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A Review of Two Decades of Research on Language in International Management (1997 - 2022) - Supplemental Material

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**A Review of Two Decades of Research on Language in International Management (1997 -
2022)**

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A Review of Two Decades of Research on Language in International Management (1997 - 2022)

Abstract: This research reviews over two decades of research on language within international management. This comprehensive review codes and summarizes 263 articles, highlighting the impact of language in various strategic areas of management: language policy; HRM and organizational behavior; internationalization; HQ-subsidiary relationship; knowledge sharing; corporate reporting and governance; and mergers and acquisitions (M&A) and inter-firm strategic collaboration. This study also highlights two major needs within the discipline (internal vs. external focus of language and level of analysis – individual, group and organizational), and addressed the call for a broader future research agenda.

Keywords: literature review, language, management, international strategy, communication

Table 1. Key findings of language-related research in international management by area (1997 –2022)

Year	Main Theme	Additional Content Areas	Internal vs. External	Level	Journal	Authors	Key Findings
2014	Corporate governance		Internal	Organization	Journal of International Business Studies	Santacreu-Vasut et al.	Gender marking of the HQ's home country language influences female presence on the MNC's board and in senior management of both the HQ and subsidiaries.
2015	Corporate governance		Internal	Organization	Management International Review	Volonté	Board composition is significantly driven by language. Ownership and equity structure are not related to language.
2015	Corporate governance		Internal	Organization	Corporate Governance: An International Review	Piekkari et al.	The presence of employee representatives on the boards makes it more difficult to conduct work processes in English because these members often lack language proficiency.
2019	Corporate governance		Internal	Organization	International Business Review	Hooghiemstra et al.	Language differences in the board room positively influence earnings management.
2001	Corporate reporting	Language policy	External	Organization	Journal of Finance	Grinblatt & Keloharju	Investors are more likely to engage in the stocks of the firms that communicate in the investor's native tongue.
2002	Corporate reporting	Language policy	External	Organization	Journal of Business Communication	Courtis & Hassan	Examines reading ease between English and Chinese versions of corporate annual reports. Different language versions may produce different reading behavior.
2004	Corporate reporting		External	Organization	Accounting Forum	Leventis & Weetman	Voluntary disclosure is higher in companies that have higher visibility through dual language reporting.
2006	Corporate reporting	Language policy	External	Organization	International Business Review	Aljifri & Khasharmeh	Companies have vigorously adopted the international accounting standard and most disclosed their financial information in English as a lingua franca.
2010	Corporate reporting		External	Organization	International Journal of Accounting	Jeanjean & Stolowy	The decision to publish annual reports in English is in relation to internationalization, language variance, governance, and financial concerns.
2015	Corporate reporting		External	Organization	Journal of International Business Studies	Jeanjean et al.	Using English as an external reporting language increases foreign ownership and analyst following while decreasing information asymmetry. English annual reports reduced investors' information processing costs.

Year	Main Theme	Additional Content Areas	Internal vs. External	Level	Journal	Authors	Key Findings
2015	Corporate reporting		Internal	Individual	Accounting in Europe	Holthoff et al.	The translation of International Financial Reporting Standards impacts decision making, with primary language leading to higher-quality decision making.
2016	Corporate reporting		External	Organization	Accounting Review	Brochet et al.	When corporate information disclosure happens verbally, language barriers in the conference calls affect its transparency and the capital market's reaction.
2017	Corporate reporting		External	Organization	Accounting, Organizations & Society	Kettunen	Highlights the constructed and negotiated nature of the linguistic equivalence between the International Financial Reporting Standards and translations.
2019	Corporate reporting		External	Organization	Journal of International Accounting Research	Lin et al.	English proficiency is negatively associated with variation in the interpretation of the translated probability expression from the International Financial Reporting Standards before and after translation.
2020	Corporate reporting	Inter-firm collaboration	External	Organization	Contemporary Accounting Research	Burke et al.	Low English proficiency is associated with adverse audit outcome (lower audit quality and non-timely reporting and audit fees).
2020	Corporate reporting		External	Organization	Journal of International Accounting Research	Cho et al.	Difficulty for foreign analysts in the native language of a cross-listed firm increases their forecast errors.
2008	HQ-subsidary relationship		Internal	Organization	Cross Cultural Management	Harzing & Feely	Discusses the influence of language on the way MNCs manage their subsidiary operations, highlighting two coupled vicious cycles.
2009	HQ-subsidary relationship		Internal	Organization	Journal of International Management	Björkman & Piekkari	Subsidiaries with low language competence were controlled to a greater extent by centralization and formalization.
2014	HQ-subsidary relationship	HRM	Internal	Organization	International Journal of HRM	Harzing & Pudelko	HQ-subsidary relationships are affected by language differences, which lead to a lower level of oral communication. Expatriates can facilitate communication and knowledge transfer between HQ and subsidiaries.
2014	HQ-subsidary relationship		Internal	Organization	Production and Operations Management	Gray & Massimino	Language differences between HQ and subsidiary plants result in decreased process compliance.

Year	Main Theme	Additional Content Areas	Internal vs. External	Level	Journal	Authors	Key Findings
2015	HQ- subsidiary relationship	Knowledge sharing	Internal	Organization	Journal of International Business Studies	Reiche et al.	The relationship between shared language and knowledge transfer from HQ to subsidiaries is mediated by HQ goals and vision shared by subsidiary managers. Subsidiary type moderates these mediated relationships.
2015	HQ- subsidiary relationship	Knowledge sharing	Internal	Organization	Journal of International Management	Peltokorpi	HCNs' corporate language proficiency facilitates reverse knowledge transfer. Media richness mediates this relationship.
2015	HQ- subsidiary relationship		Internal	Organization	Critical perspectives on international business	Logemann & Piekkari	The HQ and the subsidiary used language and translation to exercise power over meanings.
2016	HQ- subsidiary relationship	Knowledge sharing	Internal	Organization	Journal of World Business	Contractor et al.	A common language in the MNC parent and foreign affiliate makes transfer of intangibles easier, leading to subsidiary performance.
2017	HQ- subsidiary relationship	Knowledge sharing	Internal	Organization	Journal of World Business	Peltokorpi & Yamao	Shared vision mediates the positive relationship between HCNs' corporate language proficiency and reverse knowledge transfer. HQ-subsidiary communication moderates these relationships.
2020	HQ- subsidiary relationship		Internal	Organization	Management international	Langinier & Ehrhart	Introducing a foreign language in an MNC induces employees to revert to translanguaging, which enables employees a linking role between the HQ and subsidiary.
1998	HRM		Internal	Individual	International Business Review	Usunier	Expatriates experience a loss of oral pleasure related to the absence of their native language. There is a negative relationship between oral pleasure deficiency and expatriate's personal satisfaction.
1999	HRM		Internal	Individual	Journal of International Business Studies	Shaffer et al.	Host country language fluency facilitates expatriate adjustment and moderates the effects of job, organizational, non-work and individual factors, and adjustment.
2000	HRM		External	Individual	Marketing Management Journal	Hunt et al.	Compares between a local national and an expat as the primary boundary personnel in a country with a different language.

