conflicts – work-related conflicts
	Difficulty to express in another language	Work-related conflict due to work details
	Talk and joke	Same language, different expressions
	Ability to understand each other	Different Spanish accents
	Minor differences when talking	No possibility of understanding every word – general idea is comprehended
	Better to talk to a national peer	More difficult to communicate in another language
	Does not know how to act in a different culture	Jokes about dissimilar expressions
	Does not like football jokes	No major communication barriers
	More formal work treatment	Easier to communicate with national peers
	No communication adaptation: being professional	Does not care to work with national or foreign colleague
		Surprised by a culturally normal joke
		Avoid expressions and phrases to send a clear message

Table D3

Interviews' Coding for Participants 7, 8, and 9

Participant 7	Participant 8	Participant 9
Desire for new position because of a change need	Prior knowledge of team members	Overwhelmed by double work
Good treatment among members	Calm work atmosphere and helpful colleagues	Agreeable working team
No fluent communication among team's sectors	Commitment facilitates work	Quality technical support
Personal commitment with objectives	Language as the main difference in communication manners	Not so good relationships with other company's sectors
Uncertainty about members' commitment	No relation between job satisfaction and international interactions	Individual commitment toward objectives
Same language minimizes dissimilar communication styles' effects	Connection as a prerequisite for a working team	No collective commitment toward team
Fast speaking lead to dissatisfaction because of lack of comprehension	Work and nonwork connections	Lack of team commitment due to different individual objectives
No team connection due to no enough communication among team's sectors	Necessary connection for annual objectives	Most members speak Spanish
Work pressure because of no communication among team's sectors	Connection leads to interactions and these to communications	Email requirements as a conversation proof
Felling of personal integration within the team	Frequent interactions and communications due to high connection	Different Spanish accents
Subgroup is not told about key meetings	Sense of integration due to prior knowledge of members	No total connection
Sectorized working in each subgroup	Feels integrated because of nonwork gatherings	No information about a member's holiday
Gradual individual integration	Good integration process because he knew a team member	Missing cohesion as negative
Members' integrative behaviors concerning city and food	Integration process affected by personal situation	Does not know other members' work
Hard to know the city and to find a house	Integrate others for not feeling work pressure	Communication problem: no information transfer
Same behavior toward new and established members	Integration efforts so that others do not feel what he felt	Work integrated team
Willingness to offer help	No difference in communicating with known and not known members	Individual objectives and little members' awareness
Easier to communicate with known colleagues	Necessary interactions to attain objectives	Quit because relationship with former manager
Friendly relationships	Cordial work relationship	Polite and professional treats
No conflicts within the team	Informal relationship outside work	Not much talk with one member when joined team
Few interactions among team's subgroups	More work-related interactions	Cordial work relationship
Excellent work-related treatment	Enjoyable outside of the work gatherings	Individual work, no team work
Nonwork activities: regular sport matches	Informal gatherings: lunches, birthdays and farewells	Strictly labor relationships
Nonwork activities enhance work climate	All members included in informal gatherings	No frequent gatherings to maintain good relationships

Nonwork activities increase interactions and communications	Nonwork relations lead to confidence and new bonds	Attempt to create team engagement with new member
Confidence within the team	Team connection enables outside-work gatherings	Integration by means of responsibilities
Vanished prejudice about Argentinians	Nonwork relations facilitate daily work	Preference to work with known colleagues
Easier knowing national peer	Good relationships	Work and no personal relationships
Same nationality does not imply trust	Trust leading to team collaboration and help	Desire for wider communication
Conflicts are not common	Nationality does not determine trust	No regular outside-work gatherings
Conflict due to no comprehension of language's accent	Easier communication with national colleagues	Information loss due to no frequent talking
Avoidance of meetings in another language	Effort to switch languages	Nonwork gatherings with no team members
Difficulty in the beginning to understand same language	Easier interactions with national coworker	Need to be more united through nonwork gatherings
Different idioms as misunderstandings	Resolution of conflicts through conversations	No personal trust
Ask for meaning when phrase was not understood	Conflict resolution through talking	Professional trust
Understanding different idioms as a professional challenge	No problem derived from communication	Contradictory behavior leads to no trust
Easier to communicate with same country-colleague	Different ways of speaking Spanish	Members' nationality has nothing to do with trust
Easier to talk employing same language	From constantly to less frequently English speaking due to difficultness	Personal incident with a colleague
Not uncomfortable when speaking in a different language	More difficult to comprehend other language	No information about a member's holidays
More fluent communication with national colleagues	Argentinian have more national words not understood by others	No personal communication with Finance Manager, only emails
Finding suitable words to talk to people of another country	Language as main cause of misunderstandings	No hard communication in English
Uncomfortable jokes about Mexicans	Each country's words as second cause of misunderstandings	Easier to communicate in Spanish
Effort to speak a neutral Spanish to be comprehended	Sense of freedom to express as living in one's country	Ask for words' meaning
Easier to communicate in a different language than in Spanish with a different idiom	Not capable to comprehend 100%	Able to understand each other
	Ability to understand main message	More interaction among Spanish than with English speakers
	Easier to communicate with national peers	Harder for Latin American to express in another language
	Chileans speak too fast when finishing ideas	Not much communication with English speakers
	Finish coldness versus Chilean warmthness to talk	No communication misunderstanding
	Intention to be clear when speaking another language	Clearest message among Chileans
	Confidence leads to less communication style adaptation	Preference to work within an international team
		Preference to communicate in Spanish
		Used to avoid Chilean words, not anymore

