

**National Ingroup Bias in Multicultural
Organizations: A Study of Latin-American Expatriates** (Thesis Title, Bold, 14-point)

by

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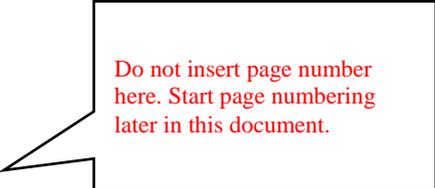
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ABSTRACT

A brief, comprehensive
summary of the paper content,
no more than 250 words.

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The world goes through constant changes nowadays as a result of globalization, these changes can be seen through the increase interdependence of individuals from different societies. There is a need, however, to understand how Latin-America faces different processes in the context of globalization; not focusing solely on countries as a whole, but on individuals that are part of a nation or region. This study addresses the challenges that expatriates from Latin-America face in multicultural environments and their encounters with national ingroup bias in the workplace. The purpose of this study is to examine ingroup bias experiences that Latin-American expatriates in the United States and Dominican Republic might have towards other groups. This study further explored some of the determinants of national ingroup bias in multicultural organizations, and what are the different strategies managers and organizations implement in order to promote inclusion. A qualitative research approach was selected to conduct this study and the data was collected through semi-structured interviews. The participants were 18 Latin American expatriates, coworkers and managers located in the United States and Dominican Republic. This study found evidence of ingroup bias in Latin American expatriates and some of the challenges they go through when interacting with individuals of different cultures and their reasons they have for this bias. Additionally, the study found different programs that organizations in the United States and Dominican Republic implement to promote inclusion.

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Keywords: Latin-American expatriates, ingroup bias, inclusion, diversity, multinational organizations

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commas.

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second line, the second line is
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Roman numerals

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CHAPTER I INTRODUCTION

The aim of this chapter is to introduce the research. It is composed of the background of the study, statement of the problems, purpose of the study, research questions, research scope and limitations, and the definitions.

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Background of the Study

The acceleration of globalization, the role of new digital technologies and industrial, and social processes, has increased both virtually and physically the communication between individuals from different parts of the world. This global market has led to an increase in international businesses and multicultural corporations, where employees from different backgrounds, cultures, and countries work together in a particular location or virtually in different areas (Carter-Thuilier & Moreno, 2017). This in return has promoted the exchange of knowledge, skills, and abilities from this diverse individuality (Barabas, 2014). The cultural diversification on companies around the world has brought positive aspects to work but also an interesting phenomenon discussed, which is ingroup bias.

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Groups are a prevalent part of our lives socially. A cultural group is a group of people who share a set of beliefs, behavioral norms, and behavioral expectations that is recognizably

For the work with three or more authors, include the name of only first author plus "et al." in every citation, including the first citation

those of other groups (Efferson et al., 2008). These norms, beliefs and behaviors, are sometimes hard to detect with simple observation. A great challenge that corporations, organizations, and societies are facing is that occasionally people form a more positive idea about an ingroup member than an out-group member (Rubin & Willis 2002). This favoritism or bias that occurs in direction of an individual's ingroup may encourage the performance of their ingroup, that in response can lead to long-term benefits (Balliet et al., 2014). This nonetheless can also lead to feelings of animosity within the outgroups and in return react with bitterness against the discriminating group. So, ingroup

bias can be both positive and negative in a society, it can create secure ingroups, yet it can also encourage stress, competition, and resentment.

Intercultural communication generally involves face-to-face communication between people from different national cultures, although the term also includes all aspects of the study of culture and communication (Gudykunst, 2003). Cross-cultural communication is very similar to the later which looks at how people from different cultures interact with each other with other cultures. Social identity theory (SIT) postulates that each person belongs to a specific group (e.g., social class, gender, nationality), this leads to a sense of belonging or sense of pride which increases everyone's self-esteem (Tajfel & Turner, 1979). As stated by SIT, just by the classification of the social world as an ingroup or out-group can lead to a discriminatory result towards individuals of the out-group (Ciftci et al., 2000).

An investigation taking place in the workplace encountered the existence of ingroup bias for people in the ingroup towards people in the outgroup (Ben-Ner et al., 2009). Discussing that some behavior that takes place in the workplace or in economic interactions, is not completely independent of identity. Showing the contrast between outgroups and ingroups can affect the interactions inside a company and the economic and social behavior. This study, however, focused on different categories of identity like political views, religion, body type and nationality. In this paper the identity category that is focused on is solely on nationality or region, which is Latin America.

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Statement of Problems

In the present days, the world is more connected than it has ever been. Thanks to globalization, there are more possibilities for people to move around the world in search of better working opportunities in different countries (Carter-Thuilier & Moreno, 2017). People are more open to discover and travel to meet and understand societies different from their

own. This phenomenon of moving around and coexisting with people of different cultures in the same place is called multiculturalism. While it can be rewarding, it could also lead to difficulties understanding people with different views and different ideas; when a company deals with ingroup bias, it can lead to marginalization of employees or unequal outcomes (Heyman, 2017).

There are some problems on managing diversification and the increase of people from different nationalities in a company. Not being able to understand the dynamics that a multicultural workforce can provide and free its potential, and to not act from personal prejudices. Examining the motives and causes of national ingroup bias is required because there is an ongoing geographical movement of people around the world. Due to this, people from a specific nationality in a multicultural organization could experience or observe national ingroup bias within the organization. For people from Latin America, living outside of their own country can be difficult due to their culture which values strong family roots and national values. Therefore, when living in a different country, they may search for people from their own country in the hope to feel that sense of belonging (Polanco, 2013).

A study showed that when managers or co-workers are biased towards other employees in a company, the job performance of the latter would decrease (Pallais, 2017).

“When you are biased toward someone, you speak less to them, you are more hesitant to speak to them and you're less friendly toward them because you are uncomfortable with them.” (Pallais, 2017, p. 29). The findings of a study about the impacts of biases in the

Citing specific parts of a source, provides author-date citation and page number.

workplace found the following (Hewlett et al., 2015):

- Employees at large companies who perceive bias are nearly three times more likely to be disengaged at work.

If bulleted list items are complete sentences, begin each sentence with a CAPITAL LETTER and finish it with a period or other end punctuation (p. 190)

- Bias impacts retention. Those who perceive bias are more than three times as likely to say that they are planning to leave their current jobs within the year.
- Bias impedes innovation. Those who perceive bias are 2.6 times more likely to say that they have withheld ideas and market solutions over the previous six months.

The management of today's increasingly diverse workforce is one of the most important challenges human resources managers and corporate leaders have to deal with (Ahraemi et al., 2017). The impact of ingroup bias in multicultural organizations, could lead to dissatisfaction and decrease job performance. And as stated before, organizations should be aware of the impacts and have the knowledge and abilities to handle them. Since the word culture can portray different group identities, this study focused on national identity or identity to a specific region.

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Purpose of the Study and Research Questions

The purpose of this study is to analyze the experiences Latin American expatriates have related to ingroup bias, as well as the strategies that companies implement in their organizations to promote inclusion. This study could be used in the future in companies around the world to have a better understanding on how to deal with problems that might occur within the organizations in response to ingroup bias. The increase of diverse cultural individuals in Latin America and around the world makes it imperative to have intercultural and cross-cultural interactions. This study can help provide a solution for intercultural relations in multicultural organizations. The analysis for this study was on individual, group, and organizational level. Firstly, individual level focuses on the individual behavior of people in the organization (Judge & Robbins, 2019). Group-level refers to two or more employees interacting in order to reach a specific goal. This level could be formal groups, which are

created by the organization for established tasks, or informal groups which are not formally structured and are the groups that meet the need for social contact (Judge & Robbins, 2019).

The last level is organizational level, which refers to “a system of shared meaning held by members that distinguishes the organization from other organizations” (Judge & Robbins, 2019, p. 541). This specific focus led to the following research questions:

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Use a numbered list to display complete sentences or paragraphs in a series. Capitalize the FIRST WORD after the number, and end each sentence with a period or other punctuation as appropriate (p. 190)

1. What are the experiences of ingroup bias in a multicultural organization of expatriates from Latin America?
2. What are some strategies implemented by managers to facilitate integration in a multicultural organization?
3. What are the determinants of national ingroup bias in a multicultural organization?

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Definitions of Terms

Expatriates

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The most straightforward definition of expatriate is a person living outside of their native country (Oxford Dictionary of English, n.d.) or that has been sent or exiled abroad (Collins Dictionaries, n.d.). It is a person who is physically mobile across international borders, whether for professional or personal reasons, whether for short or long periods of time, whether organizationally sponsored or not, and regardless as to whether one is crossing an ocean or moving across land (Aycan & Kanungo, 1997; Green, 2009)

Ingroup Bias

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When an online reference work is continuously updated, use n.d. as the year of publication (p. 324)

According to the American Psychological Association (APA) dictionary of psychology (n.d.), ingroup bias is the “tendency to favor one’s own group, its members, its characteristics, and its products, particularly in reference to other groups” (para. 1). An inclination towards the ingroup is generally more than nonacceptance of the outgroup.

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Provide a paragraph number (count the paragraphs manually if they are not numbered) (p. 273)

Multicultural Organization

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i.e.,
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etc.

Organizations are becoming increasingly diverse in terms of gender, race, ethnicity, nationality, etc. (Cox, 1991). Multiculturalism is the recognition of the coexistence of different cultural groups, inside one national state (Barabas, 2014). In a multicultural organization, there are different social groups as well as cultural groups that interact with each other and are full participants of the organization environment. They all have collective or individual responsibilities and duties (Jackson, 2014).

Social Identity Theory

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There is a basic need for positive self-esteem in order to induce perceivers to favor their ingroups in most comparisons with out-group. Social identity theory states that individuals are motivated to achieve or maintain a high level of self-esteem (Hogg & Reid, 2006). Personal identity relates to the beliefs an individual has about their own abilities, attributes or skills like intelligence or charisma. And social identity is defined as “that aspect of the individual’s self-concept which derives from their knowledge of their membership in a social group together with the value and emotional significance attached to that membership” (Tajfel, 1981, p. 255).