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2001	HRM		Internal	Individual	Journal of Business Communication	Babcock & Du-Babcock	There is a language-competency variable that greatly impacts communication within different language-based communication zones.
2002	HRM		Internal	Individual	International Journal of HRM	Caligiuri & Lazarova	Language skills affect female expatriates' ability to form relationships on the assignment.
2002	HRM		Internal	Individual	International Journal of HRM	Takeuchi et al.	Language proficiency has a direct effect on expatriate work adjustment and an indirect effect on interactional adjustment through work adjustment.
2003	HRM		Internal	Organization	Asia Pacific Journal of Management	Hutchings	Highlights Australian organizations' lack of language training provided to their expatriates in China.
2004	HRM		Internal	Individual	Thunderbird International Business Review	Graf	U.S. and German managers view language capabilities and intercultural communication competence to be crucial for international tasks.
2006	HRM		Internal	Individual	Cross Cultural Management	Sriussadaporn	Language deficiency is one of the inter-cultural communication problems in foreign companies in Thailand.
2006	HRM		Internal	Individual	Thunderbird International Business Review	Selmer	Language ability is positively associated with Western expatriates' adjustment in China. The relationship is strongest for interaction adjustment and weakest for work adjustment.
2007	HRM		Internal	Individual	International Business Review	Peltokorpi	Divergent communication styles and the lack of shared language have a negative impact on expatriates' intercultural communication.
2008	HRM		Internal	Individual	International Journal of Cross-Cultural Management	Lauring	The relationship between language and social identity is negotiated in the interactions between expats and local employees.
2008	HRM		Internal	Individual	International Journal of HRM	Peltokorpi	Expatriate language proficiency influences both non-work- and work-related adjustments.
2008	HRM		Internal	Individual	International Journal of HRM	Puck et al.	Cross-cultural training has little effect on general, interactional or work-setting expatriate adjustment. Foreign language competence has a significant influence on all three dimensions of expatriate adjustment.

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2008	HRM		Internal	Organization	Business Journal of Hispanic Research	Suárez-Vázquez & Rodríguez-del-Bosque	Discusses two main business Spanish training needs of MNCs operating in Hispanic Markets: external and internal communication needs.
2009	HRM		Internal	Organization	Administration in Social Work	Engstrom et al.	Highlights a need for language training to support bilingual workers.
2010	HRM		Internal	Individual	Journal of Managerial Psychology	Hosoda & Stone-Romero	In employment-related decisions, Japanese-accented applicants fared worse than French-accented and English-accented applicants.
2010	HRM		Internal	Individual	Scandinavian Journal of Management	Peltokorpi	Expatriates' host country language competency enhances intercultural communication in foreign subsidiaries. Language-related challenges were different in three different language proficiency zones.
2011	HRM		Internal	Individual	International Journal of Employment Studies	Okamoto	Investigates the role of bilinguals/biculturals as cultural mediators in overseas Japanese companies.
2012	HRM		Internal	Individual	Asia Pacific Journal of Human Resources	Wang & Tran	Language training is positively associated with expats' general, interaction, and work adjustment. Language training is most significant for interaction adjustment.
2012	HRM		Internal	Individual	Journal of Managerial Psychology	Hosoda et al.	Applicants with a Mexican-Spanish accent (vs. standard American English accent) are rated as less suitable for a software engineering job and less likely to be hired and promoted.
2012	HRM		Internal	Individual	The International Journal of Human Resource Management	Ishii	Language proficiency is an important predictor of expatriate adaptation and success.
2012	HRM		Internal	Organization	Journal of Business Communication	Lockwood	Discusses the problematic use of English language recruitment assessment practices carried out in BPO sites.
2013	HRM		Internal	Individual	International Journal of Management	Freeman & Olson-Buchanan	In addition to personality traits, language fluency is one of the strongest predictors of expatriate adjustment.
2013	HRM		Internal	Individual	Academy of Strategic Management Journal	Bae & Patterson	Language ability is not a significant indicator of performance and capacity enhancement.
2013	HRM		Internal	Individual	International Journal of HRM	Froese & Peltokorpi	Self-initiated expatriates (vs. organizational expatriates) enjoy higher interaction adjustment because of their higher host-country language proficiency.

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2013	HRM		Internal	Individual	Management Research Review	Huff	In addition to cultural intelligence, language proficiency predicts expatriate adjustment.
2014	HRM	Knowledge sharing	Internal	Organization	Journal of International Business Studies	Peltokorpi & Vaara	Found an inverted U-shaped relationship between language-sensitive recruitment and knowledge transfer.
2014	HRM		Internal	Individual	International Business Review	Wang et al.	Perceptual skills contribute to expatriate cross-cultural competence while language skills do not relate to it directly.
2014	HRM		Internal	Individual	Journal of Managerial Psychology	Luksyte et al.	Family-to-work facilitation attenuates the negative consequences of lack of English language proficiency on psychological well-being.
2015	HRM		Internal	Individual	International Journal of HRM	Ravasi et al.	Host-country language fluency facilitates expats' interaction adjustment but did not affect general and work adjustment.
2015	HRM		Internal	Individual	International Journal of HRM	Selmer & Luring	Host country language ability is positively related with sociocultural expatriate adjustment.
2015	HRM		Internal	Individual	Journal of World Business	Itani et al.	Language skills improve basic career competence and enable individuals to cross boundaries, which enhances career mobility.
2016	HRM	Language policy	Internal	Individual	International Business Review	Klitmøller & Luring	Workplace mobility is positively related with employees' openness to language diversity. Distributed work has a positive association with the management's use of the CCL.
2016	HRM	Language policy	Internal	Individual	The International Journal of Human Resource Management	Malul et al.	The linguistic gender marking gap between home and host country affects the success of expatriate staffing at managerial level. It can be reduced by the use of HQ national language in subsidiaries.
2016	HRM	OB	Internal	Individual	Journal of Positive Management	Rozkwitalska et al.	Analyzes the social interactions in multicultural environments of MNCs. Emphasizes language training to build employees' self-efficacy.
2016	HRM		Internal	Individual	Asia Pacific Journal of Human Resources	Furusawa & Brewster	Language ability is positively related to expatriate work adjustment.
2016	HRM		Internal	Individual	International Journal of HRM	Zhang & Peltokorpi	Host country language proficiency allows expats to develop interpersonal relationships with HCNs, which facilitates expatriate adjustment.

