MANAGING LANGUAGE DIVERSITY

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Dedication

This journey has been an amazing and challenging experience that has helped me grow and always look further than my initial perception of what is possible. I want to dedicate this thesis to my family, friends, team members, University, and all of the dedicated professors and academic advisors who helped me through the Business Administration specialization Strategy and Organization program.
Preface

The copyright rests with the author. The author is solely responsible for the content of the thesis, including mistakes. The M&O department cannot be held liable for the content of the author’s thesis.
Abstract

“Each human being is unique but also seen human beings from different countries makes it unique, because you know, you break your own way of talking, your own identity, your own.” (FashionCo 2)

With an increasing language diversity in multinational corporations (MNCs), the study of communication dynamics in teams becomes more relevant than ever. Our qualitative case study explores how verbal behavior and language switching relates to the task cohesion and social cohesion in a linguistically diverse team. By “language switching” we mean a change from one language to another during the same communication event. In our understanding, task cohesion “reflects a shared sense of unity and commitment grounded in teams tasks or goals” (Grossman et al., p. 155), and social cohesion “is a general emotional attraction between members, that may or may not develop through performance relevant interactions” (Grossman et al., 2015, p. 161). We firstly conduct a textual analysis of interactions taking place in the team's WhatsApp group, and then we carry out interviews. The major research findings highlight the ways on how verbal behavior leads to the task and social cohesion, and indicate seven reasons why team members switch the languages. Finally, we develop a model that captures communication dynamics and provides managerial guidelines for cohesion management.
Introduction

International Business and language diversity

In the twenty-first century, workforces are changing due to immigration and globalization (Agius Vallejo, 2015; Bendl, Bleijenbergh, Henttonen & Mills, 2015, p. 235). “Workforce diversity refers to the composition of work units in terms of the cultural or demographic characteristics that are symbolically meaningful in the relationships among group members” (DiTomaso, Post & Parks-Yancy, 2007, p. 474). Among these characteristics are race, gender, ethnicity, age, sexual orientation, (dis)ability, education, language, national origin, among others (NG & Stephenson, 2015). Research within the field of International Management literature must seek to provide relevant and practical guidelines for the companies and managers who are responsible for such workforces (Jonsen, Maznevski & Schneider, 2011) because they can have an impact on problem-solving, information-processing and decision-making processes (Aichhorn & Puck, 2017, Van Knippenberg, De Dreu, & Homan, 2004).

Cultural differences is one of the major characteristics of the contemporary workforces. In the International Business (IB) literature, culture is a concept that has been extensively studied. In the study of international teams, language has been often regarded as a component of culture (Brannen, Piekkari, & Tietze, 2014; Duranti, 1997). This approach is in agreement with the linguistic anthropological view on language as “a cultural resource” “which (re) produces a social world” (Brannen et al., 2014; Duranti, 1997; Skinner, 1957). Since linguistic diversity in the context of international teams is generally an under-researched area, interpersonal interaction is also not sufficiently explored and therefore still needs to be addressed (Henderson, 2005). The issue of linguistic diversity has been ignored by the researchers for a long time. However, lately the situation has been changing and it becomes an increasingly urgent issue calling for researchers’ attention. Within the field of the IB literature, Tenzer, Terjesen & Harzing (2017) found only 14 articles on language diversity in Multinational Corporations (MNCs) published between 1987-1999, while in 2000-2009 there were already 73 articles on the subject published, and in 2010-2016 - even 177 articles in total. Clearly, during the last decade, the research output has significantly increased because scholars started de-coupling language from culture and recognized its importance on its own (Brannen et al., 2014). Linguistic diversity is definitely an important issue for the institutions because they have to make strategic choices on which language to use in their working environment. The choice of an official language is also important because it can influence the creation of intra-
corporate values, processes of organizational change, competitive activities, global coordination, and information exchange (Luo & Shenkar, 2006).

Language and linguistic diversity could be understood differently in different disciplines and contexts. Within the field of IB research, language is often defined as a “multifaceted and multilevel construct” (Brannen et al., 2014). Language is seen as a “multifaceted” construct in the sense that it can take different forms (e.g., corporate, technical, national, electronic) and have different functions (e.g., facilitating integration, defining hierarchies, exercising power). In contemporary research, language is considered as a “multilevel” construct because it can be a resource for individuals, teams or corporations. This view of language contrasts with the view undertaken in earlier research (late 1980s – 1990s), which regarded language only as an individual resource (Brannen et al., 2014; Tenzer et al., 2017).

Multi-National Corporations (MNCs) are organizations which have headquarters at a home country and carry out activities with foreign subsidiaries (Nilanjana & Padmini, 2004). Shenkar (2006) describes MNCs as “multilingual communities”, the members of which employ a range of languages for the communication purposes. MNCs operate in different countries. Therefore, they are “composed of individuals who speak a variety of mother tongues and belong to different language communities” (Henderson, 2005, p. 69). In this thesis, we regard linguistically diverse teams as the teams in which people possess diverse mother tongues and communicate in other tongues within a single setting (Henderson, 2005).

In the late 1980s and 1990s, the IB research on language diversity pertained largely to the individual level of language, focusing mainly on employees' language abilities. Researchers took an overall pessimistic view on linguistic differences because they were seen as an obstacle for transferring knowledge, communication, and coordination, thereby having a detrimental impact for the companies (Aichhorn, & Puck 2017; Shore, Chung-Herrera, Dean, Ehrhart, Jung, Randel & Singh, 2009; Tenzer et al., 2017). By using the similarity-attraction (Byrne, 1971) and social identity (Tajfel, 1981) theories, various studies suggested that individuals in teams tended to interact with similar individuals, while categorizing themselves and others during the interaction process (Tenzer et al., 2017; Shore et al., 2009; Aichhorn, & Puck 2017). Scholars argued that diversity could generate language clusters, which diminish interactions, separate expatriates, inhibit communication in the whole team. All that, consequently, could negatively impact the overall performance of the team (Tenzer et al., 2017; Shore et al., 2009; Aichhorn, & Puck 2017). In contrast to earlier research on language within MNCs, contemporary research takes a nuanced view on language, recognizing its
double-edged nature, i.e., language as a liability and an asset. Language as a liability means that it can lead to miscommunication, negative stereotypes, avoidance, and communication withdrawal. Language as an asset means that it can bring substantial benefits to the organizations (Aichhorn & Puck, 2017). For instance, individuals, who speak different languages, are likely to exchange insights, viewpoints and different perspectives. All this requires them to continuously re-evaluate and re-examine “their work assumptions and leave well-trodden paths” leading to precise problem-solving and decision-making (Aichhorn & Puck, 2017, p. 392). In contrast, individuals in linguistically homogeneous groups are less prone to challenge each other and take part in group-thinking (Aichhorn & Puck, 2017, p. 392).

In line with the view of language diversity as double-edged, Puck (2017) explains that linguistic differences affect communication negatively but, if attended to, eventually they can also have positive implications leading to communication success. In his study, Puck elaborates that by showing on how individuals tackle communication obstacles and what emotional effects (e.g., anxiety and discomfort) result from accommodation and negotiation. Accommodation occurs when people, in the settings with multiple languages available, choose to have small talks in native languages of their communication partners, thereby generating trust. When people engage in formal and technical conversations, they use a simplified level of English. Negotiation takes place when people discuss and agree on the meaning of speech and particular words.

Recognizing language as a multilevel construct, researchers now study not only the individual but also corporate and team level. While language was earlier considered an asset within individuals, it is now regarded as a “constitutive collective force in MNCs” (Tenzer et al., 2017). “The team level as an intermediate level of analysis reveals the social character of language and shows how its use is collectively performed with consequences that reach beyond individual language user” (Brannen, Piekkari & Tietze, 2014, p 498). In the field of diversity literature, scholars have focused on the direct link between diversity and performance (Van Dijk, Van Engen & Van Knippenberg, 2012), while the IB researchers were interested in processes and intervening variables in the relationship “between language diversity, management processes and MNC performance” (Brannen et al., 2014, p. 502). Among these variables are value creation, assertiveness, effectiveness, and cohesion (Brannen et al., 2014).

Given this complex set of variables relevant to the language diversity and performance of the teams, this thesis focuses only on one variable, i.e., cohesion. Within MNCs linguistically diverse teams are lately growing in number. Therefore, practical guidelines and better understanding of the dynamics
leading to cohesion are needed. Our choice to study only one aspect of the teamwork, has also been conditioned by the space limits available for this study. Cohesion is one intervening variable occurring between the teamwork as input and performance as an output. In the literature on team dynamics, cohesion is defined as “a shared bonding or attraction that’s driven by the task and social features of a team that causes members to remain together” (Casey-Campbell & Martens, 2009). The construct of cohesion has a social dimension and a task dimension, both of which I will elaborate later in this thesis.

Selmer (2010) provides a novel insight into the strong correlation between English as the common language used in companies and group cohesion. According Stephenson (2015), the more an organization can manage intra-group conflict, cohesion, and communication in diverse work groups, the more its members are likely to be committed to the team and organization. He also delineates conditions and context which have an impact on team processes and performance. According to the social categorization theoretical view, differences in demographic composition of the groups affect the group processes, such as cohesion, conflict, and communication, which, in turn, affect the group performance (Williams and O’Reilley 1998).

Taking into consideration language diversity at the team level and its double-edged nature, we want to explore how tongues are mingling or are being switched in daily business communication, which takes place in linguistically diverse teams of a multinational corporation. Subsequently, we also want to know how language diversity affects social and task cohesion, which, in turn, relates to the team performance. What are the challenges and problems which these teams encounter? How do these teams function? We want to determine if there are any advantages, or disadvantages, for the team cohesion due to linguistic differences. Only equipped with such a knowledge, we can suggest a concrete advise on cohesion management.