Table D4

Interviews' Coding for Participants 10, 11 and 12

Participant 10	Participant 11	Participant 12
Job satisfaction	How current position was obtained	Would like new challenges respecting his position
New tasks added to the position	Incipient learning process	Good work climate
Harmonious work climate	Enjoys working within an international team	Supportive team
Used to a different working manner	Individual and collective team commitment	Compromised with clients
Less personal commitment since he is leaving the team	Contribution to company's requirements	Not much team contact
Only necessary commitment	Likes interacting with internationals	More contact would enhance team's tasks
Hard to understand people at the beginning	Team connection enables efficient results	Different accents and speaking manners
Less comprehension and less job satisfaction	Efficient interactions to attain efficient results	Used to be surprised about communication habits, not anymore
Now Chileans speak slower and without typical words	Team connection leads to efficient interactions	Surprised about loud voice tone while talking
No team connection as a whole	Warm welcome	Surprised about conversations' interruptions
Chileans are individualistic	Constant work guidance	More connection would benefit team work
No sharing outside work leads to no connection	Informal conversations for adaptation	More connection would increase communications
Less interactions because of no connection	Spanish as an integration difficulty	Talked to solve lack of communications
No integration among members	Used to interacting with internationals	Enough integration despite misunderstandings
Integration by means of work matters	Open and accessible relations	Argentinian team worked in same room; Chilean team is different
Individual working	Constant help from colleagues	Chileans are reserved and private
Kind but closed colleagues	Interactions as a must for daily duties	Helped whenever he was available
No team's integration efforts	Informal conversations	Well-mannered relationships
Lack of integration affected work	Nonwork interactions when eating with clients	Mostly work interactions
Stimulated by new colleagues	Not many nonwork gatherings	Argentinian team had work and nonwork conversations
Few relations	Nonwork meals enhance team's link and results	Most contact during work meetings
Work-related relations	Nonwork meetings as a connection enhancer	No interactions outside work
Only work interactions	Team collaboration creates trust	Need of more work connections
No often nonwork interactions	Trust has to do with personal characteristics, not nationality	Trust colleagues because of no incidents
Would feel better if there were ore nonwork interactions	Latin American openness lead to trust	Trust more on Peruvians because of shared values
No trust because of not personally knowing colleagues	Personal questions to be polite	Misunderstanding because of food names
Cold and only work relations	Excessive personal contact	Interrupted while having a phone call
No relation between trust and nationality	More appealing to interact with internationals	English communication with one colleague

Different working cultures	Spanish classes for a better interaction	English-speaking colleague included only in relevant topics
Upset because of several emails to communicate	Ability to understand in English	Difficulty to express in English
Spanish and English communication within the team	English vocabulary problem	Different accents and phrases seem to be a new language
No complications when talking in Spanish	Less complicated to communicate with Finnish colleagues	Misunderstandings because of different phrases
No comprehension of foreign expressions	Appealing to communicate with internationals to learn	No constraints when talking with other Peruvian
Easier to talk in Spanish, better comprehension	Diminish communication barriers by learning the language	No preference to work with a Peruvian over another international
Foreigner has to adapt to language of host country	Loud talk because of dissimilar habits and practices	Colombians, Argentinians and Mexicans effort to adapt their communication
Avoid interactions with English-speaking colleague	Asking for meaning of an English word	Chileans do not adapt their communication
No big communication barriers among Spanish-speakers		
Difficult to work with a no Spanish-speaker		
Better to talk to Spanish-speakers from other countries than English-speakers		
Personality determines who to work with		
Preference to work with Spanish-speakers		
Argentinian arrogant-speaking way		
Trying to speak formally and without national expressions		

Appendix E

Identified Primary and Secondary Themes

Primary themes	Sub-themes
Cohesiveness	<p>Team's objectives through team cohesiveness</p> <p>Good relationships and work interactions through cohesiveness</p> <p>Team connection leads to good communications</p> <p>Team's cohesion</p> <p>Cohesion leads to nonwork interactions</p> <p>Fluent communications due to team cohesiveness</p> <p>Strong team cohesion</p> <p>Cohesion and good relationships incentive interactions and communications</p> <p>No 100% connection within the team</p> <p>Team connection to attain objectives and clients' satisfaction</p> <p>Group connection: works for same goals</p> <p>Present cohesion as positive</p> <p>Previous teams with no connection and no communication</p> <p>Interactions lead to connection and commitment</p> <p>Connection as a prerequisite for a working team</p> <p>Work and nonwork connections</p> <p>Necessary connection for annual objectives</p> <p>Connection leads to interactions and these to communications</p> <p>Frequent interactions and communications due to high connection</p> <p>Team connection enables outside-work gatherings</p> <p>No team connection due to no enough communication among team's sectors</p> <p>No total connection</p> <p>Missing cohesion as negative</p> <p>Does not know other members' work</p> <p>Individual objectives and little members' awareness</p> <p>Team connection enables efficient results</p> <p>Team connection leads to efficient interactions</p> <p>Nonwork meetings as a connection enhancer</p> <p>No team connection as a whole</p> <p>No sharing outside work leads to no connection</p> <p>Less interactions because of no connection</p> <p>Individual working</p> <p>Not much team contact</p> <p>More contact would enhance team's tasks</p> <p>More connection would benefit team work</p> <p>More connection would increase communications</p> <p>Argentinian team worked in same room; Chilean team is different</p>
Team collaboration and commitment	<p>Team collaboration leads to job facilitation</p> <p>Team collaboration</p> <p>Commitment towards team goals</p> <p>Team commitment towards objectives</p> <p>Trust members due to shown team commitment</p> <p>Commitment toward company's objectives</p> <p>Importance of team working for objectives</p> <p>Group commitment to attain sales</p> <p>Good team performance due to commitment</p>