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2016	HRM		Internal	Organization	Human Resource Management	Cocchiara et al.	Employers may categorize job applicants using sociolinguistic cues and this categorization has a significant impact on evaluations of applicant employability.
2016	HRM		Internal	Organization	Journal of International Business Studies	Un	Though domestic firms introduce fewer new products than subsidiaries of foreign firms, they introduce more new products at the same level of investment in language training and of exports.
2016	HRM		Internal	Individual	Journal of World Business	Zhang & Harzing	Expatriates' willingness to learn the local language and actual local language proficiency positively affect their relationship with HCNs.
2017	HRM		Internal	Individual	International Journal of Selection and Assessment	Salgado & Bastida	Language skills predict expatriates' cross-cultural adjustment and cultural distance.
2017	HRM		Internal	Individual	Journal of enterprising culture	Lai & Yang	Of the challenges facing expats who work with employees from diverse cultures, the lack of shared language is still the largest barrier to cross-cultural communication.
2017	HRM		Internal	Individual	Engineering, Construction and Architectural Management	Chan et al.	One of the most serious construction safety and health problems of ethnic minority workers in Hong Kong was safety communication barriers.
2018	HRM		Internal	Individual	Journal of Management in Engineering	Lin et al.	3D training materials overcome some of the language barriers that hinder safety training.
2018	HRM		Internal	Individual	The International Journal of Human Resource Management	de Eccher & Duarte	Host country language proficiency is positively associated with the willingness to accept expatriate offers in the host country.
2019	HRM		Internal	Individual	Corporate Management Review	Chen & Lin	Both proficiency in the host-country language and English can enhance the link between CQ and in-role job performance of expats.
2020	HRM	OB	Internal	Individual	Thunderbird International Business Review	Rao-Nicholson et al.	Language is one of the determinants of cross-cultural leadership adjustment, which in turn influences performance.

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2022	HRM		Internal	Individual	Current Psychology	Matsumoto & Gopal	The expatriate's host country language proficiency has a positive impact on their adjustment and happiness.
2022	HRM		Internal	Organization	Journal of World Business	Ferraris, et al.	The language ability of subsidiary CEOs in emerging markets positively affects MNE strategic agility.
2005	Inter-firm collaboration		External	Organization	Asia Pacific Business Review	Boode	Found a strong influence of the chosen business language on a Thai-Western relations within the JV organization.
2010	Inter-firm collaboration		External	Organization	Journal of Management in Engineering	Comu et al.	Although there are initial performance liabilities, linguistically diverse project networks ultimately outperform monocultural networks.
2013	Inter-firm collaboration		External	Organization	Science Communication	Hwang	Language barriers create a critical handicap to integrity and international collaboration.
2015	Inter-firm collaboration		External	Organization	Journal of International Business Studies	Joshi & Lahiri	Developed a Language Friction Index (LFI). Found an inverted U-shaped relationship between partners' LFI and the likelihood of cross-border R&D alliance formation.
2019	Inter-firm collaboration		External	Organization	Auditing: A Journal of Practice & Theory	Downey & Bedard	Language and cultural barriers did not affect the coordination challenges in global group audits.
2000	International ization		External	Individual	European Journal of Marketing	Clarke	Very few of the Irish exporting firms use foreign languages to a great extent in their day-to-day exporting activities.
2004	International ization		External	Individual	International Small Business Journal	Williams & Chaston	Qualitatively, linguistic ability is seen as important in export managers' decisions, while quantitatively, linguistic ability matters less so.
2005	International ization		External	Organization	Corporate Communications: An International Journal	Kameda	Argues that English will be the agent of globalization and Japanese companies must accept this reality.
2010	International ization		External	Organization	Asia Pacific Journal of Human Resources	Maley & Kramar	Language differences are key impediments to a successful regional structure.
2010	International ization		External	Organization	International Business Review	López-Duarte & Vidal-Suárez	When uncertainty is high, Spanish foreign investors show a preference for JV over WOS only when both partners share a common language.
2010	International ization		External	Organization	Journal of Business Communication	Usunier and Roulin	B2B web sites of companies in low-context (vs. high-context) countries have more web site language

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							versions. Web sites of companies in English-speaking countries (vs. non-English-speaking countries) have fewer Web site language versions.
2010	Internationalization		External	Organization	Journal of World Business	Musteen et al.	SME CEOs sharing a common language with their international ties internationalize faster.
2011	Internationalization		External	Organization	Journal of International Business Studies	Ellis	Tie-based opportunities lead to higher quality and more valuable exchanges for international entrepreneurs that are constrained in terms of geographic, psychic, and linguistic distance.
2011	Internationalization		External	Organization	Journal of Management Studies	Slangen	Verbal communication barriers have positive effects on the likelihood that MNCs choose greenfield over acquisition entry. These effects are weaker for subsidiaries that have more autonomy or operate in the JV mode (vs. WOS).
2011	Internationalization		External	Organization	International Business Review	Stoian et al.	Managerial foreign language skills are among the strongest factors of export performance.
2011	Internationalization		External	Organization	Multinational Business Review (Emerald Group Publishing Limited)	Hejazi & Ma	Highlights the importance of English in deploying multinational strategies, even in countries whose official language is not English.
2013	Internationalization		External	Organization	International Journal of Cross Cultural Management	Vidal-Suárez & López-Duarte	MNCs tend to avoid acquisitions (vs. greenfield investments) in international contexts characterized by high language distance.
2014	Internationalization		External	Organization	International Journal of Entrepreneurship	Asasongtham and Wichadee	While foreign language ability is important in exporting, experience is more valuable.
2014	Internationalization		External	Organization	Journal of International Business Studies	Kuznetsov & Kuznetsova	Links communication disengagement in emerging markets to the deficiencies of the local professional business discourse rooted in language limitations. This complicates cross-cultural adjustments, causing MNCs financial losses.
2015	Internationalization		External	Organization	International Business Review	Hurmerinta et al.	The linguistic knowledge of the decision-maker enhances international opportunity recognition and exploitation, creating a knowledge corridor. The importance of the knowledge corridor decreases with the emergence of BELF.

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2015	Internationalization		External	Organization	Journal of World Business	Sui et al.	In North America, SMEs owned by French-speaking immigrants are less likely to pursue regional internationalization than SMEs owned by English-speaking owners.
2017	Internationalization		External	Organization	International Business Review	Francioni et al.	Internationalization of small Italian wine producers were influenced by network relationships, which were affected by language barriers.
2017	Internationalization		External	Organization	Measuring Business Excellence	Niñerola et al.	Language is one of major barriers faced by Spanish companies in China.
2017	Internationalization		External	Organization	International Business Review	Schu & Morschett	A common language positively affects the likelihood of selecting a target country.
2018	Internationalization		External	Organization	Journal of International Entrepreneurship	Johnstone et al.	Language ability positively affects the startup's international success.
2019	Internationalization		External	Individual	Review of International Comparative Management	Lvina et al.	Identifies three major problems in cross-cultural communication in multinationals: language, different legislation and context awareness.
2019	Internationalization		External	Organization	Management International Review	Jimenez et al.	Language distance negatively affects the success of international private participation projects. This effect is weaker when the project involves a local investor or the host country government.
2019	Internationalization		External	Individual	Journal of Small Business Management	Shinnar & Zamantılı Nayır	Language ability enhances immigrant entrepreneurs' ability to foster trusting relationships, which enables them to engage in less economically marginal activities.
2004	Knowledge sharing		External	Organization	Accounting, Auditing & Accountability Journal	Evans	Mistranslations of accounting terms are detrimental to international accounting communication.
2005	Knowledge sharing	Language policy	Internal	Organization	Int. Studies of Mgt. & Org.	Buckley et al.	A common language alone is unable to secure effective communication. The transference of corporate social knowledge is also important.
2005	Knowledge sharing		Internal	Individual	Journal of World Business	Sunaoshi et al.	Demonstrability and drawability affect knowledge transfer when the transferor and transferee have limited knowledge of each other's language.
2005	Knowledge sharing		Internal	Organization	Corporate Communications: An International Journal	Dhir	Draws an analogy between language and currency to highlight the use of language as an exchange of knowledge.