**Verbal behavior**

Unfortunately, in the IB research a holistic understanding of language and acknowledgement of its multidimensional role in multinational corporations is still scarce. Such a situation provides us an opportunity to suggest novel approaches and interdisciplinary blending (Tenzer et al., 2017, Brannen et al. 2014). Therefore, theories from other disciplines (e.g., organizational behavior, international economics, international strategy, psycholinguistics, sociolinguistics) could be a useful resource for nurturing our understanding of language and communication in multilingual teams (Tenzer et al., 2017).
The Organization Behavior Management (OBM) research focuses on performance improvement in organizations based on behavior analysis theories (Culig, Dickinson, McGee, & Austin, 2005). OBM has scientific underpinnings. A recognized scholar in the field of behavior analysis is B.F. Skinner. More than that - OBM is even based on his theoretical principles. One of his main contributions is the study of human behavior. In particular, he demonstrates that antecedents trigger all behaviors and, subsequently, behaviors are reinforced by the consequences (Skinner, 1953, 1957, 1975). In Skinner's view, language is a verbal behavior. According to him, “verbal behavior is behavior which is reinforced through the mediation of another organism” (Skinner, 1957, p. 26). From his perspective, a speaker, listener and the environment that surrounds them are vital for the communication process. For Skinner, verbal behavior encompasses vocal behavior (talking and gesturing), writing, typing and pinpointing to printed words (Skinner, 1957). Skinner's theory is different from other simplistic views articulated in language diversity studies. In these studies, language is considered manageable and mechanical, and focus lies on accented speech and non-native speakers’ grammatical errors, which, in turn, lead to various communication problems and obstacles (Tenzer et al. 2017). Due to the acknowledgment of interactions and reinforcements taking place between a speaker and listener, we strongly believe that Skinner’s approach to language can serve us as a useful resources, which enables us to capture the social character of the team level communication in the teams where different tongues mingle. Skinner’s understanding of language seems to be particularly suitable for shedding more light on how people in language diverse teams reinforce each other in everyday work while reaching their goals and remaining together. Even though this thesis does not study behaviors straightly leading to the performance, OBM can serve as a useful resource for analyzing other types of behavior. For example, in the Netherlands (2014-2017) OBM implemented 185 performance improvement plans in as diverse industries as consultancy, banking services, governments and others. Performance plans are typically tailored to tackle some concrete problems. Those problems were as various as not reaching targets, arriving late to meetings, motivating good habits, not filling customer promises and problems resulting from communication. In these plans, based on scientific principles, the desired behaviors and future ideal behaviors were identified, analyzed, and measured; then intervention was done and, subsequently, resulting behaviors were measured again.

To sum it up, an understanding of communication dynamics in linguistically diverse workforces is relevant for the contemporary MNC's which are multilingual and where switches between the languages often occur. It is essential to gain a better understanding of how teams, formed by people of different nationalities, complete their tasks and work together. The IB research recognizes the
double-edged nature of language as it focuses on its positive as well as negative side. The definition of language as a multi-faceted and multi-level opens up a possibility to acknowledge the importance of multiple functions of language and suggests new topics for further research. One significant variable affecting the performance of diverse teams is cohesion, which is at the focus of this thesis. For this purpose, following the footsteps of Skinner, we conceptualize language as a verbal behavior. We believe that Skinner's theoretical framework captures the social and multilevel essence of language in diverse teams.
Research questions

In order to get an insight into communication dynamics of the teams, which are composed by members of different nationalities and where a range of languages is used in everyday communication, we raise the following research questions:

1. What types of verbal behavior are used in language diverse teams in MNCs?
   1.1 How are different types of verbal behavior relevant to the group's task cohesion in linguistically diverse teams?
   1.2 How are different types of verbal behavior relevant to the group's social cohesion in linguistically diverse teams?

2. What is the motivation of the members of linguistically diverse teams to switch the languages?
   2.1 How is language switching relevant to the group's task cohesion?
   2.2 How is language switching relevant to the group's social cohesion?
Theoretical Framework

The theoretical objective of our study is to integrate two streams of literature as depicted in figure 1. In this chapter, we explain each component and its major characteristics. Firstly, we clarify *verbal behavior* as defined by Skinner and delineate the differences between our view and other views on language. Then, we give an account of different types of verbal behavior. Further, we elaborate the concept of *cohesion*. In particular, we note the importance and describe peculiarities of two sub-types of cohesion, i.e., social cohesion and task cohesion.

![Figure 1: Theoretical Framework](image)

**Figure 1**  Theoretical Framework

(1) Language As Verbal Behavior

Skinner formulates his account on verbal behavior in the books “Verbal Behavior” (1957) and “About Behaviorism” (1974). He draws a difference between his own view on language as verbal behavior and the view on language as understood in semantics. In semantics, individuals are considered to acquire language during their childhood. Thus, language is viewed as “possessed” by people. It is also seen as composed of sentences and words used to express thoughts, ideas, needs, emotions, propositions, desires, among others. In contrast, Skinner sees language as a *verbal behavior*. Behavior is understood as controlled by a speaker and reinforced by a listener. Thus, Skinner argues, “verbal behavior has effects upon the surrounding world” (Skinner, 1953, p. 59). We should remember that Skinner is a behaviorist, and behaviorists perceive language as born only when the vocal musculature of a human being comes under operant control (Skinner, 1974, p. 88).

Following this perspective, human beings and other species emit natural (innate) sounds. An example of such an innate sound is a threatening shout. Eventually, “the vocal operant behavior of the human extended the scope to the social environment” (Skinner, 1974, p. 88). Through vocal operant behavior, a human being could eventually control her own environment according to her needs. In
other words, vocal behavior has consequences which strengthen the behavior at hand. These consequences are called “reinforcers”. Behaviors are prone to occur again when they are reinforced. Operant behavior is voluntary, i.e. “under the control of a behaving person, attributed to an act of will and part of the genetic endowment” (Skinner, 1957, p. 152). For example, if an individual says “please, bring me my jacket”, and a listener responds “yes” and brings it, the consequence is reinforced. In regards to verbal behavior, individuals are seen as members of a verbal community, and their speech choices depend on the practices accepted within that community. Thus, verbal behavior is “reinforced by its effects on people even without the physical support of the environment” (Skinner, 1974, p. 89). Any activity of a living creature is behavior (Daniels & Bailey, 2014, p. 323). Skinner attempts to develop scientific concepts and techniques for the purpose of conducting research on verbal behavior (Skinner, 1957). The concepts, that Skinner elaborates within his framework, are called the components of verbal behavior (1957). We explain them below extensively because they fulfill a substantial role in our analysis of verbal behavior. It is worthwhile to mention that Fox & Van Stelle (2010) reviewed the OBM articles which employ Skinner's framework on verbal behavior. They concluded that the concept was rich but not frequently used in the field, and recommended to apply it in future research.

Verbal behavior components which are controlled by verbal stimuli:

(1) **Mand** (is derived from demand, command, countermand): This type of verbal behavior is mainly used to specify the expected behavior of a listener and is reinforced by a particular consequence (Skinner 1957, p. 30). Skinner distinguishes five types of mands. The criterion of his typology is listener's motivation to act. In a **request** (a), listener’s motivation is independent of the mand. It means that a speaker might say “Can you help me to carry this?” and a listener can choose to do or not. In a **command** (b), there is a threat for a listener, and she is motivated to escape it. An example of the command is the utterance: “Hands up!” In an **advice**/**warning** (c), a listener is preoccupied either to receive a positive reinforcement or escape the negative one. An example of advice is the utterance “Go South!”, and an example of warning is saying “Look out!”. In a **permission** (d), a listener is restrained by a threat but he is still motivated. In this form of the mand threat is canceled. For instance, the expression “Go ahead!” Finally, in an **offer** (d), a speaker offers gratuitous reinforcement to a listener. For example, “You can take two pieces for free”. All forms of these mands function as verbal stimulus.

(2) **Echoic response**: In this type of verbal behavior, a verbal stimulus is controlled by
previously heard speech. It “is the ability to repeat the verbal response when asked to. Therefore, it is controlled by previously heard speech, which acts as a verbal stimulus” (Skinner, 1957, p. 40). For instance, in order to teach numbers to students, a teacher will count them from one to five. Then she will ask a student to repeat the numbers. Student’s ability to repeat them is an echoic response. Another form of echoic response occurs during conversation, when “particular verbal forms are picked up and passed around in a conversation” (Skinner, 1957, p. 40). For instance, in a conversation, if a speaker says “delicious” instead of “tasty”, the other speaker might also say “delicious”. Additionally, learning of manners, accents, and intonations is also echoic.

(3) **Textual response:** A text is a visual record of verbal behavior and acts as a visual stimulus which controls specific forms of response. There are three kinds of verbal behavior which are related to a text. Firstly, a *textual behavior* (a) occurs when stimulus is written and the answer is vocal (Skinner, 1957, p. 44). For example, an employee receives an e-mail from his supervisor with a request to provide an update on a project, and after reading the e-mail, the employee goes to his supervisor and verbally updates her. Secondly, a *written echoic behavior* (b) occurs when the stimulus is written and the response is written as well (Skinner, 1957, p. 44). For example, an employee receives an e-mail from his supervisor requesting to provide an update on a project, and after reading the e-mail, the employee sends the update by e-mail. Finally, *taking dictation* (c) occur when a stimulus is vocal and a response is written (Skinner, 1957, p. 44). For instance, an employee writes a letter while his boss is dictating it.

(4) **Intraverbal response:** It is an extensive verbal behavior controlled by a prior verbal stimulus (Skinner, 1957, p.46) A long conversation and a short one are both intraverbal. For instance, a question “How are you?” functions as a stimulus for the answer “Good, thank you”. Compared to the textual and echoic types of behavior, which have basic repertoires, the intraverbal response does not have a specific “vocabulary” (Skinner, 1957, p. 57).

*Verbal behavior components which are controlled by nonverbal stimuli:*

(5) **Relation to an audience:** In order for a verbal behavior to exist, there should be an audience. Otherwise, verbal behavior comes to an end. Therefore, audience is relevant because it determines the behavior of a speaker (Skinner, 1957, p. 50). Verbal responses are controlled not only by talking, writing and gesturing, but also by part of people who form the audience (Skinner, 1957, p. 50). For instance, a person who speaks different languages, will choose to
talk a specific language depending on his audience. Another example is that within a specific environment, a speaker will choose to use a particular technical language.

(6) **Tact** (is derived from making contact with, referring to, mentioning, naming, and telling about): It is a form of verbal behavior, a nonverbal stimulus, which resides in the physical environment and which controls and stimulates speaker's response, which, in turn, is reinforced (Skinner, 1957, p. 57). In other words, the speaker talks about events and things, which arise from gustatory, tactual, visual, and auditory senses (Skinner, 1957, p. 54). For example, the presence of a cat creates an occasion and reinforcement for a child to say “Cat”. The study of tact is often the subject for semantic studies (Skinner, 1957, p. 57).

![Figure 2: Adaptation of components of verbal behavior, defined by Skinner](image)

In short, verbal behavior affects its environment. Skinner's conceptual framework is composed of six types of verbal behavior, which control the environment according to the relevant needs. Verbal behavior is consequently reinforced, which, as a result, strengthens the behavior at hand. These components are mutually related and complementary.

2) **Group cohesion**

Since verbal behavior affects the environment, we aim to see how language in linguistically diverse teams contributes to the team cohesion. In literature on team dynamics, *cohesion* is defined as “a shared bonding or attraction that’s driven by the task and social features or a team that causes members to remain together” (Campbell & Martens, 2009, p. 223). Therefore, cohesion is a relevant feature of team functioning (Grossman et al., 2015). Thus, we need a deeper understanding of the dynamics leading to cohesion within culturally diverse teams. In other words, “in cultural complexity cohesion may become more critical for the survival” (Grossman et al., 2015). At the team level, cohesion is a crucial contributor to the group's efficiency and performance behavior (Campbell &
Martens, 2009). Moreover, researchers have found a strong correlation between cohesion and team level, thereby inviting further analysis of cohesion at the team level (Beal et al. 2003).