Conjoint work needed for team's tasks
 Objectives' commitments and clients' satisfaction
 Collaborative team but preference of previous team
 Company, team and objectives' personal compromise
 Not sure of team is compromised
 Team collaboration by helping
 Calm work atmosphere and helpful colleagues
 Commitment facilitates work
 Trust leading to team collaboration and help
 Personal commitment with objectives
 Uncertainty about members' commitment
 Willingness to offer help
 Quality technical support
 Individual commitment toward objectives
 No collective commitment toward team
 Lack of team commitment due to different individual objectives
 Individual work, no team work
 Individual and collective team commitment
 Contribution to company's requirements
 Constant work guidance
 Constant help from colleagues
 Team collaboration creates trust
 Less personal commitment since he is leaving the team
 Only necessary commitment
 Supportive team
 Compromised with clients
 Talked to solve lack of communications
 Chileans are reserved and private
 Helped whenever he was available

Work/nonwork interactions and team's integration

Interactions outside work lead to a good workplace atmosphere
 Work and nonwork interactions lead to confidence and easy communications
 Work interactions lead to fluent communications and confidence
 Appreciated nonwork-related conversations
 Sense of team integration due to nonwork activities
 Attempts to integrate new team members
 No great difficulties towards team integration
 Attempts to integrate new team members
 Work interactions lead to fluent communications and confidence
 Work and nonwork interactions to achieve team's objectives
 Interactions inside and outside workplace for a good work atmosphere
 Job satisfaction related to personal interactions
 No intention to exclude colleagues from out-work activities
 Easier and frequent communications because of frequent work and nonwork interactions
 Nonwork interactions conduct to job satisfaction
 Integration efforts
 Attempts to integrate new members
 More interactions due particular work tasks
 Informal communications outside workplace
 Nonwork informal meetings
 Social integration initiative – no exclusion
 Nonwork meetings as an integration first step
 Nonwork meetings as a communication and work atmosphere advancer
 Nonwork meetings as a means of social integration

Activities outside the office
Integration feeling within the team
Attempt to integrate via nonwork meetings
Felt integrated since the beginning due to kind colleagues
Attempts for integration since the beginning
No team obstacles for integration
Sense of integration enhances team and individual outcomes
Different interaction types based on members' age
Nonwork activities with younger members
Integration via nonwork activities to enhance work atmosphere
Present integration
Activities outside work for integration
Hard adaptation due to dissimilar working culture
Integration predisposition through nonwork meetings
Natural and non-forced behaviors to integrate
No integration difficulties
Attempts to help with other's integration process
Work and nonwork-related interactions lead to pleasant work atmosphere
Exclusion feeling due to reduced participation in conversations
New tasks that involve interaction
From individual work to constant interactions
Interactions as mandatory for information transfer
Team's existence due to constant interactions
Acceptance into the team
Concern about each other lead to integration sense
Consistent behavior towards integration
No integration difficulties
Integration via nonwork-related communications
Informal communication channel for nonwork activities
Intention to integrate new members
More work-related than personal interactions because of age
Mandatory interactions for team's tasks
Enjoyable nonwork meals
Intention to share outside the office
Informal communication channel for nonwork meals
Nonwork meals increase interactions and communications
Interactions are mandatory for quality work
Interactions missed because of contact with clients
No deep integration because of being a new member
Information transfer when missed interactions
Tough integration due to little time in office
Felt welcomed
Occasional assistance to nonwork activities
Missed information for not attending nonwork activities
No relation between job satisfaction and international interactions
Sense of integration due to prior knowledge of members
Feels integrated because of nonwork gatherings
Good integration process because he knew a team member
Integration process affected by personal situation
Integrate others for not feeling work pressure
Integration efforts so that others do not feel what he felt
Necessary interactions to attain objectives
Informal relationship outside work
More work-related interactions
Enjoyable outside of the work gatherings
Informal gatherings: lunches, birthdays and farewells
All members included in informal gatherings
Nonwork relations facilitate daily work

Felling of personal integration within the team
 Subgroup is not told about key meetings
 Sectorized working in each subgroup
 Gradual individual integration
 Members' integrative behaviors concerning city and food
 Same behavior toward new and established members
 Few interactions among team's subgroups
 Nonwork activities: regular sport matches
 Nonwork activities enhance work climate
 Nonwork activities increase interactions and communications
 Work integrated team
 No frequent gatherings to maintain good relationships
 Attempt to create team engagement with new member
 Integration by means of responsibilities
 No regular outside-work gatherings
 Nonwork gatherings with no team members
 Need to be more united through nonwork gatherings
 Efficient interactions to attain efficient results
 Warm welcome
 Informal conversations for adaptation
 Interactions as a must for daily duties
 Informal conversations
 Nonwork interactions when eating with clients
 Not many nonwork gatherings
 Nonwork meals enhance team's link and results
 No integration among members
 Integration by means of work matters
 No team's integration efforts
 Lack of integration affected work
 Only work interactions
 No often nonwork interactions
 Would feel better if there were ore nonwork interactions
 Enough integration despite misunderstandings
 Mostly work interactions
 Argentinian team had work and nonwork conversations
 Most contact during work meetings
 No interactions outside work
 Need of more work connections
 English-speaking colleague included only in relevant topics

Good relationships

Good relationships contribute to job satisfaction
 Close work relationships conducting to confidence
 Critical elements: work atmosphere and relationships
 Enhanced team outcome due to good relationships
 Friendship in the workplace
 Work relationships emerge from integrations attempts
 Frequent nonwork communications and good relationships
 Established personal relationships
 Personal relationships enforced via nonwork meetings
 No conflicts because of good personal relationships
 Good work atmosphere to achieve good outcomes
 Trust due to personal relationships
 Good work atmosphere
 Work and personal connections within the team
 Integration, nonwork activities and personal relationships enhance work
 Personal relationships strengthen connections
 Work is easier due to personal relationships