When you cite specific parts of a source, provides author-date citation and page number.

CHAPTER II LITERATURE REVIEW

This chapter reviews ingroup bias and its determinants; cognitive perspectives, biological perspectives, ingroup bias in the workplace. The theory of social identity bias is also introduced in order to show a reference onto why national ingroup bias may occur. And lastly, how multicultural organization can facilitate integration among workers from different backgrounds.

Social Identity Theory

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Social identity theory proposes that the mere necessity for a self-esteem that is positive would prompt individuals to choose people from their ingroup than people from the outgroup (Tajfel & Turner, 1986). According to several perspectives that are related to self-concept, individuals tend to have a higher motivation to attain or maintain a level of self-esteem that is high (Wills, 1981). Other ideas on self-esteem are focused more on the personal level, whereas **social identity theory** focuses on the motivation to preserve a positive social identity. The theory suggests that when an individual is faced by a threat to their social identity, they preserve it positively by recognizing favorable contrasts between people from the outgroup and people from the ingroup. And this would lead to individuals discriminating against people from the outgroup in comparison to the ingroup.

Do not
capitalize
the name
of a theory

These contrast and comparisons would have a result of a positive social identity, or a high self-esteem that is collective. Social identity theory suggests that there are two distinct aspects that are personal identity and social identity. Personal identity relates to the beliefs an individual has about their own abilities, attributes or skills like intelligence or charisma. And

social identity is defined as "that aspect of the individual's self-concept which derives from their knowledge of their membership in a social group together with the value and significance attached to that membership" (Tajfel, 1981, p. 255). Although personal identity

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citation and
page number.

The period marking the end of a sentence should follow the citation, not precede it.

is related to the characteristics of the individual, social identity is focused on the characteristics of the group of an individual; this could also characterize oneself as an individual (Crocker & Luhtanen, 1990).

In organizations people generally do their work through groups. Organizations are entities created from groups that interact with each other (Hodgkinson, 2003; Hogg & Terry, 2000). And within these groups in the organization, individuals form or strongly realize multiple socially derived identities. Since we already know that social groups have different levels like sex, gender, religion and so on, it is important to have as subject to study behavior in the workplace as well as social behavior (Hogg & Terry, 2000).

Facilitation of Integration

For managers in the human resource department, one of the biggest challenges is being able to manage the increasingly diverse workforce (Mor-Barak, 2017). This becomes a problem because people's incapacity to understand how the dynamics of a diverse workforce, to abstain from personal prejudice, and to not being able to free the potential this kind of environment could positively lead to (Adler, 1983). There are companies that bring training programs at different levels of the organization. Adler states that in order for a change in the organization or company, there is a need to examine and change policies. Additionally, knowing how these policies are carried away in the organization. And this would make certain that people from different cultures and nationalities are treated inclusively and fair. Mentorship programs could help with the organization in order to create an environment of not just being tolerant to one another, but also truthfully inclusive (Deardoff, 2009). Although Deardoff (2009) argues that there is a need to do more studies on diversity and inclusion in order to grasp the contextual small differences that could lead to positive organizational outcome

In this passage, a work is cited twice to support different points.

It is necessary to repeat the citation because combinations of works support different ideas (p. 271)

When citing multiple works parenthetically:

*Place the citations in alphabetical order, separating them with semicolons (;)

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capitalize

Do not omit the year

Although diversity focuses on the demography of groups or individuals in an organization, meaning different cultures interacting in one place, inclusion or cultural integration deals with the encouragement of participation between these groups and individuals (Nair & Vohra, 2015). Based on previous research for the facilitation of cultural integration in a multicultural environment, the following elements were taken into consideration in order to define what are the competences workers should have (Blanco et al.,

For the work with three or more authors, include the name of only first author plus "et al." in every citation, including the first citation (p. 266).

2013; Dearthoff, 2009)

When bulleted items contain both phrases and sentences:

*Lowercase the word or phrase at the beginning of the bullet in BOLD, followed by a colon (:)

- **knowledge:** know other cultures, norms and expectations, knowledge of world events and world history, know the industry in other parts of the world, as well as marketing and international sourcing strategies.
- **skills:** speak English or another language, be able to live in another country, and participate in other cultures and nationalities.
- **attitudes:** recognition of other cultures, appreciate them, be open to new experiences and reproduce cultural models.
- **experiences:** having made short or long trips, being exposed to the experience from the cultural shock when leaving your country, having regular interaction with other cultures, have a university degree.

*If what follows the colon is a sentence fragment, lowercase the first word after the colon.
 *Use a period after a sentence fragment when an additional sentence follows the fragment; otherwise, the punctuation after the fragment is optional (p. 191)

Another study states that a competent person for the global market is someone who has knowledge of current affairs, empathy with others, maintain a positive attitude, has a level of knowledge of foreign languages and accepts differences in values between people and cultures (Lambert, 1996). There is also an importance of having international education; managers, directors and heads of human resources should know about the global environment where they were developed, and know about the cultural diversity which they could face in their work. (Alvarez et al., 2013).

Adaptation implies detachment from family and emotional ties and create new ones, deal with a new language, culture and customs of the destination. Adapt in the shortest possible time becomes a primary objective. On the other hand, the expatriate has the pressure for his performance in the functions for which they were assigned. Dealing with these pressures requires specially qualified personnel and with a series of characteristics that allow the company to meet its objectives (Polanco, 2013). According to Polanco (2013), the great challenge of the human resources department begins from the moment of recruitment through the selection, employee socialization. The current context forces this department to know appropriate policies to manage and watch carefully in each of the stages of the administration of the most valuable capital in the company, which is the people.

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For this study, a theoretical framework was used in order to help guide the formulation and design of the interview questions for this study. And as the data is being collected through the interviews and document reviews, this also helped guide the data analysis. Now focusing on training and programs that organizations implement in order to promote inclusion, there are different strategies they may take. Many organizations are implementing affinity groups also known as employee resource groups (ERGs). ERG groups are groups that are led by the employees and are voluntary, and their main focus is to promote an environment in the workplace that is inclusive and diverse (Kaplin et al., 2009).

For the work with three or more authors, include the name of only first author plus "et al." in every citation, including the first citation

When you first use a term that you want to abbreviate in the text, present both the full version of the term and the abbreviation.

As stated before, they are staffed by volunteers are workers of the organization who already have a paying job and assume responsibility to spend time in these groups (Rolf et al., 2015).

The aim for people in ERGs is to assist in the recruitment and retention of other people that are like them, in this case other Latinos. They also focus on better the organization where they work (MacGillivray & Golden, 2007). The ERGs give support to the members of that group; for example, programs for mentorship. They also take responsibility

of being a way to advocacy like promoting the learning about their purpose. giving space for sharing of information about each group (Kravitz, 2008; Monetta et al., 1994).

A study discussed the possible future research related to ERGs and SIT, knowing that ERGs have a certain identity and possibly attract individuals sharing those identities. The study states that the stronger the member's social identity is, the more effective are the group outcomes they belong to. And lastly, since these groups take place inside the organization, individuals would identify both, with the ERGs as well as the organization (Rolf et al., 2015,

2017).

When citing multiple works in which some author names have been abbreviated to "et al.", place the citations in chronological order. Separating them with a comma (,) instead of a semicolon (;)

Research focusing on training programs for promoting the inclusion of employees in organizations, stated that socialization and readiness and motivation to learn are the best ways to achieve successful goals from a social identity theory perspective (Korte, 2007).

When bulleted items contain both phrases and sentences:

*Lowercase the word or phrase at the beginning of the bullet in BOLD, followed by a colon (:)

- **socialization:** This type of training program focuses on the development of a group identity for the employee. Instead of newcomers to learn by themselves the culture, roles and tasks in the company, they should be assigned a mentor to guide them. The newcomer is able to give contributions to the group, so the group can learn new knowledge from individuals.
- **readiness and motivation to learn:** This is focuses on how ready the individual is to learn and their capability to do so. How ready the individual is to possible changes. Although even if the individual has these capabilities and readiness, if the group is not ready to change, it is hard for the individual to get to the expected change.

If what follows the colon is a complete sentence, capitalize the first word after the colon and end the sentence with a period or other end punctuation (p. 191)

The growing globalization has led to a sudden increase of expatriates around the world. Companies wanting to hire employees with different competencies and knowledge to increase competition. However, some organizations in Latin America do not implement any

sort of programs to deal with the growing employee diversity. Organizations with diversity of employees, should have managers that could deal with difficulties like ingroup bias.

Organizations should have training programs for all employees to promote diversity, some of these trainings are the ERGs or programs that focus in the organizational culture. This study relied on social identity theory (SIT) to understand the experiences of Latin American expatriates with ingroup bias. Additionally, have a further comprehension on which training and programs organizations implement and how effective they are.

Ingroup Bias

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Ingroup bias is a phenomenon that has been continuously studied and reproduced in order to understand certain characteristics of social human behavior (Balliet et al., 2014; Dorrough et al., 2018). Different studies have focused on ingroup bias in different contexts and human conduct; people tend to favor the groups in which they belong to as opposed to the groups they feel they do not belong to outgroups (Brown et al., 1992). Individuals feel a higher level of motivation to finish a task during work when it is an ingroup task (De Gilder et al., 2004). And the attributions of external factors for negative ingroup behavior but internal factors for positive ingroup behavior (Ben-Ami et al., 2016; Guerin, 1999). Another study stated that there are times that ingroup bias occurs, not because there is a strong cognitive rejection towards the outgroup, but there is a “love” feeling toward the ingroup, and that if there is a smaller distance socially, there would be even more feelings of cooperation with others (Ahmed, 2007).

Ingroup bias can take place in any type of group and also can be encountered in different ways, like perception of color of the skin (Amodio et al., 2002; Han et al., 2015), political affiliation (Aglioti et al., 2019), religion (Finkle et al., 2012; Johnson et al., 2012), gender (Cook et al., 2018) or socio-economic status (Bettencourt et al., 2001). Distinct

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For the work with three or more authors, include the name of only first author plus “et al.” in every citation, including the first citation

researchers have suggested that the origins of ingroup bias is from the process of social categorization when individuals allocate others to be members of the group, they feel part of or as members of other groups (Dovidio et al., 1990). Believing that people of the ingroup have more similarities to them. People with ingroup bias, tend to view the outgroups as less complex, less individuated than are ingroups (Huddy et al., 2013).