Cohesion is conceptualized and measured differently in various disciplines. In their study of cohesion measurement, Grossman et al., (2015) did a literature review on the study of cohesion in the fields of psychology and business research. Based on qualitative and quantitative research, they formulated the definition of cohesion and the ways on how it could be measured. They also proposed a conceptual framework, which would facilitate further research and promote the shared understanding on the subject. In this thesis, we follow their view on cohesion because it captures the task and social dimensions, which, arguably, might enrich the understanding on how linguistic diversity contributes to cohesion at the team level and thereby has implications for the team performance, which is crucial for organizations tailoring their strategic plans on cohesion management.

Firstly, task cohesion “reflects a shared sense of unity and commitment grounded in teams’ tasks or goals” (Grossman et al., 2015, p. 155.) Indeed, task cohesive teams are prone to achieve team objectives by shared commitment and feelings of closeness, similarity, and bonding. (Grossman et al., 2015, p. 155.) This dimension of cohesion is associated with the performance in teams, in which task dependency is high. It helps the teams to complete their tasks and reach their goals (Beal et al., 2003; Campbell & Martens 2009; Grossman et al., 2015) especially in multicultural teams, in which team dynamics is specific. Wright and Drewery concluded that people “experience the same behaviors in multicultural teams differently” (2006, p. 50) depending on whether they come from individualist or collectivist cultures.

Secondly, social cohesion is a “general emotional attraction between the members of a group. This attraction may or may not develop through the performance relevant interactions” (Grossman et al., 2015, p. 161). In case of the social cohesion, “team members are emotionally attracted to one another and build a sense of group identity or togetherness, or it may be based on a calculative affinity recognizing that goals and objectives cannot be reached without a collective effort “(Wright & Drewery, 2006, p.44). The group is perceived as a social unit. More particularly, team members perceive their mutual similarity, closeness and bonding, thereby facilitating their integration into the whole (Grossman et al., 2015). Even though this dimension is not strongly linked to the performance, it is essential for the group's functioning because it keeps the group together. Grossman et al. (2015) found that in the cases when cohesion was linked to behavior, both dimensions of cohesion (task and social) were measured. It is explained by the expectancy theory (Vroom, 1964), which stipulates that
motivated individuals will behave in certain ways when they presume that those behaviors will produce the desired result. When team members develop the task cohesion, they believe that the group action will lead to the desired outcomes and therefore they have a shared commitment.

In summary, cohesion is “a shared bonding or attraction that’s driven by the task and social features of a team that causes members to remain together” (Campbell & Martens, 2009, p. 223). When cohesion is linked to behavior, it has a social and task dimensions. Therefore, we want to integrate the conceptual frameworks on verbal behavior and cohesion by identifying different components of verbal behavior in linguistically diverse teams and delineate its possible relationship with the group cohesion.
Methods

Research design and settings

This research is a qualitative research. Generally, qualitative research is a field of inquiry employed in social sciences for the study of social groups in their natural setting (Denzin & Lincoln, 2000, p.3). In the social scientific research, an observer is located within the world in order to study and understand phenomena by interpreting practices and constructing representations. In other words, she aims to make sense of the empirical material (e.g., conversations, photographs, interviews, recordings, notes), and to make sense as “meanings that people bring to them” (Denzin & Lincoln, 2000, p.3). Qualitative research is different from quantitative research because the latter focuses on the analysis of “causal relationships between variables” (Denzin & Lincoln, 2000, p. 8) rather than processes. Meaning is central to the qualitative research (Denzin & Lincoln, 2000, p. 3). In the social scientific research, depending on the subject matter, a combination of interpretive practices is often used, since they capture different ways of “making the world visible” (Denzin & Lincoln, 2000, p. 3). Methodological choices depend on the context and questions asked. In light of our research questions, we follow the constructivist paradigm in this research, whereas “the constructivist paradigm assumes a relativist ontology where there are multiple realities” and constructivist ontology assumes a subjectivist epistemology where a knower and responder co-create understandings in the natural world (Denzin & Lincoln, 2005, p. 24).

In our research, we formulate two main research questions: What types of verbal behavior are used in linguistically diverse teams in MNCs? What is the motivation of the members of linguistically diverse teams to switch the languages? With the help of both research question, we want to explore how linguistically diverse teams function in terms of communication. Having this in our mind, we conduct a qualitative research, which assumes the constructivist ontology and epistemology. We opt for the qualitative research because we are not going to measure quantities or amounts, but we will focus on the qualities of entities and meanings (Denzin and Lincoln, 2000, p. 8). We assume the constructivist ontology and epistemology because we think that knowledge, or what we know about the world, is socially constructed by various discourses of meaning and we all reside within them; moreover, we understand the world differently depending on our social and cultural contexts (Guba & Lincoln, 2005, p. 203; Stake, 2005, p. 454). As Guba & Lincoln say “knowledge of things is a product of how we come to understand it” (2005, p. 203).

More specifically, for our research we chose to conduct a case study in order to provide insights, in-depth understanding and detailed analysis of the language usage in linguistically diverse teams,
which function in a particular setting of the real-world context. In our case, this particular setting amounts to MNC at the team level (Stake, 2005, p. 445; Yin, 2014, p. 2; Creswell, 2007, p.78; Eisenhardt, 1989; Creswell, 2007, p.78). Moreover, case study allows us to handle diverse evidence resulting from observations, interviews, documents, and texts. One characteristic of our case study is that we do not have control of the variables which we are studying, i.e., verbal behavior, linguistic diversity and cohesion (Yin, 2014, p. 9, 12).

In order to answer our research questions, we conduct a two-folded qualitative research, i.e., textual analysis and interviews. In light of the first research question and sub-questions, we carry out a textual analysis. And in order to answer the second research question and sub-questions, we conduct semi-structured interviews. Qualitative research allows a researcher to use multiple methods or triangulation, reflecting an attempt to secure an in-depth understanding of the phenomenon in question (Denzin & Lincoln, 2000, p.5). The combination of multiple methodological practices, empirical materials, perspectives, and observers in a single case study is best understood, then, as a strategy that adds rigor, breadth, complexity, richness, and depth to any inquiry (Denzin & Lincoln, 2000, p. 5). Triangulation is an alternative to validity (Denzin & Lincoln, 2000, p. 5). Through our multiple sources of information, we aim at carrying out a holistic analysis of our subject matter, i.e., linguistically diverse teams (Yin, 2014). As Stake mentions, “achieving a better understanding of the critical phenomena depends on choosing the case well, an opportunity to learn, to choose the case from which we can learn the most” (2005, p. 450). We aim to explore and understand the meaning of social experiences and particularities of the environment, where people speak various tongues (English, Dutch and other) at the team and individual levels. For this purpose, we contacted a European multinational corporation, which operates in 96 countries, including the Netherlands. In this corporation, the English language is used as *lingua franca*. Its workforce is composed mainly of the Dutch citizens and migrant workers from Europe, Asia, and America. Due to its international breadth, composition and language use specificities, the corporation provides us an ideal setting for the study (Bleijenbergh & Fielden, 2015). In the following section, we will outline our chosen methods and spell out the reasons underlying our choice.

**Respondent sample**

Our selected MNC has eight brands, and each of them has its own shops and concepts. The team we analyze works for one of the shops of the MNCs premium brand. Elegant garments is characteristic of this brand. The shop is located in the most famous shopping street for luxurious brands in Amsterdam, the Netherlands. It is also close to touristic attractions. Hence, the intended clients of the
MNC are local inhabitants from Amsterdam, people from other places of the Netherlands and tourists. In the shop, there are four main areas: a women section, men section, stock, and counter. During daily work, their task dependency is high and requires mutual interaction.

The team is composed of sixteen persons who work in different shifts. Six to eight persons work from Monday to Friday; during the weekends, i.e., when there are more customers, eleven people work in total. Team members come from different countries. They speak diverse mother tongues. They also speak either English or Dutch, or both languages at different levels. Table 1 gives an overview of the position, nationality, mother tongue and other languages that are spoken in the group. Each team member speaks between two to five languages. If we classify the group according to its native language, our group is composed by four Spanish, three Dutch, two Portuguese, one Persian, one Arabic, one Tamil, one Gujarati, one Armenian, one Russian and one Greek speakers. Since people can have conversations in their second, third and even fourth languages, there are even sixteen different languages which could be spoken in the shop.

The general manager of the shop gave us a permission to interview all the members of the team. We also had an access to the team's WhatsApp group and the permission to conduct textual analysis of team's WhatsApp interactions. In the following section, we will provide more details on our chosen methods.