Good relationships lead to increased interactions and pleasant work
 Informal work communications due to personal relationships
 Easier communications with well know colleagues
 Informal communication channel with younger members
 Team's results are based on workers' bonds
 Sincere communications due to gained confidence through personal relationships
 Frequent and informal communications because of a good relationship
 Good team atmosphere
 Good work relationships to make him feel contained
 Good and respectful relationships
 No personal nonwork relationships because of age
 Nonwork meals strengthen relationships and help with work
 Good relationship needed for work and nonwork interactions and communications
 Good working atmosphere
 Just work relations
 No desire to mix personal and professional life
 Preference to spend time with family
 Nice working climate
 Prior knowledge of team members
 Cordial work relationship
 Nonwork relations lead to confidence and new bonds
 Good relationships
 Good treatment among members
 Easier to communicate with known colleagues
 Friendly relationships
 Excellent work-related treatment
 Agreeable working team
 Quit because relationship with former manager
 Polite and professional treats
 Cordial work relationship
 Strictly labor relationships
 Preference to work with known colleagues
 Work and no personal relationships
 Open and accessible relations
 Harmonious work climate
 Kind but closed colleagues
 Few relations
 Work-related relations
 Cold and only work relations
 Good work climate
 Well-mannered relationships

Dissimilar communication styles

Communication styles not influencing job satisfaction
 Different expressions
 Prior exposure to understand cultural expressions
 Confusion due to communication styles exposure
 Difficulty to comprehend another communication style
 Learning process of different communication styles
 Anger accentuates own's communication style
 Loud communication style
 Annoying different communication styles
 Communication styles determine job satisfaction
 Different communication manners: styles, words, expressions, manners to address to others.
 Learn new expressions and get used to them

Communicate and shout as weird
Difficulty to understand different communication styles
Difficulty to understand fast talking
Not able to understand new words
Inability to comprehend fast talking
Constant jokes as new a communication manner
Communication problems among teams due to cultural differences
Different idioms and expressions complicate interpretation
New words complicate interpretation
Fast talking makes interpretation difficult
Different ways of addressing people
Loud voice to address to people
Not much difference among communication styles: same language
Dissimilar idioms and words that complicate comprehension
Started to comprehend other idioms with time
Shocked by way of treating people based on a new word
Talking in a loud voice to each other
Communication styles do not influence on job satisfaction
Same language, different expressions
Different Spanish accents
No possibility of understanding every word – general idea is comprehended
Jokes about dissimilar expressions
No major communication barriers
Surprised by a culturally normal joke
Communication differences not affecting daily work
Direct communication manner
Ability to understand despite communication differences
Difficulty to express in another language
Ability to understand each other
Minor differences when talking
More formal work treatment
Language as the main difference in communication manners
Different ways of speaking Spanish
More difficult to comprehend other language
Argentinian have more national words not understood by others
Not capable to comprehend 100%
Ability to understand main message
Chileans speak too fast when finishing ideas
Finish coldness versus Chilean warmthness to talk
Same language minimizes dissimilar communication styles' effects
Fast speaking lead to insatisfaction because of lack of comprehension
Difficulty in the beginning to understand same language
Different idioms as misunderstandings
Ask for meaning when phrase was not understood
Understanding different idioms as a professional challenge
Not uncomfortable when speaking in a different language
Most members speak Spanish
Different Spanish accents
Ask for words' meaning
Able to understand each other
Personal questions to be polite
Excessive personal contact
Ability to understand in English
Loud talk because of dissimilar habits and practices
Hard to understand people at the beginning

Less comprehension and less job satisfaction
 Spanish and English communication within the team
 No comprehension of foreign expressions
 Argentinian arrogant-speaking way
 Different accents and speaking manners
 Used to be surprised about communication habits, not anymore
 Surprised about loud voice tone while talking
 Surprised about conversations' interruptions
 Misunderstanding because of food names
 Interrupted while having a phone call
 English communication with one colleague
 Different accents and phrases seem to be a new language

Communication problems

Cultures interactions and communication problems
 Dissimilar communication styles and email problems
 Communication problems: national expressions and words
 Solution of communication problems: repeating / paraphrasing
 Occasional problems to comprehend and express
 No major conflicts due to dissimilar communication styles
 Local customs affecting daily work
 Interactions and learning eliminate cultural barriers
 Uncomfortableness due to too much jokes
 Little communication due to limited office availability of members
 No major team conflicts
 Uncomfortableness because of constant jokes
 No communication issues when speaking English
 No prime conflicts due to different communication styles
 Chilean accent jokes
 Chilean accent jokes
 Cultural rivalry regarding Spanish quality
 Talk and joke
 Does not like football jokes
 No problem derived from communication
 Language as main cause of misunderstandings
 Each country's words as second cause of misunderstandings
 No fluent communication among team's sectors
 Work pressure because of no communication among team's sectors
 No conflicts within the team
 Conflicts are not common
 Conflict due to no comprehension of language's accent
 Uncomfortable jokes about Mexicans
 No information about a member's holiday
 Communication problem: no information transfer
 Not much talk with one member when joined team
 Desire for wider communication
 Information loss due to no frequent talking
 Contradictory behavior leads to no trust
 Personal incident with a colleague
 No information about a member's holidays
 No personal communication with Finance Manager, only emails
 No communication misunderstanding
 Spanish as an integration difficulty
 English vocabulary problem
 Asking for meaning of an English word
 Upset because of several emails to communicate
 Misunderstandings because of different phrases