Determinants of Ingroup Bias

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It is important to understand the different determinants of group identity and the drives that lead to biases (Christakis et al., 2012). Ingroup bias is an important aspect of human behavior. As we know people tend to help others that they believe are in their own group rather than those they believe are in the outgroup. The different determinants are discussed next.

Cognitive Perspectives

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There have been arguments stating that biases or attitudes towards people different than oneself have to do a lot to the social processes a person had to go through at specific ages of their lives (Piaget & Weil, 1951; Kohlberg, 1969). Here are **four** ways argued to be an explanation to ingroup bias from a young age (McKown & Quintana, 2009):

- **age changes:** When being around **four** to **five** years of age, ingroup bias behavior is strong by looking at someone that is different. But at **seven** years of age, this changes to a lesser extent of ingroup bias and allow the individual to think of others through different dimensions.
- **parents and peers:** The parents and people around the individual can have a great impact on how ingroup bias is learnt. Not necessarily by telling them about it, but by actions they see.

When bulleted items contain both phrases and sentences:

*Lowercase the word or phrase at the beginning of the bullet in BOLD, followed by a colon (:)

Use words to express numbers below 10

- **self-group-individual focus:** First, the individual focuses and analyzes the self-creating judgements. Then he/she looks at the groups from his/her own perspective, thus not completely accurate. The next stage means that the person is then capable of focusing on the individual by their unique differences rather than focusing solely on the group.
- **affective-perceptual-cognitive processes:**

1. Affective is the fear of what is not known, emotional attachment.

2. Perceptual processes are those that can be observed and identify the differences between oneself and others.

3. Cognitive processes refer to how the individual has the ability to interpret the stimuli and the internal aspects of the people around them.

The central nervous system learns to react to external stimuli; light, heat, smell, and taste. This fills the individuals' minds with information around them and the world that they live in. The neurons create an image from all the stimuli and thus gives meaning to it. Once the information is created, it conditions the way people see new stimuli or classify new experiences or people by the same concepts already established. This has a function of saving energy towards new learning but also leading to shortened perspectives to appreciate different perspectives and possibly lead to bias or prejudice (Christakis et al., 2012).

Biological Perspectives

Differences that are related with ingroup bias within the individual could be related to the biology in each person (De Dreu et al., 2010). Many attitudes related to ingroup bias could be related or associated with heritage in the genes of a person. Findings from different studies, suggest that ingroup bias can be a component that is already genetically regulated; although it could also be attributed to nongenetic environmental influences (Bates & Lewis,

*Use a numbered list to display complete sentences or paragraphs in a series

*Capitalize the first word after the number, and end each sentence with a period or other punctuation as appropriate (p.190)

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Authors with the same surname:
If multiple authors within a single reference share the same surname, the initials are not needed in the in-text citation; cite the work in the standard author-date format.

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2010). States that are psychologically related to fear, anxiety, uncertainty, and risk are also thought to be antecedents to ingroup bias. One example according to some studies, is that there are experiences an individual can have that can increase the perception of outgroups as threats (Gaertner et al., 2006; Stephan & Stephan, 2000). Everyone's own subjective social cues of anxiety or fear has been observed and shows a significant correlation between a person's perceived threat toward the outgroups and ingroup bias. The genetic structure that regulates people's way of processing threats could lead to biological inheritance of ingroup bias and the correlation that the perceived outgroup threat and ingroup bias have. According to previous research, there is also a transmission of ingroup bias culturally through environments that are shared and experiences the group can have that increase the feeling of threat towards an outgroup (Cheon et al., 2014).

Living as a group serves the most important survival strategy that defines the human species. In the history of our evolution, humans discarded the majority of the physical aspects as well as instincts that involved survival as remote individuals. But there was a benefit to being a part of a group and cooperative interdependence could lead to, meaning that we have evolved to depend on others, and collaboration between one another instead of relying on physical strength (Brewer, 1999). A study interested in understanding whether or not there is a genetic evidence of ingroup bias, provided evidence that ethnic, religious and race bias occur (Bates & Lewis, 2000). The findings of this study showed that ingroup bias has a genetic impact, that biases can occur for different reasons rather than solely empiricist knowledge.

A direct quotation:

- * Use direct quotations rather than paraphrasing when reproducing an exact definition, when an author has said something memorably or succinctly, or when you want to respond to exact wording
- * Always provide the author, year, and page number of the quotation in parenthetical or narrative format.

Globalization in Latin-American

Globalization

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The origin of globalization can be found in the process of internationalization of the economy, which has been taking place since the Second World War, and the internationalization of the world economy a growth in trade and international investment faster than that of world production (Pincheira, 2017). Economic globalization is expressed as a continuous tendency to extend the markets, overcoming national barriers of origin to become a phenomenon world (Carter-Thullier & Moreno, 2017). Omoregie (2007) views globalization as “An important dynamic process of interdependence among nations, which implies issues that are more global than national and who need attention” (p. 3).

Globalization is undoubtedly the central phenomenon, social, cultural, political and economic of our times, is to work in public sectors or private with a global technological interdependence and based on collaboration Multicultural and multilingual (Godbey & Turlington, 2002).

Other studies have shown the need for global competencies (Bremer, 2009).

Globalization has affected most of the modern workforce of the world, since the competences considered essential for productive professionals within a regional or national economy they are no longer enough in the market when the borders of the countries seem to be easier to cross.

A study reported that there are few managers, who have the skills necessary to manage companies globally (Black & Morrison, 1999). And that even though today's people are better informed and connected with other people around the world than at any other time in history, they are still not educated to work with people who are different from them (Bowen et al., 2011).

Latin America

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National identity is defined as a modern form of collective identity. Each national unit produced being hold together by its population, symbols, cult of heroes and national holidays (Habermas, 1994). In Latin America, the newly constituted republics advanced during the second half of the nineteenth century the task of self-identification to guarantee its own identity differentiation from other nations. The efforts modernizers carried out in some countries in the first decades of present century, by way of certain industrial development and the consolidation of a centralized state, promoted the construction national identity (Blanco et al., 2013). As the results showed, the American and Mexican directors have low levels of global competition to support companies globally.

Directors must have more knowledge of the world around them, especially because now there is a need to work not only at the local level but compete globally. This is an important reason why universities must prepare students to become interculturally competent in a global market. The world economy is moving towards removing barriers, but cultural barriers still persist, so these barriers must be removed. The importance of speaking other languages, get to know other cultures and the understanding of cultural differences in other parts of the world, are aspects that are recognized by large international companies, as well as successful small businesses (Blanco et al., 2013).

Chapter title, (16-point)

CHAPTER III RESEARCH METHODS

This chapter introduces the research methods of the study. The content includes how this study is conducted and the process is elaborated in detail. It comprises the research approach, participant selection, research framework, data collection, data analysis, research procedure, and research quality.

Research Approach

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For this study, a qualitative research approach was utilized. This type of method is used to give a rigorous and in-depth explanation of a specific topic or environment (Mertens, 2005). Researchers in this field want to understand the way people interpret what happens to them in specific settings, what is the meaning they give to those experiences and how they control their behavior (Merriam, 2009). According to Merriam (2009), some of the characteristics that define qualitative research approach are as follow (pp. 13-16):

- **focus on meaning and understanding:** Focusing on the participants' own perspective, not being interfered with by the researcher of this study, the idea is to understand how the person interprets and how he or she understands the experiences they go through on specific environments or settings.
- **researcher as primary instrument:** The researcher is the person who collected information through conversation, as well as non-verbal cues. The researcher is in charge of interpreting the information gathered through since the researcher could have biases that could have an impact on the data. The researcher should recognize them.
- **an inductive process:** Researchers decide to utilize qualitative research approach due to the lack of information or studies previously made for a specific phenomenon. This does not mean the researcher starts the study with no information.

When bulleted items contain both phrases and sentences:

*Lowercase the word or phrase at the beginning of the bullet in BOLD, followed by a colon (:)

If what follows the colon is a complete sentence, capitalize the first word after the colon and end the sentence with a period or other end punctuation (p. 191)

- **rich description:** Instead of using numbers in order to explain what has been learnt for a specific phenomenon, the researcher uses words and pictures.

Based on the interest of the research and questions, it is intended to understand more deeply how expatriates from Latin-America working in a multicultural company deal with any national ingroup bias. Due to the scarcity of information and studies done about the national ingroup bias (Eshghi, 1985), few studies have examined the relationship between national ingroup bias and organizational ingroup bias. A quantity of research has already been conducted regarding ingroup bias (Aglioti et al., 2019; Amodio et al., 2002; Balliet et al., 2014; Bettencourt et al., 2001; Brownet et al., 1992; Cook et al., 2018; Dorrough et al., 2018; Finkle et al., 2012; Johnson et al., 2012), there is not enough information about ingroup bias regarding the nationality level.

Participant Selection

The technique for sampling is a purposeful sampling. The participants were purposefully selected in order to have the most accurate information for the study of national ingroup bias. This technique was selected because the people and the organizations selected offer useful information of the phenomenon of interest (Patton, 2015). For this study, the aim was to discover and better understand the topic of national ingroup bias in multicultural organizations, therefore, a sample that fits that criteria were selected (Merriam, 2009). There was a total of 18 participants for this study.

The type of purposeful sampling selected was snowball sampling. For this type of sampling, for this study some participants were found that fit the criteria for the study. The initial participants that were selected were individuals that the researcher already knew. Individuals who would fit with the criteria of the participant selection. After doing so and having interviewed them, the researcher asked them to refer to more participants (Merriam,

To highlight the work(s) most recently relevant to your point in a given sentence, place those citations first within parentheses in alphabetical order and separating them with semicolons (;)

Use numerals to express numbers 10 and above

2009). In Table 3.1, the general information of the participants and organizations they belong to are presented, as well as the location of their workplace at the time of the interviews.