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2005	Knowledge sharing		Internal	Organization	Int. Studies of Mgt. & Org.	Barner-Rasmussen & Björkman	The intensity of inter-unit communication increases subsidiary managers' participation in corporate training programs and their fluency in the common language.
2007	Knowledge sharing		Internal	Individual	International Business Review	Makela et al.	A shared language enhances interpersonal homophily between MNC managers, which increases the tendency that they will share knowledge.
2008	Knowledge sharing		Internal	Organization	Management International Review	Welch & Welch	Language influences international knowledge transfer in relation to cost, transfer medium, teams, social networks, trust, staff movements, and motivation.
2009	Knowledge sharing		Internal	Organization	Journal of International Management	Ambos & Ambos	Linguistic distance moderates the relationship between personal coordination mechanisms and knowledge transfer effectiveness.
2013	Knowledge sharing		Internal	Group	European Management Journal	Lauring & Selmer	Openness to linguistic diversity is positively associated with group knowledge processing.
2013	Knowledge sharing		Internal	Individual	International Business Review	Piekkari et al.	The choice among translation options depends on the situation. Social networks are an important translation solution.
2013	Knowledge sharing		Internal	Organization	Journal of World Business	Klitmøller & Lauring	Certain types of media are more useful for certain types of knowledge sharing depending on the cultural and linguistic variation between the communicating parties.
2014	Knowledge sharing		Internal	Individual	Journal of International Business Studies	Barner-Rasmussen et al.	Language skills influence the extent to which individual boundary spanners perform four functions: exchanging, linking, facilitating, and intervening.
2014	Knowledge sharing		Internal	Organization	Journal of Chinese Economic & Business Studies	Tan & Gartland	Inadequate language ability has the potential to destroy the process of knowledge transfer. Language should be regarded as the firm's strategic asset and be dealt at strategic level.
2014	Knowledge sharing		Internal	Organization	Journal of International Business Studies	Holden & Michailova	Highlights the importance of historical and cultural embedding in the translation process. Translation serves as an analog for the cross-cultural transfer of knowledge.
2014	Knowledge sharing		Internal	Organization	Journal of International Management	Schomaker & Zaheer	Linguistic relatedness is positively related with ease of knowledge communication, and is negatively related to knowledge understanding.

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2015	Knowledge sharing		Internal	Organization	Chinese Management Studies	Zhong & Chin	Delineates five major boundary-spanning functions regarding translation for knowledge transfer in China.
2015	Knowledge sharing		Internal	Organization	Journal of Business & Technical Communication	Batova & Clark	Discusses the challenge of global content management because of linguistic idiosyncrasies.
2015	Knowledge sharing		Internal	Organization	Management Learning	Ciuk & James	Translating corporate values into Polish from English exercised prompted discussions and sensemaking around the text.
2017	Knowledge sharing	HRM	Internal	Organization	International Business Review	Peltokorpi	Language-sensitive recruitment and language training enhance absorptive capacity in foreign subsidiaries. Inter-unit knowledge transfer partially mediates these relationships.
2017	Knowledge sharing	OB	Internal	Individual	Knowledge & Process Management	Ahmad	Employees with multilingual knowledge-sharing networks perform better than those with monolingual knowledge-sharing networks.
2018	Knowledge sharing		Internal	Organization	Journal of Management	Welch & Welch	Conceptualizes language operative capacity (LOC). Identifies two interacting processes that is critical in the formation and use of LOC.
2019	Knowledge sharing	OB	Internal	Individual	Empirica	Civico	Poor language skills risks creating an unbalanced distribution of knowledge and power across language groups within the organization.
2020	Knowledge sharing		Internal	Individual	Management & Organization Review	Yakubovich & Lup	Transliterated Japanese labels have a negative impact on the perceived relevance of the lean production system practices by Russian employees.
2021	Knowledge sharing		Internal	Individual	Journal of World Business	Tenzer et al.	Evident language barriers reduce participation in team communication, which impedes both basic and sophisticated knowledge processing activities. Hidden language barriers impair sensemaking in the team, which disrupts sophisticated knowledge processing activities.
1997	Language policy	HRM	Internal	Organization	European Management Journal	Marschan et al.	A CCL does not guarantee meaningful communication. Language should be included in strategic loop of an MNC.

Year	Main Theme	Additional Content Areas	Internal vs. External	Level	Journal	Authors	Key Findings
1999	Language policy		Internal	Organization	International Journal of Entrepreneurial Behavior & Research	Crick	Though many SMEs know the benefits languages can bring, this is not reflected in their use in certain functional areas and practices.
2001	Language policy	Knowledge sharing	Internal	Organization	Prometheus	Welch et al.	Unbundles the impact of language from cultural box and argues that a CCL may hinder knowledge transfer.
2001	Language policy	OB	Internal	Individual	The Sociological Review	Wright et al.	A local dialect was used in Japanese-owned firms in Scotland as a device to promote local workforce solidarity against expatriate management.
2002	Language policy		Internal	Organization	Business Communication Quarterly	Charles & Marschan-Piekkari	The choice of English as CCL does not necessarily alleviate communication problems. Limited language skills resulted in international communication concentrating into the hands of a few select staff members.
2002	Language policy		Internal	Organization	Corporate Communications: An International Journal	Dhir & Gòkè-Paríolá	Highlights the need for corporate language policies and the conditions for integrating them with global business strategies.
2002	Language policy		Internal	Organization	International Journal of Project Management	Loosemore & Lee	English is often the minority language on site and is confined to the managerial level.
2003	Language policy		Internal	Organization	Cross Cultural Management	Feely & Harzing	Discusses the dimensions of the language barrier, its impact, and options for managing language problems.
2004	Language policy	HQ-subsidary relationship	Internal	Organization	Corporate Communications: An International Journal	Andersen & Rasmussen	Firms that have no language strategy are extremely vulnerable because often one person at the subsidiary and one person at the HQ are responsible for communication in English.
2004	Language policy		Internal	Individual	Journal of Business Ethics	Dietz & Pugh	Non-immigrants (vs. immigrants) mentioned more of the business benefits of the English-only policy.
2006	Language policy		Internal	Organization	Corporate Communications: An International Journal	Fredriksson et al.	A CCL may not be widely shared in a multilingual organization with varying levels of language proficiency of their employees.
2006	Language policy		Internal	Organization	Journal of International Business Studies	Luo & Shenkar	HQ's functional language is determined by the MNC's international strategy, organizational structure, and transnationality. Subunit functional language is designed in accordance with organizational form, strategic role, and expatriate deployment.