Preference to interact and communicate with cultural peers

Good relationships due to similar cultural backgrounds

Work relationships and personal similarities
 Higher trust in peers of same culture
 Better comprehension with national peers
 More satisfying interactions with national peers
 Convenient conversations with national colleagues
 Easier communication with national peers
 Preference establish conversations with national colleagues
 Easier communications with national peers
 Similar cultures and easier interactions and communications
 Links and confidence within Latin American cultures
 Easy to relate with similar cultures
 No link between trust and cultural similarity
 Preference to do nonwork activities with a different culture
 Easier to communicate with similar cultures
 Preference to communicate with known persons
 Hard to trust originally because of different working manners
 Easier to know and trust a same culture person
 No preference to communicate with a national than a foreigner
 From working individually to trust colleagues
 No reason for not trusting a foreigner
 More difficult to communicate in another language
 Easier to communicate with national peers
 Does not care to work with national or foreign colleague
 Need to know people before trusting them
 Easier to trust national peer
 Easier to talk with a national peer
 Less personal interactions due to lack of trust
 Better to talk to a national peer
 Does not know how to act in a different culture
 Nationality does not determine trust
 Easier communication with national colleagues
 Effort to switch languages
 Easier interactions with national coworker
 Sense of freedom to express as living in one's country
 Easier to communicate with national peers
 Confidence within the team
 Vanished prejudice about Argentinians
 Easier knowing national peer
 Same nationality does not imply trust
 Avoidance of meetings in another language
 Easier to communicate with same country-colleague
 Easier to talk employing same language
 More fluent communication with national colleagues
 Easier to communicate in a different language than in Spanish with a different idiom
 No personal trust
 Professional trust
 Members' nationality has nothing to do with trust
 No hard communication in English
 Easier to communicate in Spanish
 More interaction among Spanish than with English speakers
 Harder for Latin American to express in another language
 Not much communication with English speakers
 Clearest message among Chileans
 Preference to work within an international team
 Preference to communicate in Spanish
 Enjoys working within an international team

Likes interacting with internationals
 Used to interacting with internationals
 Trust has to do with personal characteristics, not nationality
 Latin American openness leads to trust
 More appealing to interact with internationals
 Less complicated to communicate with Finnish colleagues
 Appealing to communicate with internationals to learn
 Chileans are individualistic
 No trust because of not personally knowing colleagues
 No relation between trust and nationality
 No complications when talking in Spanish
 Easier to talk in Spanish, better comprehension
 Avoid interactions with English-speaking colleague
 No big communication barriers among Spanish-speakers
 Difficult to work with a no Spanish-speaker
 Better to talk to Spanish-speakers from other countries than English-speakers
 Personality determines who to work with
 Preference to work with Spanish-speakers
 Trust colleagues because of no incidents
 Trust more on Peruvians because of shared values
 Difficulty to express in English
 No constraints when talking with other Peruvian
 No preference to work with a Peruvian over another international

Attempt to adapt own's communication style

Change Argentinian words to be understood
 Speak neutral Spanish to be understood
 Neutral Spanish to be understood
 Neutral Spanish to be understood
 Not using Argentinian words and expressions
 No attempt to switch languages to communicate with a foreigner
 Attempt to adapt own's idiom to be understood
 Leave behind Colombian idiom to be comprehended
 Effort to leave own's idiom behind
 Avoid own's idiom to be understood
 Avoid expressions and phrases to send a clear message
 From constantly to less frequently English speaking due to difficultness
 Intention to be clear when speaking another language
 Confidence leads to less communication style adaptation
 Finding suitable words to talk to people of another country
 Effort to speak a neutral Spanish to be comprehended
 Used to avoid Chilean words, not anymore
 Spanish classes for a better interaction
 Diminish communication barriers by learning the language
 Now Chileans speak slower and without typical words
 Foreigner has to adapt to language of host country
 Trying to speak formally and without national expressions
 Colombians, Argentinians and Mexicans effort to adapt their communication
 Chileans do not adapt their communication

Appendix F

Utilized Spanish Quotes and Their English Translations

Owner of quote	Spanish quote	English quote
Participant #8: Skilled expatriate worker in Chile	<i>... Siempre trabajé con gente internacional. Para mí es normal estar en constante interacción con gente de diferentes nacionalidades... no me afecta...</i>	<i>...I have always worked with international people. It is normal for me to be in constant interaction with people from different nationalities... It does not affect me...</i>
Participant #11: Skilled expatriate worker in Chile		<i>As I trained stuff from all around the world, I am fairly used to interact with international staff from ABCD, recently new and more experienced workforce. There is no considerable difference when interaction time takes place.</i>
Participant #6: Skilled expatriate worker in Argentina	<i>Ahora estoy interactuando constantemente con gente de diferentes países, es buena la experiencia, me gusta... Es verdad, hablo diferente. Pero estoy satisfecho con mi trabajo actual y con el lugar de trabajo a pesar de nuestras formas de comunicarnos. No siento que el hecho de que seamos de diferentes países determine cuán satisfecho estoy en el trabajo...</i>	<i>At the moment I am constantly interacting with people from different countries, the experience is good, I like it... That is true, we speak differently. But I am satisfied with my current work and location despite our ways of communicating. I do not feel that the fact that we belong to different countries is a determinant for my satisfaction at work...</i>
Participant #2: Skilled expatriate worker in Argentina	<i>Como tenemos una buena relación, seguro que nos comunicamos más frecuentemente ya que no sólo nos comunicamos cuando lo necesitamos, pero también por otras razones, como por ejemplo razones personales. Cuando la cohesión en el equipo aumenta, la frecuencia de las interacciones también aumenta y hay</i>	<i>As we have a good relationship, we for sure communicate more frequently since we not only communicate when we need, but also for other reasons, such as personal reasons for instance. As cohesion increases in the team, frequencies of interactions also increase and there are more personal than work interactions between us.</i>