Table 3.1

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Organization and Participant Selection

Table title, Italic, 12-point

Current Location	Company	Pseudonym	Age	Nationality	Role
Dominican Republic	A Warehouse Club Store	Franco	40	Dominican Republic	Observer/ Manager
		Rhadames	40	Dominican Republic	Observer
		Michelle	38	Dominican Republic	Observer

If you split the table, you should mention like this.

(continued)

If you split the table, you should mention like this.

Table 3.1

Organization and Participant Selection (continued)

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Current Location	Company	Pseudonym	Age	Nationality	Role
		Carla	35	Venezuela	Expatriate
	B Funeral Home Establishment	Josh	65	Haiti	Expatriate
		Diego	62	Colombia	Expatriate/ Manager
		Eva	36	Dominican Republic	Observer/ Manager
		Glenda	37	Dominican Republic	Observer/ Manager
United States	C Architecture Firm	John	33	United States	Observer
		Soph	29	Colombia	Expatriate
	D Online Marketplace	Gerardo	28	Mexico	Expatriate
		Lucia	37	Colombia	Expatriate
	E Sportswear Manufacturer	Ariana	27	Mexico	Expatriate
		Monica	37	Mexico	Expatriate
		Juanita	55	Mexico	Expatriate
		Leonardo	32	Germany	Observer
		Nadia	34	Bolivia	Expatriate
		Juan Pablo	45	Panama	Expatriate/ Manager

Sampling Criteria

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All of the participants for this study need to be working in multicultural environments. There are different criteria of selection for Latin Americans, managers and coworkers. The selection criteria for coworkers are as follows:

1. During the time the interview is conducted, they have a minimum of six months working in the company.
2. They have the experience of working in a multicultural organization.
3. They are not Latin American expatriates.

The selection for Latin American workers is as follows:

1. During the time the interview is conducted, they have a minimum of six months working in the company.
2. They have the experience of working in a multicultural organization.
3. They were born in any country of Latin America and have lived there until they finished at least high school.
4. They regularly have any form of interaction with people from the same nationality.
5. There is more than one person from the same nationality of the interviewee in the company where the participant is working.

All managers should belong to at least two groups, for example, Latin American expatriates or coworkers. Be that as it may, coworkers could not belong to the groups of Latin Americans or vice versa. Figure 3.1 shows the participants' types.

*Use a numbered list to display complete sentences or paragraphs in a series

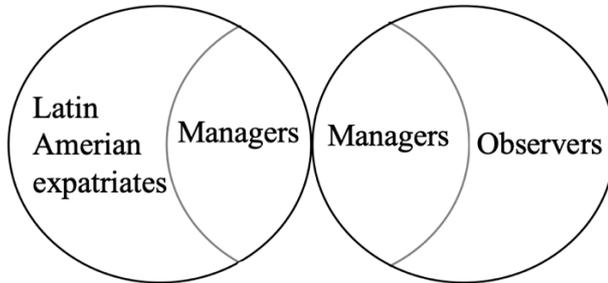
*Capitalize the first word after the number, and end each sentence with a period or other punctuation as appropriate (p.190)

Figure 3.1

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Interview Participants' Types

Figure title, Italic, 12-point



Organization Selection

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The organizations selected for the research had to follow criteria related to the diversity of their employees. They had to be multinational organizations, meaning that the workforce had employees from different countries interacting in a regular basis. Since this research focuses on Latin Americans, the company had to have employees from countries of Latin America.

The first company is a warehouse club store (Company A). Founded in 1993, this company is a warehouse club store located in Santo Domingo, Dominican Republic. The organization is a retail model that focuses on the sale of global merchandise as well as local. Being the largest of its kind in Central America, Colombia and the Caribbean, it has more than **three** million client members. The organization counts with **five** stores in Dominican Republic. The company's goal is to expand in the continuous growing markets and wants to differentiate itself from its competitors by focusing on the shopping experience of its clients. Being an international company with stores in different countries, this company focuses on creating a strong organizational culture. This culture is implemented in all the employees of all the organization and stores around Latin America. According to the organization, when

Spell out the numbers below 10.

the employees have already acquired the company's culture, it would be easier for them to move around to other locations and familiarize rapidly. The store selected for the research has a large quantity of Venezuelan and Haitian employees.

The second company is a funeral Home Establishment (Company B). This organization is located in the capital of Dominican Republic, Santo Domingo and was founded in 2003. It is a business that provides wake and burial services. Cremation services for the deceased, and funeral and wake services for their families or close friends. These services may include preparing the wake and funeral, and providing a burning chapel for the funeral. It is the only funeral home in Dominican Republic that provides a complete service. Meaning that they offer wake, a social gathering that is usually held before a funeral. Cremation, meaning the disposition of the diseased body in to ashes. And cemetery garden services, which is the maintenance of the area where the deceased is located. For this organization, the salespeople have to be very well trained. There is a great exposure to families who are dealing with a loss. So, the main focus is to sensitize employees with thanatologists or programs to increase sympathy to know how to respond to individuals going through grieve. Going through the company's website, there are not any sort of employee inclusion programs or trainings to promote cultural integration. Besides Dominican Republic employees, the company has employees from Colombia, Venezuela, Peru and Haiti.

The third company is an architecture firm (Company C). The location of the selected organization for this research is the United States in Portland, Oregon. It was founded in 1983 and it has other locations in different states, all in the United States. The staff members of the organization are mainly architects with the support of other staff that help them do their job. Focuses on the design and the construction process, as well as the contracting and interior decorating. The company has more than 360 employees, from countries all over the world.

Latin American employees are from Colombia, Argentina, Mexico and Chile. The main focus of this organization is to provide an atmosphere that is relaxed and promotes communication.

The fourth organization is an online Marketplace (Company D). Located in the hospitality business, this organization provides a facility for people around the world to rent out residences as tourist accommodations. Since its foundation in 2008, it has made home sharing easier and more accessible to everyone in more than 150 countries. It has around 6,300 employees with 400 in Portland, the location selected for the research. With a total population of around 524,052, Portland has 24,277 immigrants (American Community Service, 2016). The organization has employees from countries like Mexico, Venezuela, Peru, Guatemala and Argentina. This organization has a strong focus on the prevention and action against discrimination and racism, so it is constantly trying to implement and promote an environment of belonging and inclusion.

Use numerals to express numbers 10 and above throughout the paper (p. 178)

The fifth organization is a sportswear manufacturer (Company E). Founded in 1949, this company is a multinational corporation that manufactures sportswear; from shoes, to clothing and accessories. This organization was founded in Europe, with its North American headquarters being in Portland, the location of the research. The organization has a total of 2,000 employees in Portland, with a very diverse workforce. This especially due to workers from the same company, coming from different countries. The organization is aware of its diversity and believes that in order for it to succeed, it's important to benefit from that diversity and understand and listen to the different ideas, interest and strengths of the workforce. With that said, they actively try to implement different programs and trainings related to diversity and inclusion.

Research Framework

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The purpose of this study is to explore national ingroup bias that could be presented in Latin-American expatriates as well as the strategies an organization may apply when facing this phenomenon. In Figure 3.2, the research framework for the study is presented. It was created based on the purpose and research questions previously mentioned in chapter one.

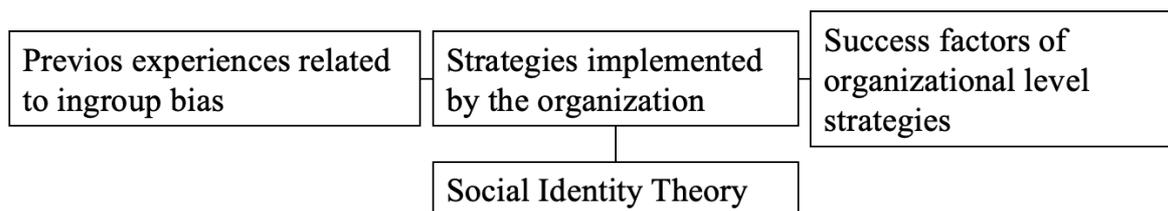
Firstly, it is important to explore the experiences each participant has had in regards to national ingroup bias in the organization. Secondly, it examined the determinants of ingroup bias through interviews as well as from the theory of social identity. This theory states that people tend to be motivated when they have a high level of self-esteem, and belonging to a group helps increase such identity (Tajfel & Turner, 1986). Thirdly, from an organizational level, this study explores the strategies used when facing the phenomenon of national ingroup bias.

Figure 3.2

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Research Framework

Figure title, Italic, 12-point



Data Collection

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Studies utilizing qualitative research method, tend to collect data in various ways; document analysis, observation, in-depth interviews, open-ended questions, focus group and surveys (Patton, 2015). For this study, the data was collected by in-depth interviews and document review.

Interview

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In this qualitative study, an interview approach was used to explore participants' past experiences that are not possible to be repeated (Merriam, 2009). The participants selected for this study are based in countries around the world; this is why for this study Skype was selected as a tool for the interviews. The methods of communication that are internet based, have been increasingly used for researchers' methods of selection for interviews (Brown et al., 2016). The usage of Skype or other video calling applications can actually increase rapport since the participant is able to choose the location, he or she might feel most comfortable; also, the participant can feel more at ease when the researcher is not physically present (Pratt & Yeziarski, 2018).

The interviews were semi-structured with open-ended questions, so the interviewees can give as much information as they want for each question. Interview questions were developed based on the research framework and from literature review. A total of three sets of interview questions were developed for this research. The first one targeting Latin American expatriates, the second one for the coworkers, and the third one for the managers. When interviewing managers, it was possible to also use the expatriates' interviews or coworkers' interviews. The reason for this is because managers could also be coworkers or expatriates. All the interviews were developed in Spanish and English, so the participants were able to decide which language they felt comfortable with. When the drafts of the interview questions were done, they were sent to be peer reviewed and then to the academic advisor for any needed modification. After the modifications were made, if needed, the researcher would conduct two interviews to further improve the questions. After this, the interviews were sent to experts in human resources located in Dominican Republic and the United States to review for any last adjustments.