<table>
<thead>
<tr>
<th>Country of origin</th>
<th>Mother tongue</th>
<th>Second language</th>
<th>Third language</th>
<th>Fourth language</th>
<th>Fifth language</th>
<th>Position</th>
</tr>
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<tbody>
<tr>
<td>Armenia</td>
<td>Armenian</td>
<td>English</td>
<td>Russian</td>
<td>Spanish</td>
<td>Dutch</td>
<td>Sales assistant men</td>
</tr>
<tr>
<td>Brazil</td>
<td>Portuguese</td>
<td>English</td>
<td></td>
<td></td>
<td></td>
<td>Sales assistant women</td>
</tr>
<tr>
<td>Brazil</td>
<td>Portuguese</td>
<td>English</td>
<td>Dutch</td>
<td>Spanish</td>
<td></td>
<td>Stock manager</td>
</tr>
<tr>
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<td>Spanish</td>
<td>English</td>
<td></td>
<td></td>
<td></td>
<td>Stock</td>
</tr>
<tr>
<td>Greece</td>
<td>Greek</td>
<td>English</td>
<td>French</td>
<td>German</td>
<td>Dutch</td>
<td>Sales assistant women</td>
</tr>
<tr>
<td>India</td>
<td>Gujarati</td>
<td>English</td>
<td>Dutch</td>
<td>Hindi</td>
<td>Other Indian languages</td>
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</tr>
<tr>
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<td>Tamil</td>
<td>English</td>
<td>French</td>
<td>German</td>
<td>Dutch and Hindi</td>
<td>Manager training</td>
</tr>
<tr>
<td>Iran</td>
<td>Persian</td>
<td>English</td>
<td>Dutch</td>
<td></td>
<td></td>
<td>Sales assistant women</td>
</tr>
<tr>
<td>Mexico</td>
<td>Spanish</td>
<td>English</td>
<td>Dutch</td>
<td>French</td>
<td></td>
<td>Sales assistant women</td>
</tr>
<tr>
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<td>English</td>
<td></td>
<td></td>
<td></td>
<td>General manager</td>
</tr>
<tr>
<td>Netherlands</td>
<td>Dutch</td>
<td>Arabic</td>
<td>English</td>
<td></td>
<td></td>
<td>Assistant manager</td>
</tr>
<tr>
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<td>Dutch</td>
<td>Turkish</td>
<td>English</td>
<td></td>
<td></td>
<td>Sales assistant men</td>
</tr>
<tr>
<td>Russia</td>
<td>Russian</td>
<td>English</td>
<td>Dutch</td>
<td></td>
<td></td>
<td>Sales assistant men</td>
</tr>
<tr>
<td>Spain</td>
<td>Spanish</td>
<td>English</td>
<td>Dutch</td>
<td></td>
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<tr>
<td>Syria</td>
<td>Arabic</td>
<td>English</td>
<td>Turkish</td>
<td>Dutch</td>
<td></td>
<td>Visual merchandiser</td>
</tr>
<tr>
<td>Venezuela</td>
<td>Spanish</td>
<td>Dutch</td>
<td>English</td>
<td></td>
<td></td>
<td>Head cashier</td>
</tr>
</tbody>
</table>
Organizationally, the team is formed by the general manager. He is responsible for creating strategies for the whole team to reach the sales targets of the store, for supervision of the whole team as well as for the efficient functioning of the shop itself. He is also responsible for communication with the headquarters and finding solutions to customer related problems. He speaks Dutch and English. The floor manager is responsible for reaching the goals of the gentlemen section, elaboration of the month schedule and other administrative tasks. She speaks Spanish, English and understands Dutch. The assistant manager for the women section is responsible for the efficient daily functioning of the shop, supervision of sales assistants and stock employees. She speaks Dutch, Arabic and English. The manager in training is a sales assistant who is learning the activities to become a manager. She is an Indian who speaks English, Tamil, French, German and understands Dutch and Hindi. Among other members of the team, there is head cashier responsible for all the transactions at the cash point (i.e., sales, returns, closing, and opening). She speaks Spanish, English and Dutch. Five sales assistant work on the shop floor at the women section, while three assistants work at the men section. Their main tasks are to facilitate reaching the sales target by providing customer service, fashion advice, replenishment of the shop and keeping the presentation of the shop according to the required standards. All of them speak English and other languages, such as Portuguese, Hindu, Greek, Arabic, Spanish, Russian, Armenian and Persian. Finally, two people work in stock. Their primary task is to keep the stock organized, to receive new articles and to send the products back to the logistics center every week. One of them speaks Spanish and understands English, and the other one speaks Dutch, English, Portuguese and Spanish. For an overview of the team members and their language use, look at table 1.

**Data collection procedures**

**Textual Analysis**

By raising our first research question, we attempt to know: What types of verbal behavior are used in linguistically diverse teams in MNCs? How are different types of verbal behavior relevant to the group's task cohesion in linguistically diverse teams? And how are different types of verbal behavior relevant to group's social cohesion in linguistically diverse teams? In order to answer our questions, we choose to conduct a text analysis, i.e., a method that is frequently used in social sciences. “The sociological tradition treats the text as a window into human experience” (Russell Bernard & Ryan, 2000, p. 769). Researchers can examine documents, ideas, conversations, narratives, performances, meanings, and ideas. By drawing on these resources, researchers identify and describe themes which contribute to the explanation of social phenomena at hand (Russell Bernard & Ryan, 2000, p. 789). For social scientists, the study of new media, - text messaging, chat, and e-mail in particular, - is
relevant and interesting because contemporary people have new communication possibilities and the analysis of these processes is a valuable way to gain insights not only into contemporary discursive practices and communication but also into people's perception of their reality.

In the following paragraphs, we will give an overview of (A) the subject matter studied and (B) the way of how our textual analysis has been carried out.

a) In this research, we analyze the team’s formal WhatsApp group:

The team has a formal *WhatsApp group*¹, which was established by the general manager. He and the floor manager administrate it. The group is active, and all team members belong to the group. In their group they send text messages, share photos and videos. Thus, the WhatsApp group allows us to trace language use which is suitable for our study of verbal behavior.

The object of our textual analysis are all interactions which took place between May and October 2018 in the WhatsApp group (Russell Bernard & Ryan, 2000, p. 769). During this period of six months, four persons left the group. Three of them quit their job for personal reasons, and one was transferred to another shop. Meanwhile, four persons were added to the group because they got a job in the team. The main reason for choosing this period of interactions is that during this period all team members interacted. For this reason, we consider it as representative of the team’s textual interactions. Textual analysis enables us to see on how communication unfolds. By looking at the textual interactions taking place within these six months, we can identify different components of verbal behavior and determine whether there is a relationship between verbal behavior and group cohesion. Last but not least, during this period I had a chance to be part of the team, and was able to participate and observe team's activities. After describing the team members and WhatsApp group, which is analyzed, we will outline the major steps on how the analysis is conducted.

b) Practically, the analysis follows the following steps. First, we export the data of all team's WhatsApp interactions to an electronic file in a computer. Then, we number each message (see Appendix 1). Afterwards, we read the whole file to have an overview of the dynamics of communication in the team and identify if different languages are used. Then, we create a table (see Appendix 2). We start with grouping all the messages. In order to do it, we have created a description of the events/themes, including blocks of messages (columns b, c) and the date (column a). For instance, “organizing a dinner” is considered as an

¹ *WhatsApp Messenger* is a free application that can be downloaded in cellphones and computers. It allows users to form groups to send text messages, share images, documents, videos, gifs, user location and other media. It also possible to make voice calls, video calls on WhatsApp. ([https://en.wikipedia.org/wiki/WhatsApp](https://en.wikipedia.org/wiki/WhatsApp)).
event. Representative quotes are included in column d. Further, in column e, we focus on identifying, if possible, the types of verbal behavior as defined by Skinner. Then, we describe some peculiarities of the event that might require further explanation in our research (column f). Afterwards, we identify on how components of verbal behavior contribute to either social or task cohesion (column g). Finally, we count the number of the events related to the social and task cohesion.

In the textual analysis of the WhatsApp group, we aim to explore how language use, and language switches in particular, contribute to the cohesion of the group. For this purpose, our analysis is double-folded. Firstly, we reconstruct language use following Skinner's views on language as described earlier. In other words, we attempt to identify textual interactions as mands, textual responses, intraverbal responses, relation to an audience and tacts. Secondly, following the ideas of Grossman et al., we reconstruct the identified mands, intraverbal responses, echoic behavior and tacts as contributing either to the social or task cohesion. Given the framework of language use and cohesion, a particular focus is given to those textual interactions, in which a speaker is switching the languages within the given interaction.

During the mentioned period, we have analyzed 1,167 text messages and 94 multimedia files, including videos, photos, and animations (for information on all messages, see Appendix 1). We observe that communication unfolds mainly in English, with two exceptions, when conversation is in Spanish. Additionally, sometimes a few words in different languages are mixed in the English texts. Further, discussions are mainly initiated by managers who inform on changes or new procedures in the shop, as well as inform team members about the activities which should be carried out in the shop or stock. We also observe that a substantial part of the communication taking place at the WhatsApp group pertains to team members organizing dinners and parties after working hours.

Below, we provide an example of our textual analysis. In the following chapter, we provide more examples and present the key findings of our textual analysis.

**Example Social and task cohesion**

Event 14. “Dear Team! We have a bit a of a problem today...we have three sick people today, so we are in desperate need of support!”."Who can work extra today to help out?”."Good morning, I could work 🤚”."H to the rescue 🦜”."I’m going”."Thank you A,,, 🤘🏼”."Hi guys I can come. I would need to leave around 5:15 I have an appointment later”. "Perfect M”.

I. The theme of the chat:

In our analysis, we reconstruct this verbal behavior as the event 14, i.e., “Manager 1 asks the team for support due to sick leaves”. The main reason for this reconstruction is thematic, i.e., we identify the major theme to which the verbal interaction pertains to.
II. Identification of Verbal Behavior (following Skinner):

Following Skinner's model, the selected piece is reconstructed as a request and intraverbal behavior. The reconstruction is based on the following reasons. To begin with, the manager requests to come to work on a free day. The request has a voluntary character. Then, in a short subsequent conversation, team members express their will to help. Thus, the request causes the intraverbal behavior. By showing appreciation for their support, the manager reinforces volunteers positively. Further, the reconstructed positive request is seen here as contributing to both, following Grossman et al., the task and social cohesion. In our opinion, there is an overlap between the task and social cohesion for the following reasons. The team is committed to work additionally in order to support the shop. It is evident because the manager sends the mentioned requests, and it takes only one minute for the first person to react and offer his help. We consider it as an indicator of social cohesion. The team seems to have a sense of togetherness to reach their goals.

After our textual analysis, we have conducted interviews. They are discussed in the following section.

Interviews

We have conducted eleven semi-structured interviews to answer our second research question and sub-questions. Interviews allow a researcher to understand opinions and gain insights into understanding attitudes, opinions, behaviors, and experiences (Rowley, 2012). Semi-structured interviews can be adapted to accommodate the interviewee (Rowley, 2012). For these reasons, we can use them to answer the following questions: 2. What is the motivation of members of linguistically diverse teams to switch the languages? 2.1 How is language switching relevant to the group's task cohesion? 2.2 How is language switching relevant to the group's social cohesion?

We had an access to interview the whole team. However, we reached the saturation point in the eleventh interview. Eight interviews were conducted in English and three in Spanish. The details of ordinary activities and reflection are relevant to “deepen understanding of the case” (Stake, 2005, p. 445). Our research is exploratory, it is probing in character. Having this in mind, four areas of investigation are covered by the interview protocol. In the first part, we gather personal information about the country of origin, languages that are spoken, environments in which they are spoken and education level. This information is important in order to gain an understanding of the context because activities could be influenced by it (Stake, 2005, p. 453). Furthermore, this part takes into account the context of participants' work and their task dependency.

The second part pertains to the second research question: What is the motivation of members of
linguistically diverse teams to switch the languages? We explore how tongues mingle in daily team's communication during the working hours as well as during the breaks. In this part, we mainly want to explore the situations, in which team members choose or need to speak either one language or another. Here are the examples of the questions posed: Which languages do you speak during your working hours? With whom do you speak those languages? Why? Could you think of an example where you were speaking a language, and then you switched to another language? What motivated you to change the languages?

The third part of the interview focuses on collecting information about cohesion in order to answer the following research sub-questions: How is language diversity relevant to the group's task cohesion? How is language diversity relevant to the group's social cohesion? Here we focus on the processes of the team attempting to achieve its goals and plan activities and the role of language within these processes. We focus here on team's reflection on whether it has experienced obstacles, or help, in achieving the team goals due to their language differences. The examples of the questions we ask are: How specific are your managers when they tell you about your goals and tasks for work? Do you understand everything? Do you prefer him/her to explain to you in any particular language? Why? Have you experienced any obstacles to reach the team's goals? Could language differences have been an obstacle in achieving the team's goals? If yes, could you elaborate on it? Could language differences function as a facilitator in achieving team's goals? If yes, could you elaborate on it?