	<i>más interacciones personales que laborales entre nosotros. Además, la comunicación es más fluida entre nosotros y entre los miembros que mejor se llevan.</i>	<i>Moreover, communication also becomes more fluent between us and between the members who get along the most.</i>
Participant #8: Skilled expatriate worker in Chile	<i>Estar conectados nos lleva a interactuar más y por eso, comunicarnos más. Cuando interactúas, tienes que comunicarte; es por ello que las interacciones suceden. Creo que si no estuviéramos conectados, el equipo no sería eficiente.</i>	<i>Being connected drives us to interact more and therefore, communicate more. When you interact you have to communicate; that is why interactions take place, to communicate. I think that if we were not connected, the team would not be efficient...</i>
Participant #10: Skilled expatriate worker in Chile	<i>... si compitiéramos más tiempo, las interacciones y comunicaciones serían más y nos sentiríamos más conectados. En Argentina compartíamos mucho fuera del trabajo y eso no sucede aquí, estamos más conectados con el trabajo y no entre nosotros... Cuando trabajaba en Argentina estábamos unidos y todos estábamos al tanto de lo que ocurría en la cuenta o trabajábamos todos juntos durante los proyectos. Aquí sucede todo lo contrario...</i>	<i>... if we shared more time, interactions and communications would be more and we would feel more connected. In Argentina we shared a lot outside work and this does not happen here, we are more connected with the job and not between us... When I worked in Argentina we were united and we were all aware about what was happening in the account or we worked all together during the projects. Here, it is the opposite thing...</i>
Participant #12: Skilled expatriate worker in Chile	<i>Creo que si estuviéramos más conectados entre nosotros, habría menos malentendidos. A veces, no es normal, pero sucedía que alguno de nosotros le decía algo al cliente que el resto de la gente desconocía. Y no estamos bien posicionados, bien vistos cuando luego tenemos que juntarnos con ese cliente y es aparente que el equipo no habló sobre eso...</i>	<i>I think that if there were more connection between us, there would be less misunderstandings. Sometimes, it is not a normal thing but it happened that one of us tells something to a client and the rest of the people is not aware of this. And we are not well positioned, well seen when we then have to meet with that client and it</i>

		<i>becomes apparent that the team did not talk about that...</i>
Participant #9: Skilled expatriate worker in Chile	<i>La comunicación es el problema aquí por que hay muchas cosas que deberían decirse e informarse y no se hace... Me gustaría que pudiéramos hablar más... Muchas veces nos perdemos de cosas importantes o de información importante del cliente.</i>	<i>Communication is the problem here because there are a lot of things that should be said and informed and they are not... I wish we could talk more... Many times we miss important issues or important client's information.</i>
Participant #1: Skilled expatriate worker in Argentina	<i>...también nos ayudamos entre nosotros cuando alguien necesita ayuda, obvio que esa ayuda llega cuando la otra persona tiene tiempo para eso. Así es como funciona... Confío en mis colegas y sé cómo trabajan, sus ventajas laborales. La comunicación es siempre más fácil con gente que conocés y con la que ya estuviste trabajando por un tiempo.</i>	<i>... we also help each other when someone needs the help, of course that help comes whenever the other person has the time for that. That is how it works... I trust my coworkers and I know how they work, their strong work characteristics. Communication is always easier with people you know and you have been working for a while</i>
Participant #10: Skilled expatriate worker in Chile	<i>Lo que me pasa es que, en general, todos hacen su propio trabajo pero no están conectados, la mayoría. Son muy individualistas (silencio) y son cerrados en cuanto a sus tareas específicas sin trabajar en equipo, por lo menos esa es mi impresión... Desearía que nos relacionáramos más. Cada vez que nos relacionamos, lo hacemos por trabajo y la mayoría de las veces es mandándonos emails... No hay mucha interacción. Cada vez que nos juntamos es pro que tenemos que y nos juntamos por reuniones específicas que son presenciales en</i>	<i>What it happens to me is that, in general, everybody does their own work but they are not connected, the majority. They are very individualistic (silence) and they are closed toward their specific tasks without working as a team, at least this is my impression... I wish we would relate more. Every time we relate, we do it because of work and most of the times it is by sending emails... There is not much interaction. Every time we meet, it is because we have to and we gather for specific presence-based modality</i>

	<i>donde tenemos que cubrir un tema específico de la cuenta.</i>	<i>meetings where we have to cover or treat a specific account topic</i>
Participant #2: Skilled expatriate worker in Argentina	<i>Al principio, algunos años antes, solía no conocer a nadie de la gente que trabajaba acá en Argentina. Y la manera en que me integraron fue a través de estas reuniones que se hacían afuera del trabajo. Creo que las relaciones afuera del trabajo hacen posible y establecen las relaciones en el grupo. Esto hace que haya comunicaciones más fluidas entre nosotros...</i>	<i>At the beginning, some years ago I used to know nobody of the people working here in Argentina. And the way how I was integrated was through these meetings held outside the workplace. I believe that the relationships taken place outside the workplace enable and establish the relationships within the group. These motivate more fluent communications amongst us...</i>
Participant #8: Skilled expatriate worker in Chile	<i>El hecho de que tengamos diferentes nacionalidades no modifica lo que pienso de ellos. Eso sería tener un prejuicio para con una persona por el lugar en el que nació. No soy esa clase de persona. Y no me hubiese gustado que otro haga un prejuicio sobre mí cuando trabajaba en otro país...</i>	<i>The fact that we have different nationalities do not affect the way I think of them. That would be having a prejudice towards a person because of the place where he was born. I am not that kind of person. And I would not have liked that someone else prejudice me when I worked in another country...</i>
Participant #1: Skilled expatriate worker in Argentina	<i>...Acá en Argentina, como todos trabajamos hacia una misma cosa y realmente nos comportamos como un equipo... Como te dije, generalmente pasamos un buen rato juntos cuando nos juntamos y la mayoría de las veces llevamos a nuestras familias... las comunicaciones acá son más fáciles por que hay confianza entre nosotros y por que nos llevamos bien, y son más genuinas.</i>	<i>...Here in Argentina, as we all work towards the same thing and we do really behave as a team ... As I told you, we usually spend a nice time together when we meet and most of the times we all bring our families ... communications here are easier because there is confidence between us and because we get along, and they are more genuine.</i>
Participant #8: Skilled expatriate worker in Chile	<i>... Estos tipos de reuniones no serían posible si no estuviéramos conectados laboralmente. Quiero</i>	<i>...These kinds of gatherings would not be possible if we were not connected laboriously. I mean, the work</i>