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Year	Main Theme	Additional Content Areas	Internal vs. External	Level	Journal	Authors	Key Findings
2006	Language policy		Internal	Organization	Management Decision	Maclean	The emergence of the transnational corporation has made language a major issue that impacts a company's core competencies.
2006	Language policy		Internal	Organization	Journal of Business & Technical Communication	Lehmuskallio	Intranet language may be problematic for multilingual organizations.
2007	Language policy	OB	Internal	Organization	Journal of Business Communication	Charles	BELF is a mostly oral language through which power is wielded, and perceptions of self and others are created. Language choice has implications for HR.
2009	Language policy		Internal	Organization	Corporate Communications: An International Journal	Tange	Highlights language workers' different experiences with regard to their position, work function, and role in the language initiative.
2009	Language policy		Internal	Organization	Journal of Communication Management	Simonsen	Provides a framework for increased integration of a company's communication policy, language policy, and information portal to facilitate communication.
2009	Language policy		Internal	Organization	Journal of Communication Management	Tange & Lauring	Highlights the discrepancy between a general openness to the use of English as a CCL and language users' communicative practice, which leads to language clustering and thin communication.
2010	Language policy	HRM	Internal	Organization	Journal of Business Communication	van den Born & Peltokorpi	A coherent alignment between HRM practices, language policies, and MNC strategic orientation helps reduce communication difficulties.
2010	Language policy	HRM	Internal	Organization	International Journal of Organizational Innovation	Chitakornkijsil	Discusses benefits of language standardization.
2010	Language policy		Internal	Organization	Journal of International Management	Sharp	Explains the context-oriented nature of language processes in the MNC, the impact of the characteristics of the parent company, and the role of language management programs.
2011	Language policy	HRM	Internal	Organization	Journal of World Business	Heikkilä & Smale	Discusses the positive and negative effects of language standardization on user acceptance and use of e-HRM systems in foreign subsidiaries.

Year	Main Theme	Additional Content Areas	Internal vs. External	Level	Journal	Authors	Key Findings
2011	Language policy	OB	Internal	Individual	Asian Business & Management	Peltokorpi & Clausen	Lack of a shared language and low motivation to improve foreign language proficiency were the main linguistic barriers in Nordic subsidiaries in Japan.
2011	Language policy	OB	Internal	Individual	Journal of World Business	Zander et al.	Leadership decisions and reactions depend more on cultural and situational context than on the choice of language (native vs. English).
2011	Language policy	OB	Internal	Individual	Journal of European Industrial Training	Swift & Wallace	Varying levels of fluency in a CCL create problems in meetings and dissuade some from contributing.
2011	Language policy		Internal	Organization	Journal of World Business	Steyaert et al.	Identifies six ways of accounting for language use in multilingual companies.
2011	Language policy		Internal	Organization	Journal of World Business	Barner-Rasmussen & Aarnio	MNCs are linguistically diverse organizations within which language fluency is unevenly distributed.
2012	Language policy	HQ-subsidary relationship	Internal	Organization	Journal of International Business Studies	Peltokorpi & Vaara	Identifies four types of recontextualization with characteristic language policies and practices in wholly owned foreign subsidiaries.
2012	Language policy	OB	Internal	Organization	Organizational Dynamics	Neeley et al.	English-only policy can activate anxiety and mistrust. Suggests practices that can help.
2012	Language policy	OB	Internal	Organization	Public Relations Review	Louhiala-Salminen & Kankaanranta	Using a CCL can have impact on organizational credibility, knowledge sharing, and trust.
2012	Language policy		Internal	Organization	International Business Review	Lauring & Selmer	Consistency in English management communication and English communication consistency are positively related with diversity climate.
2012	Language policy		Internal	Organization	Corporate Communications: An International Journal	Bouchien de Groot	English language policy should be tailored to the need of the organization.
2013	Language policy	HQ-subsidary relationship	Internal	Organization	Journal of World Business	Harzing & Pudelko	Anglophone, Asian, Nordic, European MNCs differ in terms of the language and the number of languages spoken at subsidiaries, language capabilities, and power distortion between HQ managers and subsidiary managers.
2013	Language policy		Internal	Organization	Management & Business Administration. Central Europe	Bielenia-Grajewska	Explores the practical possibilities of using organizational multilingualism.

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Year	Main Theme	Additional Content Areas	Internal vs. External	Level	Journal	Authors	Key Findings
2014	Language policy	OB	Internal	Individual	Journal of International Business Studies	Boussebaa et al.	Shows how corporate Englishization (re-)produces colonial-style power relations between the Anglosphere and the rest.
2014	Language policy		Internal	Organization	Global Business & Organizational Excellence	Vecchi	A CCL can act as both a bridge and a barrier, both within the company and between the company and its customers.
2014	Language policy		Internal	Organization	Open Research Online	Hultgren	Parallelingualism requires clear understanding of the role of both languages.
2014	Language policy		Internal	Organization	Journal of International Business Studies	Janssens & Steyaert	Developed a multilingual franca approach which underlines a human-centered multilingualism.
2015	Language policy	HRM	Internal	Group	International Business Review	Peltokorpi	Subsidiaries with expatriate top managers have more language policies than those with local top managers. Older and larger subsidiaries with expatriate top managers have more language policies.
2015	Language policy	OB	Internal	Individual	Journal of International Business Studies	Bordia & Bordia	The foreign functional language may pose a threat to the employees' linguistic identity. High proficiency in a foreign language and the need for social, economic, and career enhancements can increase individuals' willingness to adopt the foreign functional language.
2015	Language policy	OB	Internal	Individual	Journal of Organizational Behavior	Kulkarni	A CCL is occasionally disregarded by employees. Exclusion based on incomprehensible language may result in identity-based fault lines.
2015	Language policy		External	Organization	Journal of International Business Studies	Selmier II et al.	Some MNCs employ regional lingua francas to build sustainable relationships with local stakeholders.
2016	Language policy	HRM	Internal	Individual	Management International Review	Froese et al.	English use as a CCL in the HQ reduces in-patriate turnover intention.
2016	Language policy	HRM	Internal	Individual	European Management Journal	Latukha et al.	A CCL may act both as a barrier and as a facilitator for the career mobility of employees in MNCs who have different levels of corporate language skills.
2016	Language policy	OB	Internal	Individual	Academy of Management Journal	Neeley & Dumas	Native English-speaking employees of a Japanese organization with English as the CCL believed that the mandate brought them unearned status gain.