In the fourth part, we collect information about the emotional attraction between the members of the team, and how their language differences obstruct, or help, the socialization within the team. Then, in the fifth part, we attempt to determine if there is a relationship between the task and social cohesion. Here are a few of the questions we pose: In your opinion, could the emotional closeness of the team members facilitate the completion of tasks? Do you think that in case your team reaches its goals, their members become also emotionally closer?

Finally, as a way of triangulation and in order to complement our textual analysis, we explore the experience of the participants on the usage of the WhatsApp group. In particular, we are interested in their reflection on understanding the content and their perception on the relationship between the content and group cohesion. Among the questions posed are the following questions: Do you think that the WhatsApp group can help to create an emotional bond? Do you think the WhatsApp group helps the group to achieve work-related tasks? In this part, we add five questions specifically for the managers in order to explore their perception about the cohesion levels in their team. At the end of
the interview, we ask the participants to share their general experience on working in a linguistically diverse team.

In all interviews, we follow the interview protocol (Appendix 1). We have explained to our participants about interview's procedure and confidentiality, and asked them for the permission to record the conversation. The interviews lasted between 40 to 58 minutes. We also took ethical considerations into account: we truthfully and carefully explained to the participants about the study, and then asked them for their informed consent (Fontana & Frey, 2000, p. 662). In this research, the researcher is also part of the team being studied. Therefore, due to the ethical principles, the whole research was conducted after working hours. Interviews were carried out outside the shop. Respondents' identities were protected, their right to privacy was respected and, as it was mentioned, interviews followed the interview protocol.

For the analysis of the interviews to enhance qualitative rigor we coded according to the Gioia methodology. This methodology allows to organize data “into first order concepts and second order categories to ease later “assembly into a more structured form” (Gioia, Corley & Hamilton, 2012, p. 20). In the first stage, we did the first order analysis. We found relevant categories in the data, in terms of the interviewee and we sought differences and similarities between categories. In the second order analysis, we start thinking more abstract and trying to answer, “What is going on here” and to look of the themes we are getting can help us to understand language diversity and cohesion (Gioia, Corley & Hamilton, 2012, p. 20). In the third stage, “we investigate whether it is possible to distill the emergent second order themes further into second order aggregate dimensions (Gioia, Corley & Hamilton, 2012, p. 20). After that we made a graphic representation of our data.

In summary, we conducted a qualitative research based on the constructivist ontology and epistemology. In order to answer our research questions, we chose two methods, i.e., textual analysis and semi-structured interviews. The results of both analyses are presented in the next section.
Results

Textual analysis

We conduct a textual analysis in order to answer our research question “What types of verbal behavior are used in linguistically diverse teams in MNCs?” and to determine on how these types of verbal behavior relate to the social and task cohesion.

We have analyzed 1,167 WhatsApp messages sent in the period of five months. We grouped them in 58 events. In order to do it, we created a description of the events/themes including the blocks of messages. For instance, “Organizing a dinner” is considered as an event. Among them, as our analysis shows, 30 events are related to the social cohesion, 21 – to the task cohesion, 2 – to both, the social and task cohesion, and 5 are not related to cohesion at all. Following Skinner’s framework, we have identified different types of verbal behavior related to either task or social cohesion.

Task Cohesion

Following Skinner’s framework, we identify two types of verbal behavior related to the completion of the team’s tasks, i.e., tactics; and we identify three different types of mands, i.e., advice, request, warning, permission.

The primary users of mands in the chat are the managers. The tactics are mainly photographs, employed as visual references to support the mand. Accordingly, in our textual analysis, we classify these types of verbal behavior and events to be task cohesion related. We illustrate the analysis with the following example (Example 1).

Example 1 task cohesion: To reiterate Task cohesion is defined as “a shared sense of unity and commitment grounded in teams tasks or goals” (Grossman et al., 2015, p. 155).

Event 19. Manager 3: “Hello team, I want to inform you that the request for the schedule has to be sent before the 1st of the previous month. Due to a change of the regulation from the CAO the schedule has to be send three weeks in advance, so that's why the deadline will be known earlier. It means that you will have to send me your requests for September before the 1st of August, and every month the same. If you have a request after that day, you will have to switch with a colleague as usual. Thanks for the collaboration”.

Manager 1: “I also wanted to add that the next Wednesday 11th of July there is going to be again the pricing after the closing of the sale items because of the third reduction that will go in effect Thursday the 12th of July. Keep in mind that for those of you that are working that Wednesday that you have to stay longer than scheduled. Thank you!”.

I. The theme of the chat:

Our analysis follows two stages. First, we reconstruct this verbal behavior as the event 19 “Manager2 informs about the new procedure to request free days. “Manager 1 informs to the team they will change the prices of the articles due to the sale”. The main reason for this reconstruction is thematic, i.e., we identify the major theme to which the verbal interaction pertains to.
II. Identification of Verbal Behavior (following Skinner):

Further, the selected piece is reconstructed, following Skinner's model, as a *mand* of two different types. The reconstruction is based on the following reasons: manager 2 makes a *request* where she explains the procedure and deadlines for the new process of making a schedule. This type of mand gives an opportunity to the employees to choose if they request free days or not. A listener has the benefit. Therefore, the listener's motivation is independent of the mand. The *request* is merely informative here.

In contrast, manager 1 writes an *advice*, which implies the benefit for the company as a whole and formulates the goal for the team, i.e., to price all the articles in one evening. In this case, a listener does not have a possibility to choose. He could do it in order to have a positive reinforcement or to escape from the negative reinforcement. Further, the reconstructed *advice* is seen here as contributing to, following Grossman et al., the task cohesion because sharing the commitment to act upon manager's advice, the team can reach the mentioned goal. In this case, completing the task functions as a positive reinforcer.

*Social Cohesion:*

Following Skinner’s framework, we identify four types of verbal behavior in the WhatsApp social communication: *intraverbal behavior, written echoic behavior, tact* and *offer*. Accordingly, in our textual analysis, we classify these types of verbal behavior and events as related to the social cohesion. We illustrate our justification for this classification in the following example (Example 2).

**Example 2 social cohesion:**

To reiterate *social cohesion* is defined as “a general emotional attraction between members. That may or may not develop through performance relevant interactions “Wright & Drewery, (2006).

Event 16: E.g., we have an interaction: “Hello beautiful people next Friday I have my birthday and a housewarming party at my new house. I would love if all of you will join! The party starts at 19:30 😁😍😍😍😍😍😍.” “Hello beautiful Vasiliki😎”, “🤩”, “I guess you are going to prepare several Greek disheses!(Coinsa ect...).” “Well, I am going to prepare Greek alcohol!.” “Is there food?? Because by then we Are hungry 😁”. “I have some snacks. The more the better :)”. “Waiting for all of you 😁😁😁”. “Is it going to be like that V/?!?!” “A "Dutch" party”. “So we take “take away”. “I could bring something to drink”. “Tea?”.” “Coffee”. “Tea is for English folk”. “I am adjusting easily to the cultures 😁”. “I met Dutch people today in the subway. I miss Dutch language so much :))” “We miss you too An”...

I. The theme of the chat:

It is an excerpt from the WhatsApp conversation. The whole conversation can be read in Appendix 1. In our analysis, we reconstruct this verbal behavior as the event 6 “A Greek colleague invites the whole team to her birthday party and housewarming.” The main reason for this reconstruction is
thematic, i.e., we identify the major theme to which the verbal interaction pertains to. This interaction contains 85 messages and is conducted in three stages. It is one of the most extensive pieces of conversation within the group's WhatsApp interactions. In the first stage, an invitation is sent and an agreement on the expectations of the party is achieved. In the second stage, team's logistics are discussed. And in the third stage, the photos of the team's party are shared.

II. Identification of Verbal Behavior (following Skinner)

Further, following Skinner's model, the selected piece is reconstructed as *intraverbal behavior*, *written echoic behavior*, and *tact*. The reconstruction is based on the following reasons. Firstly, the invitation acts as a stimulus triggering *intraverbal behavior*, which, in this case, is a long conversation, in which thirteen colleagues participate. Then, the conversation evolves with the help of jokes and often repeated words such as “Greek”, “party”, “drinks” and “location”. For this reason, this verbal behavior is identified as *written echoic behavior*. Moreover, photos, which are sent at the end of the conversation, act as *tact*, i.e., as a nonverbal stimulus to which people react. Further, the reconstructed intraverbal behavior and written echoic behavior is seen here as contributing to, following Grossman et al., the social cohesion because the conversation denotes an emotional bond between the team members, including the managers. We identify this bond on the basis of their verbal behavior, their positive attitude, and the usage of symbols which are called *emojis* (used to express emotions).
Results

I. Interviews – Language switching:

After conducting our textual analysis, the second part of our research pertains to the following research questions: What is the motivation of members of linguistically diverse teams to switch between languages? How is language switching relevant to the group's task cohesion? How is language switching relevant to the group's social cohesion?

We have conducted eleven qualitative interviews to explore our respondent's motives for language switching and its relevance with group's cohesion (for the interview protocol, see Appendix 3). Then, we transcribed, analyzed and coded them (for interview, coding, see Appendix 5; for interview transcribing, see Appendix 6 in the separate file). After coding the data, we were able to determine seven reasons on why language switching occurs. Below, we discuss these reasons. Afterwards, we discuss the relationship between the reasons and cohesion. We also illustrate each language switch with the representative quotes (for all quotes used in this chapter, see Appendix 4). Finally, we construct a model which gives an overview of the communication dynamics and language switching in the team.