Before the interviews took place, an e-mail was sent to each participant in Spanish or English, depending on the language the interviewee felt more comfortable with. The e-mail contained the questions that would be asked for the interview. After the participants had read and agreed to the interview, a date and time were agreed upon to conduct it. The participants needed to sign a consent form to participate in the study. The form had a brief explanation of what the study would be about, and the responsibilities the researcher and the participant had towards each other in the process of the study. A copy of the signed consent form was kept by both the researcher of this study and the participants. When the interview took place, the conversations were recorded and scripted and the time for the interviews were settled depending on both the availability of the interviewer and interviewees.

Document Review

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Merriam (2009) states that “documents of all types can help the researcher uncover meaning, develop understanding, and discover insights relevant to the research problem” (p. 163). The data was gathered online; the research accessed the official internet site of each of the organizations targeted for the study in order to collect relevant information for this study.

When you cite specific parts of a source, provides author-date citation and page number.

Data Analysis

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For data analysis, this is a process where data was transformed into findings (Patton, 2015). Data analysis was conducted at the same time the data was still being collected. Doing so, makes it easier for the researcher to have a more organized study and not be repetitious and overwhelming (Merriam, 2009).

The process of the data analysis began with identifying any segment of the research data collected that is relevant to the study. After conducting the interview, the interview data was transcribed word by word into transcripts. Since in most Latin-American countries, Spanish is the mother tongue, the interviews were written in both Spanish and English and

utilized to accommodate the interviewee preference. This study analyzed the transcripts by focusing on the research questions. The steps were: first, use the open coding techniques to summarize the important phrase of the interviewees' opinion. According to Merriam (2009), "jotting down the information from the transcript that is relevant for the study and being open to find anything that could help find the answer to the research questions, is called open coding" (p. 178). Allocating codes to pieces of data is how the categories were constructed, this was the second step. A qualitative research software was used called Atlas.ti for the formulation and categorization of codes. Atlas.ti is a program with tools for support of understanding and interpreting qualitative data. After going through the transcript, the researcher went over the codes and categorized the comments and information that seems to go together. For this study, the researcher took notice of certain criteria proposed by Merriam (2009):

When you cite specific parts of a source, provides author-date citation and page number.

- They should be responsive to the purpose of the research; when they are answering to the research questions.
- They should be exhaustive; all the information or data that the researcher thinks are relevant to the study, should be able to fit in a category.
- They should be mutually exclusive; one unit of data has to fit in only one category.
- They should be sensitizing; a category should be able to be understood by a person who is not the researcher just by reading the name of the category.

If bulleted list items are complete sentences, begin each sentence with a CAPITAL LETTER and finish it with a period or other end punctuation (p. 190)

Research Procedure

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In this section, the course of action for this study is discussed and described. The steps selected for the research procedure can be seen in Figure 3.4. Each of the steps selected are explained here after.

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1. Identify Research Direction

Firstly, the main focus of this study was to conduct a study related to national ingroup bias. The researcher had lived in different countries and encountered people from a vast variety of nationalities. There was an interest in knowing the adaptation of expatriates in different countries and how they accommodate to people with different cultures to them.

2. Review of the Literature

When there was a guidance and a direction of what the research would be about, the review of the literature started. An extensive literature review was conducted to get more knowledge about national ingroup bias in organizations with people with different nationalities. By reviewing the previous literature, the researcher started noticing a gap in the literature and decided the topic for the study.

3. Decide Research Topic, Purpose and Questions

It was decided to focus on Latin-American expatriates and national ingroup bias. Due to the gap in the literature and through discussions with the researcher's academic advisor, it was decided to conduct a qualitative study. The research purpose and research questions were developed. Further review of literature was required after the research question was selected.

4. Develop Research Framework

After the literature review was performed, as well as the research questions and purpose, the research framework was developed. It was essential that the research framework and the three research questions established for this study could complement each other.

5. Develop Interview Questions

The next step for the study was to create the interview questions based on the review of the literature and the research questions. It was vital that the research questions could align with the research questions and purpose. The research questions were evaluated by experts to ensure they are appropriate to the study and follow the theoretical framework.

6. Collect Data and Analysis

Both data collection and analysis were performed simultaneously in the study; as interviews took place and documentation was being reviewed, the data was analyzed in the event any questions arose to modify the data collection. According to Merriam (2009), “there is almost always another person who could be interviewed, another document to be reviewed” (pp. 172–173). The data was collected through semi-structured interviews and document review. For the data analysis, the researcher used open coding and categorization.

When you cite specific parts of a source, provides author-date citation and page number.

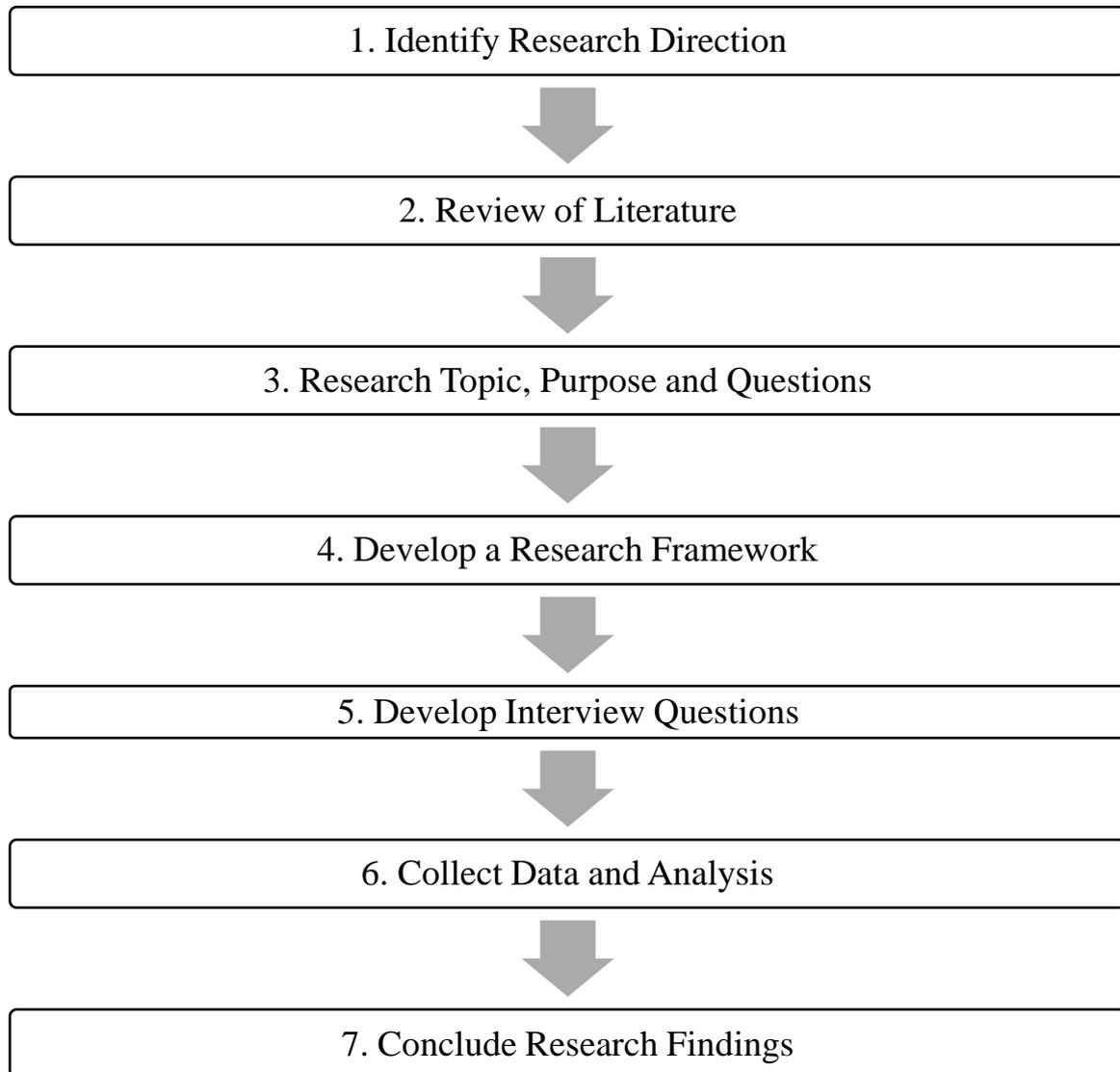
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7. Conclude Research Findings

The final step for the study were to report the findings once the data was collected and analyzed. In this step the results were reported and what emerged from all the data and suggestions and recommendations for future research were included.

Figure 3.3

Research Procedure



Research Quality

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In any study, the goal was to provide understanding and knowledge in a credible manner (Merriam, 2009). Guba and Lincoln (1989) provide a criterion in which it can analyze the credibility and the quality of a qualitative study. This is equivalent to the criteria in which quantitative study researchers measure the validity and reliability. Following what

Guba and Lincoln suggested, in this study internal validity parallels with credibility, reliability with consistency, and external validity with transferability. It was taken into consideration the criteria order to increase the quality of the study.

Credibility

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Credibility or internal validity has to do with how much the findings can equate to reality (Merriam, 2009). Credibility focuses on whether or not there is a compatibility of the viewpoint of the participants and the way the researcher describes those viewpoints (Mertens, 2005). According to Mertens, there are several approaches on creating credibility that were adopted for this study (pp. 254-256):

Peer debriefing

It was taken into consideration the discussions about the study with impartial peers. When the data collection, data analysis and research findings are done, the researcher also had a broad discussion with a peer to listen to questions they might pose.

Triangulation

This term pertains to acquiring information from as many different possible sources as possible. For this study, data was collected from different sources. There were semi structured interviews with different groups: managers and workers. Data was also collected through documentation review through URL of each organization as well as asking through e-mail for specific information relevant for the study.

Member Checks

To prevent misinterpretation, at the time of each interview, short summary was given of what was said and asked whether or not the information collected matched to what the participant meant throughout the interview. This took place shortly after the interview or

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when the following interview took place. According to Merriam (2009), “although you may have used different words, participants should be able to recognize their experience in your interpretation or suggest some fine-tuning to better capture their perspectives” (p. 217).