Year	Main Theme	Additional Content Areas	Internal vs. External	Level	Journal	Authors	Key Findings
2016	Language policy		Internal	Organization	Corporate Communications: An International Journal	Sanden	Language policies can be used to regulate a company's internal modes of communication. Identifies four stages of strategic language management.
2017	Language policy	Internationalization	External	Organization	International Journal of Electronic Business	Ahlfors & Fang	Investigates the role of language in online firms, whether firms adapt or standardize language to foreign markets, and how such behavior relates with levels of internationalization.
2017	Language policy	OB	Internal	Organization	Employee Relations	Bobek & Devitt	Health professionals identified challenges including internal divisions based on language.
2017	Language policy		Internal	Organization	Journal of World Business	Aichhorn & Puck	Linguistic diversity is both a liability and a resource for MNCs. Presents strategies for employees to cope with challenges of language diversity and the use of a CCL.
2018	Language policy		Internal	Organization	Corporate Communications: An International Journal	Sanden & Kankaanranta	Non-formalized language policies can leave employees without a common reference point, which may cause confusion and inter-collegial conflict.
2019	Language policy	OB	Internal	Individual	Corporate Communications: An International Journal	Bjørge & Whittaker	Explores the consequences of adopting an immersion policy and testing regime with regard to communication behaviors when a company offshores language-sensitive services to a country which does not have a workforce with the required language skills.
2020	Language policy		External	Organization	International Journal of Business Communication	Barkley	Examines the effect of CEO ethnicity and language choice on crisis responses. Found more favorable evaluations of the foreign CEO condition.
2020	Language policy		Internal	Organization	Human Resource Management Review	Froese et al.	Chinese, Japanese, and Korean MNCs show similarities in home-country language policies.
2020	Language policy		Internal	Organization	Labour Economics	Dale-Olsen & Finseraas	Linguistic diversity increases communication costs and reduces productivity.
2021	Language policy		Internal	Organization	Journal of World Business	Michalski & Śliwa	Explored language standardization within the BBC Arabic Service.
2005	M&A	Knowledge sharing	Internal	Organization	Int. Studies of Mgt. & Org.	Welch et al.	Discusses how language impacts the integration process following international M&As. Stresses a link between language and knowledge transfer.

Year	Main Theme	Additional Content Areas	Internal vs. External	Level	Journal	Authors	Key Findings
2005	M&A	Language policy	Internal	Organization	International Journal of HRM	Piekkari et al.	Mandating a new CCL in a cross-border merger may restrict equal opportunities between employees of merging organizations.
2005	M&A		Internal	Organization	English for Specific Purposes	Louhiala-Salminen et al.	Discusses the discursal (dis)similarities in communication and language use in corporations formed by a merger between a Swedish and a Finnish company.
2010	M&A	Corporate governance	Internal	Organization	Journal of International Business Studies	Kang & Kim	Foreign acquirers whose countries share a common language and a common culture with the US are more likely to engage in post-acquisition governance activities.
2015	M&A	OB	Internal	Individual	Management International Review	Kroon et al.	Individuals with lower language fluency are more likely to experience anxiety, less likely to see themselves equal to the partner company, and less likely to identify with the newly merged organization.
2015	M&A		External	Organization	Journal of International Business Studies	Cuypers et al.	Acquirers take lower equity stakes in foreign targets when linguistic distance and differences in lingua franca proficiency between them are high.
2016	M&A		External	Organization	Journal of International Business Studies	Dow et al.	Linguistic distance has a negative effect on the percentage of the acquirer's ownership in the target firm. Within-country linguistic diversity both in the acquirer's country and in the target country influences the ownership structure of foreign acquisitions.
2016	M&A		Internal	Organization	International Business Review	Kedia & Reddy	Linguistic distance between acquirer and target company has a negative effect on post-acquisition performance. The cross-border acquisition experience of an acquirer moderates this effect.
2022	M&A	Knowledge sharing	Internal	Individual	Ekonomski horizonti	Dzenopoljac, et al.	Explores a manager's role in international M&A transactions and tacit knowledge transfer, which may be determined by the number of the languages spoken by the manager.
1998	OB		Internal	Individual	Behaviour & Information Technology	Aiken et al.	A computer-supported cooperative work system reduces language barriers by allowing meeting participants to exchange comments anonymously.

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Year	Main Theme	Additional Content Areas	Internal vs. External	Level	Journal	Authors	Key Findings
1999	OB		Internal	Organization	International Journal of HRM	Marschan-Piekkari et al.	Highlights the concept of shadow structure in which individuals acting as language nodes have the capacity to influence the formal communication lines.
1999	OB		Internal	Organization	International Business Review	Marschan-Piekkari et al.	Highlights the existence of a shadow structure based on language clusters and individuals who are language nodes and mediators.
2000	OB		Internal	Organization	International Business Review	Brock et al.	Linguistic differences may determine who creates corporate plans, how the plans are created, and who ends up following them.
2003	OB	Knowledge sharing	Internal	Group	Journal of World Business	Lagerström & Andersson	Knowledge sharing within a transnational team rests upon efficient communication, which is enhanced by proficiency in a common business language.
2004	OB		Internal	Individual	The Academy of Management Review	Glinow et al.	Highlights language-related challenges in multicultural teams that increase the likelihood of emotional conflict.
2005	OB		Internal	Group	Int. Studies of Mgt. & Org.	Henderson	Language diversity has a significant impact on socialization processes and team building, influencing both communication acts and mutual perceptions.
2005	OB		Internal	Individual	Asia Pacific Business Review	Byun & Ybema	Communication difficulties between Dutch and Japanese managers were not caused by the Japanese's poor knowledge of English, but by their speaking in Japanese when discussing strategic issues.
2005	OB	Language Policy	Internal	Individual	Journal of Management Studies	Vaara et al.	Language skills may become empowering resources in organizational communication.
2006	OB		Internal	Group	Management International Review	Chen et al.	Language can have a significant effect on global team performance by enhancing communication.
2006	OB		Internal	Individual	Journal of Business Communication	Du-Babcock	Hong Kong bilingual Chinese show different communication behaviors in their first- and second-language decision-making meetings.
2007	OB		Internal	Individual	Corporate Communications: An International Journal	Lauring	Language use should be viewed as a process involving social categorization.
2007	OB		Internal	Organization	Management & Organization Review	Barner-Rasmussen & Björkman	Language fluency increases shared vision and trustworthiness within subsidiaries.