1. Common language: The common language of the team is English, and none of the team members have the English language as their own mother tongue. Contrary to the literature, which argues that communication in non-native language generates an emotional language obstacle (Aichhorn & Puck, 2017, Henderson, 2005), our data shows that speaking English provides benefits to our respondents. Among these benefits are: fast communication, good understanding of tasks and goals, fluency in conversation, lack of misunderstanding, better understanding of situations, higher problem-solving capacity, and better self-expression (Lauring & Selmer, 2010; Luo & Shenkar, 2006). However, these benefits would be negotiated in case there would be a team member who could not speak English, thereby creating the situation which would generate an obstacle, anxiety and other communication difficulties. The advantages of having the shared communication language relates to the task cohesion in the sense that it helps the team to work more efficiently, complete its tasks and achieve its goals. It is equally important that during their free time or social activities, team members speak English for the purpose of integration. Indeed, the shared language also relates to the social cohesion by providing the common grounds for communication. The following quotes from interviews illustrate the importance of using English for the purposes of work and socialization:
Common language-task cohesion “I think most of the time managers are specific and communication is mostly in English, so they never actually use another language when they want to say something job-related.” (FashionCo 4)

Common language-social cohesion “At some point there are so many conversations that we all come to the conclusion that we need to speak English.” (FashionCo 1)

2. Customers: As we mentioned earlier, shop's clients are both, Dutch and international customers. Having a linguistically diverse workforce facilitates the purchases of international customers, and that, in turn, improves team's results. In the team under analysis, customer service can be provided in sixteen different languages. Our results are in agreement with the cultural/national diversity literature which argues that gaining access to the markets of different cultural groups is an important reason to encourage diversity (Shore et al., 2009). Interestingly, our informants mention two types of the Dutch customers: the customers who understand that not all employees have knowledge of the Dutch language (and agree to speak English), and the customers who get angry or complain if an employee cannot speak the local language. Among the reasons mentioned by our informants for the language switch due to the customers are: efficiency, friendliness, accommodation of customers' needs, and sales. Therefore, the language switch due to the customers relates to the task cohesion positively (additional sales) and negatively (missed sales). The next quotes show the difference between the language switch done for local customers and international customers:

Switching for Dutch customers: “Oh what motivated me to switch is customer complaining that I can’t speak Dutch, that was the biggest motivation and just me trying to be a little bit friendlier and accommodative to the customer needs.” (FashionCo 3)

Switching for international customers: “With Russian customers when I switch to Russian, they become more eh, active and communicative, and then they become happier and they buy more.” (FashionCo 4)

Switching for international customers “Ehhh the language differences helped because when you have Spanish customers who do not speak English or Dutch at all. Then, if you have a Spanish native speaker, he can help promote the sales to this person. So I think definitely the language differences in terms of customer service can help to promote sales and to reach the targets.” (FashionCo 11, translated from Spanish)

3. Lack of the language skills: Several team members try to speak Dutch, but there is a range of problems that occur: sometimes customers do not understand employees, other times it takes time to formulate the sentences in Dutch, yet other times a higher level skills in Dutch is needed in order to understand or explain properly. Our respondents’ observations are presented in the following quotes:

Lack of skills-task cohesion: “That happens many times, some customers do not like that you don’t speak their language, they get angry and talk to another person or leave. Unfortunately, that happens frequently, and you lose a sale and a customer.” (FashionCo 11)
Lack of skills-task cohesion: “some people, I have experienced you also have experienced, working with some people who don’t speak English even well. So, then it makes it difficult to communicate the tasks clear with the person.” (FashionCo 2)

Lack of skills-social cohesion: “A team member, who does not speak English very well, does not speak anything of Dutch only speaks one language, in a way is excluding himself sometimes.” (FashionCo 11, translated from Spanish)

4. Inclusion / Exclusion: In case a conversation is conducted in the language other than English, team members might consider to start speaking in English with the purpose of integrating the other person into the conversation. During their working hours, team members do not mind if colleagues have conversations in languages that they do not understand, especially if such a communication could go faster in regards to the task-related activities. However, during the breaks, it is important for all team members to find the common language for the purpose of making the conversation easier and creating a friendly atmosphere. In cases when people fail to switch to the common language use, the other person feels excluded. This situation relates to the social cohesion because it facilitates the integration of the group. Examples of inclusion and exclusion are illustrated in the following excerpts:

Inclusion-task cohesion: “We just immediately switch to English because then the other one also becomes part of the conversation.” (FashionCo 4)

Exclusion-task cohesion: “You feel excluded that you cannot participate, because for example in Dutch, I can understand and catch a bit of the conversation, and participate a bit, but in another language not.” (FashionCo 11, translated from Spanish)

5. Good Manners: In this team, conversations often happen in various languages. One important reason for switching from one language to another one is that the team has the work culture in which respect, education, and politeness are valued. Even though there are occasions when team members could use a particular language, they do switch the languages in communication in order to adapt to the person who does not speak their language. This switch is related to the social cohesion because it pertains to the group identity and togetherness. It is well described in the following quote of the interview:

Politeness-social cohesion “I think it is more polite to speak in the language that everybody understands. That is my point if you want to talk about something personal, then just go somewhere else.” (FashionCo 8)

Politeness-social cohesion “It would be not nice to speak in another language, so most of the time if all of us have break we speak English, only English.” (FashionCo 5)

6. Learning/teaching: A few of interviewees mention their interest to learn and practice Dutch. The data shows that there is dynamics within the team: several team member want to learn or
improve their knowledge of the local language and managers want to teach it. Such teaching-learning processes take place. However, if the teaching person feels that the other person does not understand him, he switches back to English. The learning-teaching activities also relate to the social cohesion because they help to integrate the group as a whole. Both aspects of language diversity are presented in the following examples:

**Learning-social cohesion:** “To practice and make it like fun and practicing together all of us sometimes we use Dutch.” (FashionCo 5)

**Teaching-social cohesion:** “To people who really want to learn Dutch I try to speak with them but I don’t know why but sometimes you just switch right away back to English, and you just continue in English.” (FashionCo 8)

7. **Mother tongue:** Team members switch languages in conversation because they want to relax, express feelings, make jokes, or say the words which cannot be easily translated into another language. People who share their mother tongues are positive about the possibility of using it with their colleagues. Hence, this switch is related to the social cohesion, since mother tongue is linked with the identity and can bring team members closer. The opportunity for team members to speak their mother tongues is regarded as a positive aspect of diversity by both, managers as well as employees. This positive view clearly contrasts with the similarity-attraction paradigms advocated in the cultural diversity literature, according to which, diversity creates clusters that are detrimental to performance (Shore et al., 2009). Our respondents’ observations on speaking mother tongue are captured in the following quotes:

**Mother tongue-social cohesion** “During my break times, I can express myself with more passion, because maybe in other languages you can express what you want with the same strength as you can do with your mother tongue, during my breaks I want to be totally me.” (FashionCo 1, translated from Spanish)

**Mother tongue-social cohesion** “For socialization is better, people can also have the chance to speak their language and is very positive when someone lives abroad.” (FashionCo 8)

**Conditioners for language switching**

Previously, we have discussed the reasons which team members have for switching between the languages during their verbal interactions. Additionally to these reasons we found six conditions under which the switch between languages can take place. These conditions could be regarded as regulating (i.e., facilitating or obstructing) communication taking place among the agents.

1. **Agreed:** In some situations, just before conversation starts, two parties interact by asking each other on which language they prefer to use. Then, on the basis of their mutual agreement, they choose the language to speak. The following interview quotation illustrates the agreement done before the conversation takes place:
“If they approach me and ask me English or Dutch then I say both are fine. Also, then they start speaking Dutch with me, but for me my main working language is English.” (FashionCo 9)

2. **Discovered**: There are conversations, which continue for a while, and, at some point, discussion parties realize that both can speak the same language. This is an example of how the communication between an employee and a customer can develop:

   “Well like I explained before about a customer sometimes they assume that I’m English. Sometimes I assume that they are English because they start talking to you or talking about something with a colleague so we switch to English and then at the end we find out that they are Dutch so I switch over to Dutch.” (FashionCo 8)

3. **Forced**: In certain situation personnel is forced to speak a particular language. This quote illustrates the pressure that triggers the language switch:

   “I think most of the customers react good, but I had a couple of customers who were angry about it, or one customer even told me “this is Holland, and this is Dutch.” (FashionCo 4)

4. **Inertia**: There are situations in which people automatically switch to the language they are used to talk. It happens mainly with the English language since it is mostly used during the working hours, and people just continue talking English for the rest of the day. As one of our respondents comments:

   “But it is again a bit difficult to switch also for us because we also speak English so much, it automatically goes to English because you are already working with that person for so long in English, so it is strange to switch.” (FashionCo 8)

5. **Requested**: There are situations in which a person wants to join the conversation and asks to speak another language. It is evident in the following quote:

   “If I have the need to be included in the conversation then I ask them to speak English.” (FashionCo 9)

6. **Required**: Some conversations begin with the language used at the basic level, but develop in the ways that require more advance language skills than a particular person possess. This language switch is obvious in the following example:

   “But the more the conversation goes on and then I’m still learning Dutch I have to ask them if it is ok if I switch languages because it would be easier to explain for me everything.” (FashionCo 6)

In the third part of the interviews, we looked at whether we could find any relationship between the task and social cohesion. This theme we will address in the following section.
II. Interviews – Relationship between Social Cohesion and Task Cohesion

2.1 From Social Cohesion Towards Task Cohesion:
From the team's point of view, emotional connection, social bond, good relationships, mutual understanding are the essentials facilitating the achievement of team's goals. All team member agree with the view that the social cohesion leads to the task cohesion. The importance of the relationship is illustrated in the following quotes:

**Relationship social cohesion – task cohesion:** “Yeah for sure it is the most important thing I think if you have a team who doesn’t get along each other and the chemistry is not there I think the shop floor wouldn’t be working as good as it is right now.” (FashionCo 8)

**Relationship social cohesion – task cohesion:** “when you have a bad relationship with people or with colleagues that will make it like a negative atmosphere. And a negative atmosphere will make it worst, so you will not reach the targets, you will not be motivated to talk to a customer, with your colleagues to take advice as I said. When you have a good relationship with your colleagues it will happen, the positive atmosphere it will make it much easier to help the customer to have a good mood always in the store.” FashionCo 5

2.2 From Task Cohesion Towards Social Cohesion:
As stated earlier, all our respondents agree with the view that the social cohesion leads to the task cohesion. Interestingly, when we pose a question on whether the task cohesion could lead to the social cohesion, their opinions diverge. Several respondents think that even if team members reach its goals, their members do not become emotionally closer to each other. In their opinion, while reaching team’s goals, team members experience mutual joy, positive energy or satisfaction, but they do not become emotionally closer. However, other team members have the opposite view. According to them, team members do become emotionally closer after reaching team's goals and particular tasks. In their view, a successful reaching of the targets might lead to the successful teams in terms of emotional bonding. In other words, when people work hard together, they can become emotionally closer to each other. These contrasting views are illustrated in the following examples:

**Task cohesion leads to social cohesion:** “Yes, having common achievements, brings you closer to the other. It is like, we have worked so hard and look what we have achieved.” (FashionCo 11, translated from Spanish)

**Task cohesion does not lead to social cohesion:** “Not necessarily. It brings more satisfaction from the results and but it doesn’t really make people feel emotionally close.” (FashionCo 9)
III. Model

For the purpose of giving a brief and clear overview of the main findings of our research on verbal communication and language switch, we construct a model. Our model depicts the motivations for language switching (b), (c) and their positive or negative role in relation with the task cohesion and social cohesion. Additionally, it shows the conditions under which language switching takes place (a). In the top box (a), we present six conditions, which are associated with all identified motivations for language switching. The left box (b) shows three motivations for language switching that relate to the task cohesion, and the right box (c) shows six motivations for language switching that relate to the social cohesion. Additionally, the + / - symbols, indicated next to each motivation, illustrate its positive or negative relationship with the cohesion. At the bottom, the arrow from the social cohesion to the task cohesion suggests a direct relationship from the social to the task cohesion. In other words, and on the basis of our findings, social cohesion facilitates task cohesion. Finally, we present the relationship between the task and social cohesion with a dotted arrow because the opinions of our respondents diverge: while some team members think that the task cohesion could lead to the social cohesion, others have another opinion on this matter.
IV. Interviews - WhatsApp questions

After our textual analysis of the WhatsApp group verbal interactions, we asked the team members on their motivation to contribute verbally to the WhatsApp interaction and on their perception of the benefits of having such a group. For further clarification of our findings and triangulation, we conducted interviews. As our results show, our respondents think that the main benefit of the WhatsApp group is to reach all the team members fast. Further, they perceive that the WhatsApp group has a double purpose, either task or socially related. This finding supports our general analysis of the task and social cohesion. Our respondents mention that the WhatsApp group helps to organize tasks because of the benefits of this social media tool, i.e., to show photos and videos and re-read instructions in case there are any doubts. Moreover, the WhatsApp tool also enables team members to organize events and share photos, videos, and animations.