	<p><i>decir, las interacciones laborales, las interacciones dentro de la empresa hacen más fácil el hecho de que nos juntemos fuera de la empresa y de que creemos una unión entre nosotros. Al mismo tiempo, Siempre es más fácil trabajar con gente con la que tienes una buena relación y con la que pueden hablar abiertamente y decir cosas...</i></p>	<p><i>interactions, the interactions inside the company ease the fact that we gather outside the company and that we create a link between us. At the same time, this ease the daily work. It is always easier to work with people you have a good relationship and with whom you can openly talk and say things...</i></p>
Participant #9: Skilled expatriate worker in Chile	<p><i>... De vez en cuando nos vemos fuera del trabajo, pero no es muy común; y dentro del trabajo, sólo nos relacionamos por trabajo. Pero me gustaría que pudiéramos hablar más para que la información relacionada con el trabajo pueda fluir y llegue a cada uno de nosotros.</i></p>	<p><i>... We once in a while see each other outside work, but this is not very common; and inside work, we only relate with each other because of work. But I wish we could talk more so that work-related information could flow and reach each one of us.</i></p>
Participant #6: Skilled expatriate worker in Argentina	<p><i>Como las relaciones en el trabajo son fuertes, las interacciones son más fluídas y nos comunicamos más. Nuestras interacciones y comunicaciones no serían posibles si no tuviéramos una buena relación entre nosotros. O puede que sí, existirían pero sólo por cuestiones laborales. Eso no sería agradable, entonces no disfrutarías del trabajo...</i></p>	<p><i>As relationships are stronger at work, interactions are more fluent and we communicate more. Our interactions and communications would not be possible if we would not have a good relationship among ourselves. Or maybe yes, they would exist but only for work-related issues. That would not be nice, you would not enjoy work then...</i></p>
Participant #3: Skilled expatriate worker in Argentina	<p><i>El hecho de que haya muy buenas relaciones en el equipo fomenta las comunicaciones e interacciones entre nosotros. Como todos nos llevamos bien, aquí las interacciones son algo normal e incluso las disfrutamos. Estas</i></p>	<p><i>The fact that there are very good relationships in the team encourages our communications and interactions among us. As we all get along, interactions here are a normal thing and we even enjoy them. These interactions between us fortify our relationships and</i></p>

	<p><i>interacciones fomentan las relaciones entre nosotros y nos hacen sentir bien en el trabajo. (Pausa) hablando de las comunicaciones, éstas son muy informales durante el día de trabajo y creo que esto ocurre por que todos nos conocemos y también compartimos tiempo y actividades fuera del trabajo.</i></p>	<p><i>make us feel pleasant at work. (Pause) Regarding communications, these are very informal during our daily work and I believe this happens because we all know each other and we also share time and activities outside work.</i></p>
Participant #3: Skilled expatriate worker in Argentina	<p><i>... Trato de integrar al equipo y de organizar actividades no laborales. Pienso que son extremadamente importantes ya que estoy completamente convencido de que las relaciones personales influyen en las maneras individuales de trabajar. Las relaciones personales aumentan la conexión del equipo y así... los lazos entre las personas son más fuertes. Esto facilita los momentos difíciles del trabajo y los problemas y además, esto hace que los desacuerdos sean más fáciles de negociar.</i></p>	<p><i>...I try to integrate the group and organize nonwork activities. I find these extremely relevant since I am completely convinced that personal relationships influence on the individual working manners. Personal relationships increase the team's connection and therefore... links among the persons become stronger. These facilitate difficult work moments and problems and besides, these make disagreements easier to negotiate.</i></p>
Participant #1: Skilled expatriate worker in Argentina	<p><i>... Cuando se interactúa oralmente y por mails o por teléfono siempre trato de hablar un español neutral con no muchas expresiones y palabras típicas argentinas...</i></p>	<p><i>...When interacting orally and via emails or phone calls I always try to speak a neutral Spanish with no much Argentinian typical expressions and words...</i></p>
Participant #6: Skilled expatriate worker in Argentina	<p><i>No usa mis expresiones y frases que sé que se van a entender. Siempre fue de este modo. Esta es una empresa internacional, y aunque solía</i></p>	<p><i>I do not use my expressions and phrases I know that they are not going to understand. It was always like this. This is an international company, and even</i></p>

	<p><i>trabajar solo, de a ratos debía interactuar con otra gente. Por lo tanto, sé la manera en la que debo comportarme cuando me comunico. Bueno... el mensaje debe ser claro cuando se trata de temas laborales.</i></p>	<p><i>though I used to work alone, I sometimes had to interact with other people. So, I know the way I am supposed to behave when communicating. Well... the message has to be clear when it is all about work topics.</i></p>
Participant #1: Skilled expatriate worker in Argentina	<p><i>...Lo que pasa es que tenés que aprender (entre comillas) Mexicano, Colombiano, Venezolano o expresiones de algún otro país y te confundís (pausa). Entonces le tenés que hacer la misma pregunta a esa persona como cinco veces, tienen que escuchar la misma pregunta, les hacen la misma pregunta cinco veces sobre el significado de una palabra o expresión...</i></p>	<p><i>...The thing is that you have to learn (makes quotation marks with fingers) Mexican, Colombian, Venezuelan or some other country's expressions and sometimes you get confused (pause). So, you have to ask the same question to that person like five times, they have to hear the same question, they are asked for five times about the meaning of a particular word or expression...</i></p>
Participant #8: Skilled expatriate worker in Chile	<p><i>...Y después las palabras nacionales que son típicas de cada uno. Si tengo que ser honesto, digo que es más difícil para ellos entenderme a mí que para mí entenderlos a ellos. Como estoy en mi país, pueda que me sienta más libre al hablar como un Chileno normal y usar muchas palabras de aquí.</i></p>	<p><i>...And then the typical national own words from each other. If I have to be honest, I must say that it is more difficult for them to understand me than me trying to understand them. As I am in my own country, maybe I feel freer to talk as a regular Chilean and use plenty of words from here.</i></p>
Participant #2: Skilled expatriate worker in Argentina	<p><i>Al principio es difícil comunicarse con alguien que es de tu mismo país por lo que dije recién, las palabras raras. Hay como una barrera entre nosotros, pero desaparece con el tiempo, cuando aprendés y te acostumbrás. Las palabras se hacen más fáciles así.</i></p>	<p><i>At the beginning it is hard to communicate with someone that is not from your same country because of what I just said, the strange words. So, there is kind of a barrier between us, but this disappears with time, when you learn and get used to them. Works gets easier this way.</i></p>