Year	Main Theme	Additional Content Areas	Internal vs. External	Level	Journal	Authors	Key Findings
2008	OB		Internal	Individual	Behaviour and Information Technology	Lim & Yang	Multilingual negotiation support system helped to improve equality of outcome, but it took more time.
2008	OB		Internal	Individual	Corporate Communications: An International Journal	Holtzhausen & Fourie	High proficiency in English improved employees' perceptions of symbolic corporate identity elements.
2009	OB		Internal	Individual	Basic and Applied Social Psychology	Dotan-Eliaz et al.	Language ostracism reduces performance and increases feelings of rejection and anger. Impacts are more prevalent in group situations.
2009	OB		Internal	Individual	Multinational Business Review (St. Louis University)	Davis et al.	Language is a key variable that causes inter-cultural e-mail miscommunication, reduces work accomplishment, and harms business relationships.
2010	OB		External	Individual	The Journal of Business Communication	Rogerson-Revell	Examines the convergence strategies used by native and non-native English speakers in meetings to accommodate linguistic differences.
2010	OB		External	Individual	The Journal of Business Communication	Sweeney & Hua	There was an imbalance between the native speakers' understanding of the issues of intercultural communication and their inability to effectively accommodate nonnative speakers.
2010	OB		Internal	Individual	Annual Review of Applied Linguistics	Roberts	Discusses the issues that language socialization in multilingual workplaces creates.
2010	OB		Internal	Individual	European Journal of International Management	Lauring & Tange	Contained and dilute communication are related to sociolinguistic awareness and linguistic competence.
2010	OB		Internal	Individual	Journal of Business Communication	Aritz & Walker	The conversation style differences during inter-cultural decision-making meetings may be attributed to intergroup identity issues.
2010	OB		Internal	Individual	Management International Review	Akkermans et al.	A foreign language is a primer for those who have lived in a country where the language is spoken.
2010	OB		Internal	Individual	Journal of Business Communication	Virkkula-Räisänen	Individuals with high language skills have a central role in a multilingual meeting.
2010	OB		Internal	Organization	Journal of Leadership Studies	Ward	Argues that leadership competency has a direct impact on workplace foreign language competency, which in turn improves firm performance.

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Year	Main Theme	Additional Content Areas	Internal vs. External	Level	Journal	Authors	Key Findings
2011	OB		Internal	Group	International Journal of Human Resources Development & Management	Butler	Builds theory around the differential use of task indicative cues spoken in a shared language across multinational work team members.
2011	OB		Internal	Group	European Management Review	Lauring & Selmer	A group's openness to linguistic diversity is positively associated with perceived group performance and satisfaction.
2011	OB		Internal	Individual	International Journal of Human Resources Development and Management	Aveiga et al.	Language barriers are the most frequent reason for conflict. Communication training can substantially reduce conflicts.
2011	OB		Internal	Individual	Journal of World Business	Harzing et al.	Language is an important barrier, slowing down and increasing the cost of decision-making. Suggests twelve solutions.
2012	OB		Internal	Individual	Corporate Communications: An International Journal	Lauring & Selmer	Communication frequency and language diversity are positively related with positive dissimilarity attitudes.
2012	OB		Internal	Individual	Psychological Science	Keysar et al.	Using a foreign language reduces decision-making biases, the framing effect, and loss aversion.
2013	OB		Internal	Individual	International Journal of HRM	Lauring & Selmer	Linguistic diversity is positively related to English inter-individual communication and perceived use of English language by management. Age moderates the relationship between linguistic diversity and perceived use of English language by management.
2013	OB		Internal	Individual	Journal of Business & Technical Communication	Du-Babcock & Tanaka	Hong Kong Chinese and Japanese business professionals exhibit different communication behavior in intercultural decision-making meetings in which English is used.
2013	OB		Internal	Individual	Organization Science	Neeley	Nonnative English-speaking employees experience status loss.
2014	OB		Internal	Group	International Journal of Intercultural Relations	Voss et al.	Language proficiency in the multinational work team affects the perception of conflicts.
2014	OB		Internal	Group	Journal of International Business Studies	Hinds et al.	Asymmetries in language fluency contribute to an us vs them dynamic in global teams.

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Year	Main Theme	Additional Content Areas	Internal vs. External	Level	Journal	Authors	Key Findings
2014	OB		Internal	Individual	Journal of International Business Studies	Tenzer et al.	Multinational team members' cognitive and emotional reactions to language barriers influence their perceived trustworthiness and intention to trust.
2014	OB		Internal	Individual	Journal of International Business Studies	Śliwa & Johansson	Evaluations of non-native staff's spoken English has consequences for the power relations and inequalities within the organization.
2014	OB		Internal	Individual	Journal of International Business Studies	Volk et al.	Shows how foreign language processing depletes cognitive resources, which can result in biased decision making and reduced self-regulation.
2014	OB		Internal	Individual	Journal of Managerial Psychology	Offermann et al.	Language issues created fault lines between English and Spanish speakers.
2015	OB	HRM	Internal	Individual	Human Resource Management	Kulkarni & Sommer	Linguistic diversity increases the potential for language-based exclusion, which has a detrimental effect on prosocial behaviors. Positive diversity climate may mitigate these effects.
2015	OB		Internal	Group	Personnel Review	Klitmøller et al.	In global virtual teams (GVT), language proficiency differences and verbal media lead to social categorization, while it is not the case when GVT members choose written media.
2015	OB		Internal	Group	Leadership Quarterly	Tenzer & Pudelko	Language barriers affect multilingual virtual team members' choice of communication media in their interactions.
2015	OB		Internal	Individual	Culture and Organization	Śliwa & Johansson	Discusses (dis-)advantages of a non-native English-speaking academic, their strategies to enhance their linguistic competence, and the importance of language that enables to perform academic habitus.
2015	OB		Internal	Individual	Journal of World Business	Lauring & Klitmøller	Communication avoidance in second-language encounters is not only an individual level variable. Identifies five contextual factors that affect avoidance behavior.
2015	OB		Internal	Individual	Journal of World Business	Yamao & Sekiguchi	Employees' English language proficiency increases the commitment to their firms' globalization and moderates the effect of the HR practices that promote learning a foreign language on the commitment.