Our informants mention that their most important reason to write a WhatsApp message in the team's WhatsApp group is reachability of all colleagues and managers. Earlier, and following Skinner's ideas, we mentioned the importance of audience because it regulates the content of communication. For Skinner, the audience is relevant because it determines the behavior of the speaker (Skinner, 1957, p. 50). People in the audience controls groups of verbal responses (Skinner, 1957, p. 50). If a message is sent in the WhatsApp group, the sender knows that it will reach sixteen persons in one click. For this reason, our respondents indicate that it is important to consider the content and tone of the intended message.

In general, group members find it useful to have the WhatsApp group. However, they still prefer face-to-face communication, in which they can also see gestures, hear the tone of the voice, and see emotions. They criticize the WhatsApp interactions for being distant and impersonal, open to misunderstandings and multiple interpretations, depending on a person who reads the message. Still, all team members prefer to use WhatsApp rather than not to. They use it up to a certain extent, but their usage is always limited. Majority of the team members, who dislike WhatsApp, think that this platform is too impersonal, it must be installed in a private phone, or they do not like social media in general. For instance, one employee explains the advantages and disadvantages of WhatsApp in the following words:

“So, we live in this age of social media and you know all these apps. So, it’s part of who we are now. So, I think it’s an easy and fast way to communicate you know like short messages in the team. For me even though it can be fast and efficient in terms of grasping the attention of everyone at the same time, it is a bit impersonal, because it’s a medium of just playing text, you don’t have the tone of the voice, you don’t have expressions you know” (FashionCo 2)

Finally, even though the team is linguistically diverse, the WhatsApp communication unfolds mainly in English. However, there have been three occasions, when Spanish and Russian were used. In order
to clarify this topic, we have asked our interviewees to explain their language switch. They told us that the comment uttered in another language was intended to one particular person in the group and the expression could not have been properly translated into another language. Still, all the team members recognized that there was one common language used in the WhatsApp interactions.

In agreement with Skinner’s ideas, verbal behavior has effects on the surrounding world. The consequences of verbal behavior do strength the behavior at hand. The WhatsApp communication facilitates completion of the tasks and socialization of the team. Therefore, WhatsApp facilitates the reinforcement of verbal behavior.
Discussion & Conclusion

**Empirical findings**

The main contribution of our study is the understanding of the relationship between, on the one hand, language diversity and, on the other hand, the task and social cohesion. With the help of our model, we illustrate the nuances of communication in workforces composed by linguistically diverse members. We demonstrate that even in the MNC where English is instituted as *lingua franca*, everyday communication is done in a range of languages, constantly switching between one language to another one, depending on the purpose of conversation. Therefore, we support the literature, which views linguistically diverse team as a “multilingual community” (Luo & Shenkar, 2006). The team under study is composed of people having 12 nationalities and using 16 different languages on the shop floor. In fact, the team is conscious about the advantages, which such a linguistically diverse workforce can bring for socialization and completion of tasks. We support the view that language can influence intra-corporate value creation, organizational change processes, competitive activities, and information exchange (Luo & Shenkar, 2006). However, one disadvantage of language diversity within the team is that the linguistic diversity is sometimes related to the lack of the skills to use common or local language.

Secondly, an additional contribution of our study is that it recognizes the view of language as a double-edged sword (Aichhorn & Puck, 2017). As our analysis shows, on the basis of the identified seven reasons for language switching, only two reasons relate to cohesion negatively and five of them relate to cohesion positively. Indeed, our results take a more positive view on linguistically diverse teams. Language as a liability means that it can lead to miscommunication, negative stereotypes, avoidance, and communication withdrawal. Language as an asset can bring substantial benefits to the organizations (Aichhorn & Puck, 2017).

Thirdly, in regards to the International Business research, which recognizes language as a multifaceted and multilevel construct (Brannen et al., 2014), we contribute to the field by exploring communication at the team level. Namely, we explore two facets of communication in a linguistically diverse team, i.e. electronic and oral, and we highlight the importance and difference of both. Our study integrates the social media and face-to-face communication. Electronic communication on the work floor is getting more relevant, and there is not much research done, not least because the electronic means of communication, such as WhatsApp, are still relatively new. In this sense, our research contributes to the field too. We support the view of language as a “constitutive collective force in MNCs” (Tenzer et al., 2017). In other words, “the team level as an
intermediate level of analysis reveals the social character of language and shows how its use is collectively performed with consequences that reach beyond individual language user” (Brannen et al., 2014, p. 498).

Fourthly, as recommended by the OBM journal, we have applied Skinner’s framework on language research, which we believe is fruitful to capture the dynamics of communication at the team level. In Skinner's view, language is a verbal behavior: “Verbal Behavior is behavior which is reinforced through the mediation of another organism” (Skinner, 1957, p. 26). From his perspective, a speaker, listener and the environment that surrounds them are vital for the communication process. For Skinner, verbal behavior encompasses vocal behavior (talking and gesturing), writing, typing and pinpointing to printed words (Skinner, 1957). Skinner’s understanding of language seems to be suitable for shedding more light on how people in language diverse teams reinforce each other in everyday work while reaching their goals and remain together.

Finally, we contribute to the critical diversity perspective due to our focus and analysis of the team formed mainly by migrants, refugees, and locals in the European context (Bleijenbergh & Fielden, 2015, p. 544). Our findings suggest that a diverse team can become socially and task cohesive even if their members speak different tongues and have different cultural backgrounds. As mentioned by Herring (2012), we found that members of this diverse team embraced their differences. Our study captures the lens of shop-floor workers and managers, involving almost all team members, thereby making it valuable for diversity research (Bleijenbergh & Fielden, 2015, p. 544).

Theoretical implications
We believe that Skinner’s framework captures the social aspect of verbal behavior that is relevant for the study of diverse workforces. OBM has already recommended to study and apply Skinner’s theories. However, the OBM literature, which has the scientific basis, provides the guidelines for the study of behaviors which have a straight link with performance. Therefore, OBM is more focused on the task cohesion. As our study demonstrates, verbal behavior relates to both, the social and task cohesion. For this reason, we consider that OBM could complement the study of verbal behavior by creating methodologies and practical guidelines, which take into account not only the task but also the social component of cohesion. As a result, it would provide beneficial resources supporting companies which aim to manage cohesion in teams.

Future research
Our study focuses on exploring language switching in the team. However, during our study it has become obvious that not only team member but also customers have an impact on language
diversity. This observations opens up new possibilities for studying the relationship between linguistically diverse workforces and linguistically diverse customers. In its own turn, this theme requires to highlight the issues of discrimination and power.

All the interviewed team members mentioned that working in such a diverse workforce had a positive impact also in terms of personal development. All of them were curious to learn more about the cultures of their colleagues. In the future, it could be valuable to conduct a comparativist research, which would focus on people working in homogeneous groups alongside people working in linguistically diverse teams within the same industries.

Our research shows that even though team members recognize the benefits of social media, they still prefer face-to-face communication. Is this a way to avoid miscommunication in linguistically diverse teams, or is it the case because of the specificities of the work? Do people, who work in homogeneous groups, have different preferences regarding the use of the social media and reaching the goals in comparison with people who work in linguistically diverse teams?

On the basis of our research results, we can claim that the team studied is task and socially cohesive. While conducting our research, one day the team has reached the highest revenue ever since the opening of the shop eight years ago. We suggest that similar research could focus on other teams, thereby enabling us to get more insights on cohesion.

Team members appreciate their differences and are interested in learning about different cultures. They frequently try to find some commonalities between the cultures. The data shows some dynamics of people trying to learn a few words from other language speakers, as they try to understand each other. Team members stress that sharing personal and work experiences as well as mutual respect contributes to creating a positive atmosphere and vibe within the team. Future research could benefit from taking culture into account in order to get more insight into group's cohesion.

**Managerial relevance**

Based on the results of this case analysis, we provide managerial guidelines for dealing with linguistically diverse teams and cohesion:

*Motivate and explain sales targets:* The team is result driven: every day the team can see its performance because it has a daily target. In order to manage task cohesion, the commitment to achieve team's goals is crucial. It is relevant that all manager would daily communicate the sales targets to all employees working in diverse shifts throughout the day. Furthermore, managers should
also motivate the team and provide advice on the strategy, which should be followed in the targets are to be reached.

**Sales tips in WhatsApp:** The WhatsApp group is a support tool that has an advantage of reaching all team members. The sent information can be re-read, therefore the WhatsApp channel has a potential to be used for training purposes. Since the team focuses on sales, managers could send concrete sales tips as part of the training in order to help the team to offer an even better customer service. It is important to mention that WhatsApp is a support tool, which is installed on employees’ personal devices, and this team values face-to-face communication. Therefore, it is important to keep the balance between electronic and oral communication, while using the electronic communication for the most important tasks and social activities.

**Long tenure employees:** Task and social cohesion develop over time. When new team members join the team, the task cohesion develops first because team members cooperate in completing team tasks and reaching team goals. In the meantime, a social bond or an emotional attraction might develop too. Our research results show that the social aspect of coherence is relevant for the identity of the group and facilitates the task cohesion. Therefore, due to the time factor, it is important to have low employee turnover rates if the goal is to form cohesive teams.

**Learning and teaching Dutch:** Our interview data suggests that some of the employees are interested in overcoming the difficulties with customers, which arise due to employees' poor skills of the Dutch language. These employees usually can understand an everyday conversation, but they struggle while explaining more difficult issues. Language is an evolutionary process (Luo and Shenkar, 2006). Therefore, we recommend, when time allows, to continue teaching employees the Dutch language but we recommend to teach it at a higher level than the basic one, which is usually already mastered by team members.