Participant #3: Skilled expatriate worker in Argentina	<p><i>... la gente de aquí de Córdoba está constantemente haciendo chistes y no sabía si hablaban en serio o qué. También aprendí eso, aprendía que la mayoría de las veces estaban sólo bromeando y que no quería realmente decir esas palabras.</i></p>	<p><i>... people here in Córdoba are constantly making jokes and I did not know if they were serious or what. I also learnt that, I learnt that most of the times they were just joking and they did not mean those kind of words.</i></p>
Participant #4: Skilled expatriate worker in Argentina	<p><i>... A veces siento que los argentinos hacen demasiadas bromas de eso y no me hace sentir muy cómodo... ...Lo único que me molesta un poco es que hagan bromas que tienen que ver con los chilenos. Lo encuentras chistoso pero yo no. Y saben que no es chistoso para mí, y es por ello que lo siguen haciendo una y otra vez... Entonces, me di cuenta de que la solución fue dejar de mostrar lo que me pasaba con respecto a eso...</i></p>	<p><i>... I feel that sometimes Argentini-ans make too much jokes about it and this makes me feel unconformable... The only thing that bothers me a little is when they make jokes that involve Chilean people. They find it funny but I do not. And they know it is not funny for me, and that is why they continue with the same joke over and over again. So, I realized that the solution was not to show my feeling towards this....</i></p>
Participant #9: Skilled expatriate worker in Chile	<p><i>El hecho de que pertenezcamos a diferentes países hace que nos comuniquemos de diferente forma. Algunos de nosotros somos mas directos que otros y yo personalmente encuentro esto como irrespetuoso. Pero pienso que estas diferencias son mínimas.</i></p>	<p><i>The fact that we belong to different countries makes us to communicate in a different way. Some of us are more direct than the others and I personally find this disrespectful. But I think these differences are minimal...</i></p>
Participant #6: Skilled expatriate worker in Argentina	<p><i>... Pero usamos diferentes expresiones, tenemos nuestras propias palabras típicas que la gente de otros países no entiende. “Camarón”, “jala mecate”, “musiú”, “corotos” son palabras típicas venezolanas, y por eso la gente me mira cuando las uso. Por supuesto que yo también los miro</i></p>	<p><i>... But we use different expressions, we have our own typical words that are not understood by people from other countries at all. “Camarón”, “jala mecate”, “musiú”, “corotos” are all typical Venezuelan words and here, people stare at me when I use them. Of course I also stare at them whenever</i></p>

	<i>cuando ellos usan sus propias palabras. Pero estoy acostumbrado a esto...</i>	<i>they use their own words. But I am used to this...</i>
Participant #9: Skilled expatriate worker in Chile	<i>... en Latino América, no es muy común saber otro idioma, y si sabemos es más difícil expresarnos en otro idioma que no sea el nuestro.</i>	<i>...in Latin America, it is not very common to know another language and if we do, it is harder for us to express in a different language than ours...</i>
Participant #4: Skilled expatriate worker in Argentina	<i>...Al principio fue como un choque cuando escuché que se trataban de “boludo” (risas), pensé que era un insulto, pero luego aprendí que era una manera amigable de tratarse y que no se sienten ofendidos cuando les dicen de este modo.</i>	<i>...At the beginning it was kind of a clash when I heard that they treated each other as “boludo” (laughs), I thought that this was an insult, but I then learnt that this was a friendly way to call each other and that they do not feel offended when they are called this.</i>
Participant #6: Skilled expatriate worker in Argentina	<i>...Siempre es más fácil hablar con Venezolanos. Compartimos idioma, expresiones coloquiales, frases... (silencio). Si trabajara con todos Venezolanos, no tendría que estar preguntando por significados de nada, no es que sea un problema, pero puedo entenderme con un Venezolano un ciento por cien. Y ellos también me entienden. De todas maneras, cuando nos tomamos las cosas en serio y durante reuniones de trabajo y conferencias, todos dejamos de lado expresiones nacionales.</i>	<i>...It is always easier to talk to Venezuelans. We share language, idiomatic expressions, phrases... (silence). If I worked with all Venezuelans, I would not have asked for the meaning of anything, it is not a problem to do that, but I can understand a Venezuelan one hundred percent. And they can totally understand me as well. Anyway, when taking things seriously and during work meetings and conferences, we all leave behind national expressions.</i>
Participant #7: Skilled expatriate worker in Argentina	<i>... Es más fácil y no debo hacer un esfuerzo extra para hablar y entender a una persona de mi país...</i>	<i>... It is easier and I do not have to make an extra effort to talk and understand a person from my country...</i>
Participant #10: Skilled expatriate worker in Chile	<i>Noto que cuando algunas personas hablan en inglés, como no hay un muy buen nivel de inglés, la gente no habla</i>	<i>I notice that when some people speak in English, as there is not a very good English level, people do not talk</i>

*regularmente con esta persona que
habla en inglés. Sólo cuando es
necesario, nada más.*

*regularly to this English-speaking
person. Only the necessary talking, no
more.*