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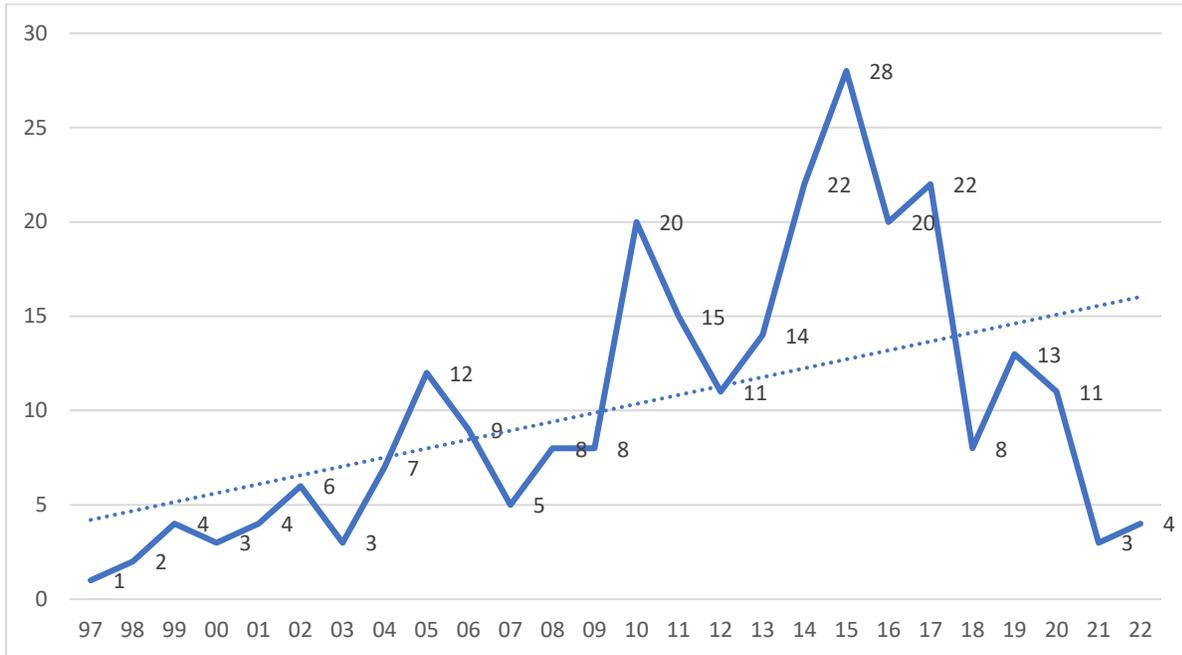
Year	Main Theme	Additional Content Areas	Internal vs. External	Level	Journal	Authors	Key Findings
2016	OB		Internal	Group	Journal of International Business Studies	Tenzer & Pudelko	Language barriers affect multilingual virtual team members' choice between different communication media in their inner-team interactions.
2016	OB		Internal	Individual	Journal of Asia-Pacific Business	Darawong et al.	The quality of cross-cultural communication reduces relationship conflict but increase task-related conflict.
2016	OB		Internal	Individual	Journal of International Business Studies	Hadjichristidis et al.	Foreign language use can improve decision-making and self-regulation through experiences and their associated emotions coded in the foreign language.
2016	OB		Internal	Individual	Schmalenbach Business Review (SBR)	Gargalianou et al.	Introduces a foreign language anxiety scale. Gender and personality have a significant effect on foreign language anxiety.
2017	OB		Internal	Individual	Academy of Management Learning & Education	Horn	Belief in competence in language lowers identity threat appraisal. Language user status moderates the relationship.
2017	OB		Internal	Individual	European Management Review	Schedlitzki et al.	Highlights the importance of recognizing the linguistic imperialism of English over locally-signified referents of leadership and management in other languages.
2017	OB		Internal	Individual	International Journal of Business Communication	Du-Babcock & Tanaka	Linguistic factors construct different styles of leadership in a setting where ELF is used.
2017	OB		Internal	Individual	Cross Cultural & Strategic Management	Gargalianou et al.	Individuals display less cooperative behavior in foreign language (vs. native language) contexts. The language effects are stronger for females than for males.
2017	OB		Internal	Individual	International Business Review	Aichhorn & Puck	A major challenge for MNC employees is the foreign language anxiety, which may result in avoidance, withdrawal, and code-switching.
2017	OB		Internal	Individual	International Journal of HRM	Presbitero	Language ability is positively related to task performance. The relationship became non-significant when motivational cultural intelligence was included.
2017	OB		Internal	Individual	International Journal of Management Reviews	Schedlitzki et al.	The field of cultural leadership studies requires an alternative research agenda focused on language multiplicity.
2017	OB		Internal	Individual	Journal of World Business	Tenzer & Pudelko	Language policies, formality in language structures, and language proficiency disparity moderate individuals'

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Year	Main Theme	Additional Content Areas	Internal vs. External	Level	Journal	Authors	Key Findings
							capacity to capitalize on position and professional expertise as power sources in teamwork.
2017	OB		Internal	Individual	Organization Studies (01708406)	Boussebaa & Brown	While Englishization is remaking locals as Anglophones, it is also contested in the identity work of those subject to it.
2018	OB		Internal	Individual	Cross Cultural & Strategic Management	Cordeiro	Perceived bad English can facilitate cross-cultural communication in non-native English speakers. There are many Englishes existing in different working contexts.
2018	OB		Internal	Individual	Human Resource Management Journal	Lauring & Jonasson	The relationship between a team's openness to language diversity and an individual team member's job performance is moderated by inspirational motivation leadership.
2018	OB		Internal	Individual	Public Administration	Ritz & Alfes	Language diversity negatively affects individuals' attachment to employment.
2019	OB		Internal	Individual	Academy of Management Learning & Education	Pudelko & Tenzer	Language barriers influence foreign faculty's performance in research, teaching, administrative service, and decision-making process.
2019	OB		Internal	Individual	Journal of Personal Selling & Sales Management	Deeter-Schmelz et al.	Looks at the sales manager–salesperson relationship when the sales manager is leading sales representatives in other cultures.
2019	OB		Internal	Individual/Group	Group & Organization Management	Li et al.	Members with higher levels of language proficiency were more likely to speak up, which led to more positive perceptions of their competence. Greater dispersion in language proficiency across members led to lower overall team performance. The effects of language proficiency were more potent in face-to-face than in computer-mediated teams.
2019	OB		Internal	Individual/Group/Organization	The Journal of Applied Behavioral Science	Kim et al.	Explores the cognitive and affective experiences of both native and nonnative English speakers when they interact with one another and the impact of language diversity on intergroup dynamics in organizations.
2020	OB		Internal	Group	Journal of International Management	Presbitero	Foreign language skills positively affect task performance in a global virtual team. This relationship

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Year	Main Theme	Additional Content Areas	Internal vs. External	Level	Journal	Authors	Key Findings
							is mediated by foreign language anxiety. Cultural intelligence moderates the relationship.
2020	OB		Internal	Individual	IEEE Transactions on Professional Communication	Räsänen	In BELF meetings, the use of multimodal resources such as gestures and tools complement spoken language to construct shared meaning.
2020	OB		Internal	Individual	Journal of World Business	Wang et al.	Both native and non-native English-speakers experience anxiety in intercultural communication. Demonstrates the intermediating role that emotions play when language is standardized.
2021	OB		Internal	Individual	Cognitive Science	Boduch-Grabka & Lev-Ari	A short exposure to foreign accent can reduce bias due to improvement in the processing of the accent.
2022	OB		Internal	Group	Businesses	Karunathilaka	Members' language competency positively affects virtual team adaptation.

Figure 1. Count of language-related management articles by year (1997 – 2022)

Appendix 1. Journals reviewed and article count

Journal Title	# of Articles
Journal of International Business Studies	26
Journal of World Business	23
International Business Review	20
The International Journal of Human Resource Management	16
Corporate Communications: An International Journal	13
The Journal of Business Communication	11
Management International Review	7
Journal of International Management	6
Int. Studies of Mgt. & Org.	4
Journal of Managerial Psychology	4
Asia Pacific Journal of Human Resources	3
Cross Cultural Management	3
European Management Journal	3
Journal of Business & Technical Communication	3
Thunderbird International Business Review	3
Academy of Management Learning & Education	2
Asia Pacific Business Review	2
Cross Cultural & Strategic Management	2
European Management Review	2
Human Resource Management	2
International Journal of Business Communication	2
International Journal of Cross Cultural Management	2
International Journal of Human Resources Development and Management	2
Journal of Communication Management	2
Journal of International Accounting Research	2
Journal of Management in Engineering	2
Journal of Management Studies	2
Management & Organization Review	2
Multinational Business Review	2
Journals with just 1 reviewed article	90
Grand Total	263

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