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Consistency

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Reliability is how replicable is what was found in a research study. According to Merriam (2009), for qualitative studies, instead of getting the same results outside, it is more important that outsiders see the results of the data collected make sense. The important question to be asked is whether the results are consistent with the data collected (p. 221). The procedures made clear of how the findings were encountered. It was made sure that the participants had as much time as possible to discuss their experiences when the interviews were taking place. The data was analyzed both manually, as well as with qualitative software.

Transferability

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Transferability or external validity means to what extent the findings can be put into practical use in different situations (Merriam, 2009; Mertens, 2005). According to Mertens (2005), “the researcher’s responsibility is to provide sufficient detail to enable the reader to make such a judgment. Extensive and careful description of the time, place, context, and culture is known as thick description” (p. 257). This is helpful for the reader so they can analyze themselves if it can be applicable for their situation. As much information about the context of the study and the findings were given.

When you cite specific parts of a source, provides author-date citation and page number.

Chapter title, (16-point)

CHAPTER IV FINDINGS AND DISCUSSIONS

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Research Dimensions

In order to answer the research questions, there was a focus of three dimensions which are: past experiences related to ingroup bias, company strategies, and what are the determinants of ingroup bias in organizations.

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Dimension 1: Experiences of Ingroup Bias

What are the experiences of ingroup bias in a multicultural organization of expatriates from Latin America?

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Dimension 2: Strategies by the Organizations

What are some strategies implemented by managers to facilitate integration in a multicultural organization? (Dimension 2: Strategies by the organizations)

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Dimension 3: Success Factor of Organizational Level Strategies

What are the determinants of national ingroup bias in a multicultural organization?

First, the experience of Latin American participants is explained focusing in two different countries. The findings from the participants located in the United States and then the participants located in Dominican Republic. This is because the responses vary to a great extent when the participants' location differed. The strategies that managers implement, or organizations implement in the United States and Dominican Republic are different as well. Table 4.1 shows the dimensions, locations and sub- themes found on each country.

Table 4.1

Table name, Bold, 12-point

Dimensions and Countries' Sub-Themes

Italic, Title case heading, 12-point

Dimensions	Location	Sub- themes
1. Ingroup Bias Experiences	United States	Language Barrier Social and Cultural Background
	Dominican Republic	Expressions and Gender Differences Expectations of Discrimination
2. Company Strategies	United States	Employee Resource Group
	Dominican Republic	Expressions and Gender Differences Expectations of Discrimination
3. Success factors of organizational level strategies	United States	ERGs Implementation
	Dominican Republic	Lack of Strategies

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Expatriates' Experience of Ingroup Bias

The experiences focused on, are in relation to expatriates, when they have had favoritism towards a member of their ingroup. And from the point of view of the coworkers, is how they have viewed a favoritism within Latin American expatriates.

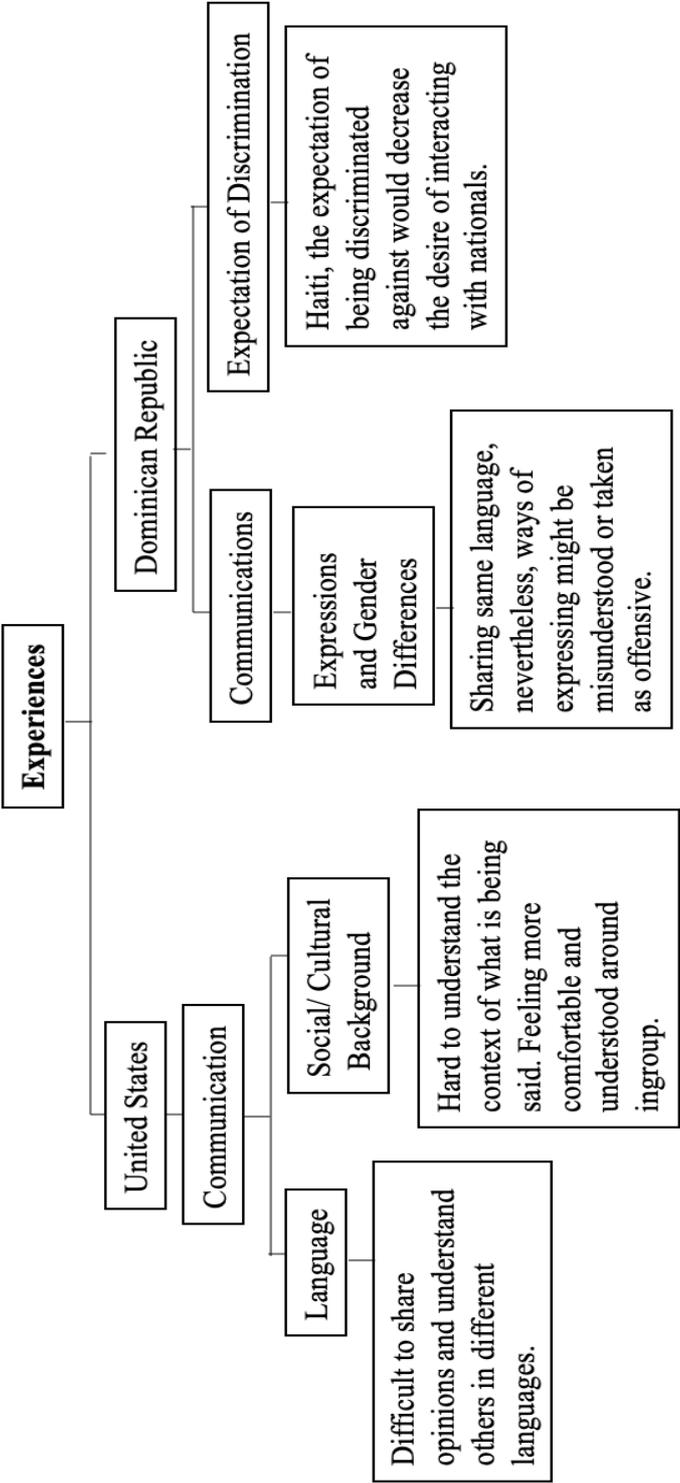
It was found that some participants have experiences regarding ingroup bias both in the United States and the Dominican Republic. In the United States the expatriates of Latin America would prefer to be around each other and tend to favor their own group in reference to other groups which in this case are Americans. And for participants in the Dominican Republic, it was less stated, but the factor of gender was mentioned and viewed more from the observer perspective. From Haitian perspective it was strong since they had a strong

favoritism to their ingroup towards their outgroup.

For the dimension of experiences, participants locating in both countries had similar focus of communication. Although in Dominican Republic the communication level is related to expressions, since both expatriates and nationals speak Spanish, there is no misunderstanding on words specifically, but more in how they express themselves. And the second on in Dominican Republic is about expectation of discrimination from Haitian participant. Stating that they would prefer not to be around Dominicans since they would be oppressed. In the case of the United States, also focusing on communication, the levels are about language barrier, since English would be used as a second language, it was hard to understand and share ideas. And also, the level of different social and cultural background; although words were understood, the context of why they were being said, was hard to understand. Table 4.1 gives an explanation on the sub-themes of each country.

Figure 4.1 Figure number, Bold, 12-point

Findings of Experiences of Participants Located in the U.S. and D.R. Figure title, Italic, 12-point



Location: United States

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In the case of expatriates from Latin America, it was decided to discuss the findings as one whole ingroup. Meaning that the participants felt more as a Latin American group as opposed to a person from a specific country of Latin America. This is due to participants expressing in the interviews that they view themselves as a Latin American instead as a person from a specific country of Latin America.

Difficulties in Communication

One of the reasons expatriate participants were more prone to search and be around people of Latin America, was because they felt more comfortable communicating and be sure they were understood. They focused on two ways regarding verbal communication, English language capabilities; it is hard to say ideas out loud in another language. The language of the expatriates is Spanish and in the United States is English. And second just understanding the general cultural context of what the national (United States) was trying to express to the expatriate. As well as a feeling that other nationals would not understand what the expatriate would say and thus, moderating a behavior or preferring not to speak up as much as they would with someone from Latin America.

Language Barrier

The following expatriate talks feeling relaxed and herself when she is talking to a Latin American. Saying that it is hard to talk in a different language to express herself and thus, not feeling as comfortable with an American as with a Latino.

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Quotation from Research Participant (p. 278):

When quoting research participants, present a quotation of fewer than 40 words in quotation marks within the text, and present a quotation of 40 words or more in a BLOCK quotation.

BLOCK quotation (p. 277):

*Do not use quotation marks to enclose a block quotation.

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Start a block quotation on a new line and indent the whole block 0.5 inch from the left margin

Comparing the two interactions, I feel more comfortable, I feel like at home when I talk with a Latino. Even though they are not family. It is just that in English you cannot express yourself that well. So, when I am speaking with a Latino, person I am more open and relaxed and myself. I am myself sometimes with Americans, it is just that it is not easy with my language. (Ariana, Mexico, Expatriate)

Do not add a period after the parenthesis

An expatriate stated that the English language is "dry", saying that when talking to Americans she feels that there is no fluidity in the conversation and not a clear understanding of what is being said.

Use double quotation marks to introduce a word used as an ironic comment

The most difficult part for me is the communication. Even though we are talking about the same thing, there is no fluidity in the conversation, and we do not understand each other. That has been very hard. I think the English language is very dry, it is not like in our culture in Latin America, we are more open. I work every day with this lady who is also from Latin America, so I know we will understand each other perfectly and I would always choose her or anyone that speaks my native language. With the people that I normally interact inside the company and outside the company is with people from Latin America or from my country Dominican Republic. (Lucia, Colombia, Expatriate)

Discussion

The section of this chapter concludes the findings of the research. Discusses about the differences of each country for each dimension as well as the similarities. The three dimensions discussed in this chapter are past experiences related to ingroup bias, what are the company's strategies to promote inclusion and the determinants of ingroup bias.

Experiences

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These experiences focused on the individual level of the participants. From the perspective of expatriate and coworkers' past experiences and views of ingroup bias. Besides this, they also mention the group level, which refers to two or more employees interacting to reach a specific goal (Judge & Robbins, 2019). It is mentioned their belonging to the ERGs to find inclusion and find other employees with similar identities to them. They explained their thoughts related to these groups.

What was similar in the responses from participants located in both countries, was the topic of communication. In the United States, on foreign language which it is hard to share ideas or understand others. According to some studies that focus on social identity theory, language can be used in negative as well as positive differences, portraying then an identity. (Giles et al., 1977; Giles & Johnson, 1981). Researchers think that a language group can be an ethnic group; this due to the strong characteristics that language has in identity (Giles & Byrnes, 1982). Language could be the main expression of an identity and according to Giles and Byrnes, therefore language could be the focus of intercultural conflicts.

For expatriates, it is important to use language as a facilitator of communication between outgroups and ingroups and to build relationship and cooperation (Lauring, 2008). Although according to Osland, that connection of communication may not always be positive or a success (1995).

There are several factors that could lead to the lack of success of communication:

- differences on cultural adjustment (Selmer, 2006).
- styles of communication (Peltokorpi, 2007).
- structures of the organization (Park et al., 1996).
- the social organization in community of the expatriate (Moore, 2006).

Furthermore, other expatriates said that they did understand English as a language, but it was hard to understand the context and cultural background of what was being said. They would feel reluctant to talk with an American the way they did with Latinos because they felt they would not be understood. Therefore, they would have a stronger feeling of being themselves when around people from Latin America since communication was easier.

For participants in Dominican Republic, the concept of communication is more brought up for the aspect of expressions. The clash between groups, people from different nationalities, was related to how they would talk or share an idea. Depending on the nationality and gender, people would be more and others less understanding. In Latin America, men have been positioned in a level of superiority, since it is thought that the functions of women are associated to reproduction and children care. However, men are associated to taking care of their families and being the provider (Richter, 2017). In this case, men are positioned as superior, but that level of perception of superiority changes depending on where the participants are from.

- Men from Dominican Republic perceive the differences of expressions of men from Colombia. However, they accept these differences and contribute them to the differences of culture.
- Women from Dominican Republic have the same perception and understanding towards Colombian men.
- Both men and woman from Dominican Republic have the same perception of differences of expressions with Colombian women. However, none attribute this to culture differences. Focusing more on woman and how woman should not behave a certain way.

For this dimension, the experiences of Haitians are well aware within the participants since they are the largest immigrant population in Dominican Republic. From the participant's experience, he said he would not want to talk or interact with people from Dominican Republic, because he and other Haitians have an expectation of being discriminated against. So, instead of interacting and being oppressed, they would isolate more.

According to the National Survey of Immigrants (ENI) in Dominican Republic from a population in Dominican Republic of more than 10 million people, around 580,000 are immigrants. From those immigrants 59.6% were born in Haiti (2017). Although it is estimated that the population of Haitians and Haitian descendants could be up to 1.5 million (Canales et al., 2009). Haitian workers have settled themselves in Dominican Republic but still, they are a group that is largely unrecognized and marginalized (Keys et al., 2014).

Use the percentage symbols only when it is accompanied by a numeral.

Companies' Strategies

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For the companies' strategies, the focus is on organizational level, the similar meanings or identities held in the organization that differentiate them from other organizations (Judge & Robbins, 2019). Participants talk about the strategies that are implemented in their organizations, in the case of the United States to achieve the goal of diversity and inclusion. In Dominican Republic focus on creating one organization culture with the goal of achieving a familial identity.

Managers located in United States and in Dominican Republic, were aware of some culture differences and even clashes within the organization in a multicultural environment. Although, for managers and participants in the United States, the strategies for diversity and inclusion were necessary for the company. For the managers and participants in the Dominican Republic, however, the implementations of such programs related to nationality

and culture were not really necessary. Some, focusing on other types of inclusion related disability or focusing on creating an organizational culture that would bring people together.

Determinants

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For this research the determinants of ingroup bias in the companies selected rely much on their strategies. Participants in the United States talked about ERGs in a positive manner, stating that the whole intention and objective of these groups could be good for the purpose of diversity and inclusion. However, some participants said that the way ERGs are implemented are not ideal in their companies. There is a lack of communication and information about these groups to new employees as well as other employees that do not belong to any group.

According to some studies, there is not a lot of research done about ERGs and their impact on firms (Rolf et al., 2017; Beaver, 2018). Other researchers stated that there is more interest and curiosity in ERGs from the practitioners; but academics show less interest in them and thus, not having a fair amount of knowledge regarding their scientific validity (Dennissen et al., 2016; Friedman et al. 2004).

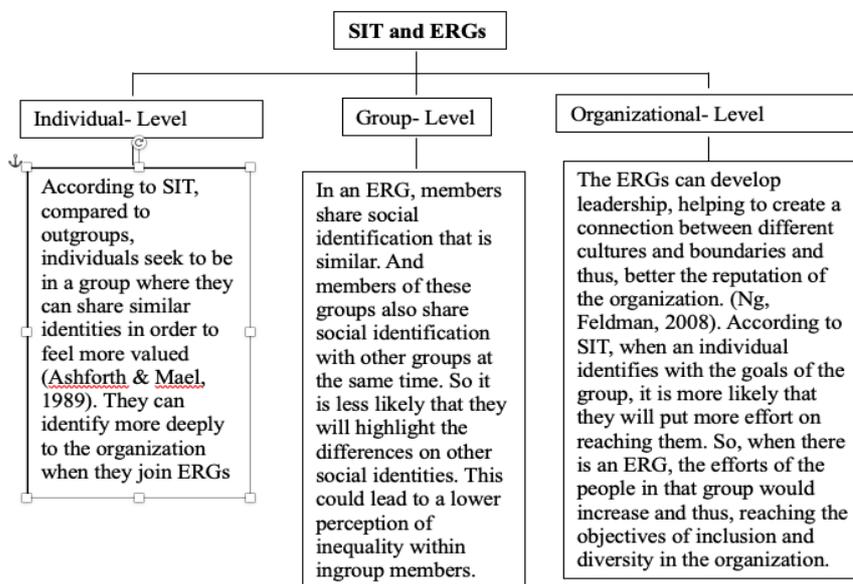
As shown in this dimension, there was an employee of an organization who did not belong to the Latin American group. But even though she wanted to join it to learn the language and the culture, she decided not to do it because she thought she did not belong to that group. And an interviewee saying that she tried to join another group, but she said she stopped going because they were not open to listening to different ideas “The feeling of exclusion can prompt some employees to view ERGs as “exclusive or providing preferential treatment” while raising questions such as “Why is there not an ERG for my group?” or “Why do we need an ERG for this group?” (Kaplan et al., 2009, p. 7).

Recruiting individuals who do not share the identities of the ERGs is one approach. An example of this is bringing people that are not from Latin America to the Latin American ERG. Workers also, that are from other ERGs to be involved and share ideas and learn from other groups. Some organizations have required all ERGs to bring employees that do not share the same identities to the group. Although it is not known whether this would impact in the success and popularity ERGs have today (Kaplan et al., 2009; Rolf et al., 2017). In Figure 4.4 the individual, group and organizational level is shown in relation to how ERGs from the basis of social identity theory could help future research (Rolf et al., 2015, 2017).

When citing multiple works in which some author names have been abbreviated to “et al.”, place the citations in chronological order. Separating them with a comma (,) instead of a semicolon (;)

Figure 4.4

Social Identity Theory for ERGs Implementations



Author:
First name, Second name, Family name

Note. Adapted from “The Case for Employee Resource Groups: A Review and Social Identity Theory-based Research Agenda,” by R. Skylar, S. Schlachter, and T. M. Welbourne, 2017, *Personnel Review*, 46(8), p. 1825. Copyright 2017 by the American Psychological Association.

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In the case of Dominican Republic, there is a lack of strategies related to inclusion, as well as a lack of interest in managers. Even though they do acknowledge culture clashes between employees within the company, the focus on ERGs is broader than identities of nationality or geographical regions, they also focus on gender, ethnicity, race, religious affiliation, interest (Beaver, 2018).

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CHAPTER V CONCLUSIONS & SUGGESTIONS

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Conclusions

The aim of this research was to explore the ingroup bias of Latin American expatriates working for multicultural organizations. Using qualitative design, the research findings are related to three dimensions that are companies' strategies, experiences, and determinants of ingroup bias. It was found that Latin American expatriates can have ingroup bias when interacting with outgroups, more so in the United States than Dominican Republic.

Main Findings

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Experiences

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The first dimension focused on the question of what the experiences of ingroup bias in a multicultural organization of expatriates from Latin America are. In the United States, findings were related to communication in the language, as well as the social/cultural background of the participants. In the case of Dominican Republic, the factor of communication relates to the different expressions and gender differences participants would have. Additionally, expectations of discrimination, relating the Haitian workers who would expect oppression towards them and thus, have a lack of trust to interact with people from Dominican Republic.

According to social identity theory, self-esteem plays an important explanation on why individuals choose people from their ingroup than those from the outgroups (Tajfel & Turner, 1986). The participants in the United States felt more accepted and understood when interacting with their ingroups as opposed to the outgroups. In this case, the focus on language is the one that is more mentioned; they felt more secured when having a conversation with individuals from Latin America.

In the case of Dominican Republic, participants focused on how others would express themselves depending on which country they would come from. They made remarks on workers coming from Colombia or Venezuela, stating that they talk more loudly than people from Dominican Republic. The difference in this country is how, depending on the gender of the individual, they would be understood or rejected. Female expatriate workers would have a harder time being accepted in the organization than male expatriate workers.

For the second factor in Dominican Republic was the expectation on discrimination. Coworkers stated that there has never been a positive relationship with Haitians expatriates, they are not accepted like other immigrants like Colombians or Venezuelans. The largest immigrant population in Dominican Republic comes from Haiti, and still these negative interactions are very much present. The Haitian participant said he would prefer not to interact with individuals from Dominican Republic because he knew it would not have positive outcomes. He would feel safe being around his ingroup, where he knew he was accepted and understood. According to social identity theory, being around people from the ingroup would create a higher collective self-esteem, this can explain the strong gatherings distancing from Haitians to other groups.

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Strategies

The second dimension answered to the research question related to what some strategies are implemented by managers to facilitate integration in a multicultural organization. For the United States, this focuses on the implementation of employee resource Groups for a promotion of inclusion and diversity. Furthermore, in the Dominican Republic, strategies were related to organizational culture focusing on creating a culture so all employees would feel in one whole group. And no strategies, meaning that the companies had no current program or strategy in relation to integration.

ERGs were implemented in the three organizations that took part in this study and all the participants took part in the Latin-American ERGs in their respective organizations. The aim of these ERGs is to promote a sense of inclusion and diversity in the workplace. Participants would say they had positive experiences to these groups because they were able to find individuals with similar identities.

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In Dominican Republic, however, there is a lack of strategies implemented. As mentioned in **Chapter 2**, managers in Latin America have a low level of global competition to support companies' diversity and inclusion. This is something unexpected because they are part in multicultural organizations. Therefore, not only organizations should be able to implement strategies related to inclusion, but also universities should prepare students to become interculturally competent in a global market.

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Success Factors of Organizational Level

The third dimension answered the research question about the determinants of national ingroup bias in a multicultural organization. For the United States, the findings were in relation to how the ERGs are implemented, even though this strategy had favorable evaluations from participants, the animosity was towards the implementation and

communication of said strategies. Participants said they were comfortable in the Latin-American ERG; they would normally only interact with people from this group and not join any other ERG like African American or Southeast Asia. According to social identity theory, individuals would feel safer and have a high self-esteem when being surrounded with individuals from their ingroup and participants for this study would agree that they would feel more secure in the Latin-American group. Given that they were so secured and comfortable in this group, they would not think it was necessary to explore other cultures or other groups; this is what other participants stated was a negative aspect of the ERGs. When there was not enough communication regarding the availability of being a part of a different ERG, employees would only be a part of the group they share identities with, and isolate from other groups and thus, creating ingroup bias. As mentioned in Chapter 4, recruiting individuals who do not share the identities of the ERGs could be a way to decrease the isolation of these groups. Bringing people that are not from Latin America to the Latin American ERG to be involved and share ideas and learn from other groups.

For Dominican Republic, the main finding was the *lack of strategies*. Either manager believed the less diversity the better, other did not think it was necessary for their organization even though they would mention the differences and frictions between employees within the organization. Participants for this study, agreed that there was ingroup bias present in their organizations, however, they did not think it was necessary to implement strategies for the promotion of diversity and inclusion. As stated before, even though Latin-America has become more diverse, there is still a lack of competence in diversity and inclusion.

Implications

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Organizations around the world are becoming more diverse than ever before thanks to globalization. But the bias between groups within an organization is a difficulty that many managers have to deal with. This research is able to give suggestions to different readers.

As it pertains to theoretical implications, this research focused on the study of Latin American expatriates, and their experiences of ingroup bias towards others. The study's center of attention was with ingroup bias pertaining to nationality or region (e.g., Latin America), which is a level of ingroup bias that does not have many previous research. Additionally, this study focused on social identity theory and how it can be used to understand ingroup bias in multicultural organizations. Also, the use of SIT to study the impact different training programs could have in the future of an organization.

For companies that want to promote inclusion and diversity, they should focus on hiring managers with multicultural competency, have programs that target inclusion. ERGs are programs that could lead to benefits to the organization and creating a sense of belonging to individuals with different identities. However, companies should focus on implementing these programs in a way that could lead to group inclusion and not group isolation that could lead to ingroup bias. Companies should also focus on the programs within the company, not just implementing them for an outside image.

In relation to managers from multicultural companies, this can help them analyze their own strategies implemented or not in their organizations. Whether or not the strategies they are implementing are in fact promoting integration and inclusion. And also, analyzing the possible future implementation of programs to promote inclusion. Managers need to be aware of the diversity in their organization and have multicultural competence. The idea of inclusion is about getting employees together and understanding each other's differences,

learning from each other; this can be an advantage for the company. According to participants' view of diversity and their experiences, diversity helps the organization grow since sharing and having different ideas and accepting them can help achieve better business results in the organization.

The findings of this research resonate with the theory and literature reviewed in Chapter 2. Experiences from the participants related to Social Identity theory, the sense of belonging, and the feelings of being accepted by the ingroup they share identities with. Feelings of acceptance when communicating to individuals from ingroups as opposed to outgroups. Suggestions can also be important to workers of multicultural companies around the world. Different levels of communication were found, that create barriers between groups or create ingroup bias. Workers should reflect on their own experiences and actions towards individuals of different groups or social identities.

Limitations

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Although this study counted with triangulation; literature review, Latin American expatriates' interviews, and managers and coworkers' interviews, it still had some limitations discussed below.

The first limitation was the inability to have observation. All participants as well as the organizations selected for the research were in different locations than the researcher, which did not make possible the observation and collection of data through of participants' interactions. The addition of observation would have given the researcher more data to analyze.

The second limitation had to do with the participants. In the Dominican Republic there was a total of three expatriates with the rest of the participants being coworkers or managers. As it relates to gender, all the experiences shown in this study were from

coworkers, and not enough information related to this topic from expatriates. In United States there was a total of two coworkers with the rest being expatriates and managers. Having a more balance quantity of participants from expatriates and coworkers would give more information for this study.

Suggestions for Future Study

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For future researchers that are interested in multicultural working environments, some suggestions are given. In relation to the Dominican Republic, more research in relation to the causes of the lack of strategies of inclusion in the companies. As well as in relation to the experiences of Haitians in companies of Dominican Republic since they are the biggest population of immigrants. A better understanding about this issue and its repercussions in companies in the Dominican Republic could assist in the lack of trust that Haitian people have towards people from Dominican Republic.

In relation to ERGs, companies and managers should focus on implementing strategies that would target cultural inclusion. As it was found in this study, some strategies like ERGs focus on cultural inclusion, however, if these strategies are not well implemented, they could be a source to ingroup bias and isolation. It is suggested for future studies to explore the best ways to promote inclusion through these programs. How they are implemented and what are some limitations of these strategies that are being applied rapidly throughout the United States and other countries.

This research promotes the need for inclusion and integration programs to decrease ingroup bias in companies, so it suggests more research about different programs and strategies companies could implement. Although there is not enough research in this area of ERGs this research is also promoted the future research in relation of ERGs with SIT. Lastly,

another suggestion is to compare the opinions and experiences of participants depending on how long they have lived in a country as expatriates, and gender and age differences.

Chapter title, (16-point)

REFERENCES

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Adler, N. J. (1983). Cross-cultural management: Issues to be faced. *International Studies of Management & Organization*, 13(1-2), 7-45. <https://doi.org/gdkxg3>

Capitalize the title of a periodical, using title case, italicize it

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Aglioti, S. M., Bufalari, I., Panasiti, M. S., Porciello, G., & Schepisi, M. (2019). Left threatened by right: Political intergroup bias in the contemporary Italian context. *Frontiers in Psychology*, 12(26), 1-18.

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Use an en dash to indicate a numerical range

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Aycan, Z., & Kanungo, R. N. (1997). Current issues and future challenges in expatriate management. In Z. Aycan (Ed.), *Expatriate Management: Theory and Research* (pp. 245–270). JAI.

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Use a comma to separate an author’s initials from additional author names, even when there are only TWO authors; use an ampersand (&) before the final author’s name (p. 286)

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Capitalize the names of racial or ethnic groups (p. 165)

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APPENDIX A: EXAMPLE OF OPEN CODING BY ATLAS.TI

ATLAS.ti Report

Ingroup Bias in Latin American Expatriates

Codes

● Company strategies

Quotations:

- ⑤ 5:18 Because we're an international company, we are not a little groups company or international company....
- ⑤ 7:2 They were in Germany. Yeah. But there was not like a department exclusively working on diversity and...
- ⑤ 9:6 En la compañía no recibí ningún entrenamiento. La única vez que sentí la diferencia de los países e...
- ⑤ 10:2 The problem we had was the high level company's commercial strength. They sabotaged this company, th...
- ⑤ 11:3 Yo quiero promoverlo. Hay mucha gente que no estamos tocando que es extranjera que sería un éxito. C...
- ⑤ 12:3 Nosotros nos enfocamos en la cultura de la empresa, eso es lo que nos interesa. Así cuando un emplea...
- ⑤ 13:5 Bueno, mientras menos inclusión mejor. Porque el fuerte nuestro es en los vendedores. Ese es el depa...
- ⑤ 15:4 Hay programas implementados por la empresa? Estoy segura que no hay. Hay programas de inclusión para...
- ⑤ 16:8 Nos destacamos mucho con inclusión de temas de mujer. Facilidades de créditos y servicios para la mu...

Groups:

- ◇ Strategies

● Comparison of Gender

Quotations:

- ⑤ 1:26 Yes very. I will start with how unsafe being a woman in Mexico. There are things that I grew up doin...
- ⑤ 3:18 I think the US is a little bit more ahead, empowering women in the workplace than for example Mexico...
- ⑤ 5:14 In Mexico, you have a good level of education you can do okay as a woman here, even if you have a go...
- ⑤ 7:4 And actually one colleague of mine says like, cause they saw me like work kidding early in the offic...
- ⑤ 11:4 Necesito hacer una estrategia, yo me enfoco en mujeres, para poder crear documentos para que ellas t...
- ⑤ 16:2 Tanto que cuando por ejemplo yo tengo una experiencia con una colombiana y las mujeres colombianas s...
- ⑤ 16:3 Los dominicanos no usan mucho las malas palabras en el área del trabajo, pero los colombianos si. Es...
- ⑤ 16:4 Ya las mujeres colombianas hablan igual que los hombres, muy fuerte. Tenia yo problemas cuando tenia...
- ⑤ 16:11 Las colombianas son muy directas, muy francas. Te dicen las cosas muy a la cara, a veces uno puede p...

Groups:

◇ Gender ◇ Hofstede