**Social activities:** The team is positive about having a meeting with their colleagues approximately once a month. It is the practice which facilitates social cohesion. Therefore, it is important to continue it and promote participation of all team members, because participation of all members is relevant for keeping the group cohesive.

**Study limitations**

Our case study has been done within the period of 6 months. However, cohesion changes over time; it mostly depends on team members.

We have analyzed only written verbal behavior which occurred in the team's WhatsApp group. We
strongly believe that the study of oral behavior, equipped with the OBM methodological tools, could further enrich the major line of our research.
References


Appendix 1 - WhatsApp messages

This appendix is a download of all the interactions who took place in the WhatsApp group. First, we exported the data of 1st of May, 2018 until the 8th of October 2018. During this period all team members participated. Then, we numbered each message, 1,167 Whatsapp messages were sent. Finally, for confidentiality reasons, we substituted the names of the participants.

1. 01/05/18 10:57 a.m. - Montserrat: Deat Team! ❤
2. Important remember you the important to keep updates the vitrines with the shoes and scarfs. As soon you see there is a empty place, please replenish it. It is not only my responsibility. It is responsibility of all of us
3. 01/05/18 10:57 a.m. - Montserrat: <Multimedia file>
4. 01/05/18 10:57 a.m. - Montserrat: <Multimedia file>
5. 01/05/18 10:57 a.m. - Montserrat: I did the right replenish today
6. 01/05/18 10:58 a.m. - Montserrat: Please keep it, for the visit of this week and for the best of our store
7. 01/05/18 10:58 a.m. - Michal: 😊
8. 01/05/18 3:36 p.m. - Bella: <Multimedia file>
9. 01/05/18 3:46 p.m. - Hendrik: Hello 🤓 i have for me only the uniform shoes on the floor, the rest nothing for me 😁
10. 01/05/18 4:07 p.m. - Bella: Ok
11. 01/05/18 4:11 p.m. - 📩36038630: I have nothing on the top mine are just by the door on the floor
12. 01/05/18 5:15 p.m. - Bella: <Multimedia file>
13. 01/05/18 5:15 p.m. - Bella: <Multimedia file>
14. 01/05/18 5:16 p.m. - Garrett: Uhm...
15. 01/05/18 5:16 p.m. - Bella: <Multimedia file>
16. 01/05/18 5:16 p.m. - Bella: For Gerard
17. 01/05/18 5:16 p.m. - Bella: He knows 😊
18. 01/05/18 5:29 p.m. - Gerard Massimo: Haha thank you Buchra
19. 01/05/18 5:29 p.m. - Bella: Bellara 😊
20. 01/05/18 7:41 p.m. - Bella: <Multimedia file>
21. 02/05/18 8:26 a.m. - Montserrat: Dear Team, the visit from Spain is coming today to the store in the afternoon. Please the person who work in man, try to fold and steaming the best you can. I will be there around 12pm to help. And in woman I left yesterday everything finish. Try to do a perfect replenish today in the morning and detailing in accessories and shoes
22. 02/05/18 8:26 a.m. - Montserrat: Thanks ❤
23. 02/05/18 8:40 a.m. - Garrett: And also make sure please that because of this visit that you and your uniform look at it’s best
24. 02/05/18 9:44 a.m. - Michal: Hi we are outside the shop
25. 02/05/18 5:04 p.m. - Rosie: <Multimedia file>
26. 02/05/18 5:05 p.m. - Rosie: For Montserrat
27. 04/05/18 4:41 p.m. - Garrett: May.pdf (archivo adjuntado)
28. May
29. 04/05/18 4:41 p.m. - Garrett: Dear team
30. 04/05/18 4:41 p.m. - Garrett: I send you the latest schedule because off some changes
31. 04/05/18 4:42 p.m. - Garrett: Please use this one
32. 04/05/18 4:43 p.m. - Garrett: Next week I will send a last update of the last two weeks but these will be small changes and won’t affect everybody
33. 04/05/18 4:43 p.m. - Garrett: Sorry for the inconvenience
34. 04/05/18 4:54 p.m. - M1Garretteliminó a +31 6 33995584
35. 04/05/18 6:47 p.m. - Montserrat: Girls I’m a bit late, we meet directly in leidseplein
36. 04/05/18 6:47 p.m. - Montserrat: Im leaving now from home
37. 04/05/18 6:52 p.m. - Bella: Ok
38. 04/05/18 6:52 p.m. - Bella: WagamamA iT is
39. 04/05/18 7:14 p.m. - Montserrat: Where are you
40. 04/05/18 7:14 p.m. - Montserrat: Where are you
41. 04/05/18 8:32 p.m. - Anne: I also want to join :)
42. 04/05/18 8:32 p.m. - Anne: Are you still somewhere?
43. 04/05/18 8:33 p.m. - Bella: ubicación:
https://maps.google.com/?q=52.362266540527344,4.882865905761719
44. 04/05/18 8:33 p.m. - Bella: WagamamA
45. 04/05/18 8:38 p.m. - Anne: I can be in 40 mins
46. 04/05/18 8:38 p.m. - Anne: Let me know if you are still there or move somewhere
47. 04/05/18 9:05 p.m. - Bella: We Are Still here
48. 04/05/18 9:05 p.m. - Bella: We Are gonna get some icecream
49. 04/05/18 9:48 a.m. - +31 6 36038630: Could someone let us in
50. 04/05/18 9:48 a.m. - Rosie: Good Morning team!!
51. 09/05/18 2:58 p.m. - Montserrat: IMG-20180509-WA0011.jpg (archivo adjuntado)
52. 09/05/18 2:58 p.m. - Montserrat: IMG-20180509-WA0013.jpg (archivo adjuntado)
53. Dear team, Here I leave the picture of the quality folding. This picture is from Den haad, a really busy store which get close everyday with this qualily. That’s mean, if they can, we can for sure, you only need to put a bit more of attention and time in it. And of course, I will be always available to show you how to do
54. 09/05/18 3:00 p.m. - Montserrat: IMG-20180509-WA0010.jpg (archivo adjuntado)
55. The last, I left the picture of thw shoes behind the door in man. So everyday before go home, the sale assitant who is working in man should check. Thanks a lot!!!!!
56. 09/05/18 4:29 p.m. - Montserrat: IMG-20180509-WA0015.jpg (archivo adjuntado)
57. Today I was with Nerissa In woman, we did a small change in zone 1. Que change the position of the table, to improve the sales. And we change the position of some items, how you see here, the bench in the front of the table is now only with two items, please keep it like this and not add new items. We didnt remove items from the store, we just change the position of then for a better result of the store. Have a nice afternoon team and thanks to read me and follow this.
58. 10/05/18 8:44 a.m. - Rosie: Good Morning team!!
59. My well ironed uniform pants (size 34) are hanging in men’s stock, next to the entrance. So, whoever is working today, please keep it there. I am working in the evening shift and I will put it back in my closet as soon as I am in the store. Thank you!
60. 10/05/18 11:40 a.m. - Garrett: Good morning everybody. In case of the ipods before we go home we have to leave the ipods like this:
61. 10/05/18 11:40 a.m. - Garrett: IMG-20180510-WA0014.jpg (archivo adjuntado)
62. 10/05/18 11:40 a.m. - Garrett: Not like this:
63. 10/05/18 11:40 a.m. - Garrett: IMG-20180510-WA0015.jpg (archivo adjuntado)
64. 10/05/18 11:41 a.m. - Garrett: Thank you for following up this from now on
65. 10/05/18 12:01 p.m. - Vanessa: My last day is 23rd May so it would be really nice to go for some drinks with everyone next Friday or Saturday if people are free after work (18th or 19th) 😊🎉
66. 11/05/18 10:03 a.m. - Hendrik: IMG-20180511-WA0000.jpg (archivo adjuntado)
67. Good morning, did anyone change or saw my uniform shoes? It was here in Massimo bag
68. 11/05/18 11:53 a.m. - Gigi: Sorry, I'm running 5 min late
69. 12/05/18 6:39 p.m. - Anne: O shit!! I forgot to buy a polo!!
70. 12/05/18 6:40 p.m. - Anne: Can you keep it for me in the closet, please?
71. 13/05/18 11:03 a.m. - +31 6 36038630: I might be a little late. One tram didn't come.
72. 13/05/18 11:44 a.m. - Alice: Morning! I'll be 5 to 10 minutes late...don't know what is going on in lines 2 & 5 in Centraal Station
73. 13/05/18 11:57 a.m. - Pamela: I will open the store with none
74. 13/05/18 11:58 a.m. - Pamela: ...
75. 13/05/18 11:59 a.m. - Alice: Sorry for the inconvenience. 2 trams came but didn't stop for passengers
76. 13/05/18 12:00 p.m. - +31 6 36038630: Mine just shut down as well. I'm couple stops away
77. 13/05/18 12:00 p.m. - Anne: <Multimedia file>
78. 16/05/18 8:51 a.m. - Montserrat: Dear team! Goodmorning! I want to congratulate you for how look the store! It's following correctly basic standars! Especially man had a big change in the last three days! GREAT JOB COLLEAGES! Let's continue in this way! Have a nice day all of you💪🏼😃💪🏼
79. 16/05/18 9:47 a.m. - Vanessa: Please can someone get the door😊
80. 16/05/18 9:04 p.m. - Vanessa: Good evening everyone!!! As discussed with lots of you it would be great to go for a meal/drinks this Friday before I leave to go back to England. There's a really nice Mexican restaurant in de pijp (los feliz) I could book if everyone would still like to go!🎉😊
81. 16/05/18 9:06 p.m. - Vanessa: Yeh I could book for 19.30/20.00
82. 16/05/18 9:17 p.m. - Alice: I'm in🤔
83. 16/05/18 9:25 p.m. - Bella: I wanna come to, but i am fasting (ramadan) from tomorrow on for one month, I do not think It's A Good idea to be A partypooper around you guys.... So I hope in the future we can meet up again and have fun😊 I Will pass for this oneHTTPS for all, also ramadan mubarakhamdi understands😊
84. 16/05/18 9:28 p.m. - Hena Amsterdam: I also already have plans for that day, but if I finish earlier I might join later
85. 16/05/18 9:35 p.m. - Rosie: I am in
86. 16/05/18 9:37 p.m. - Hendrik: I am fasting also, but i will try to come after 😊
87. 16/05/18 9:48 p.m. - Vania: Hello beautiful people next Friday I have my birthday and a housewarming party in my new house. I would love if all of you will join! The address of the house is Oostzaanstraat 197, 1013 WH. The party starts at 19:30 😊😊😊😊😊
88. 16/05/18 8:30 a.m. - Gerard Massimo: Hello beautiful Vasiliki😊
89. 16/05/18 9:51 a.m. - Gerard Massimo: I guess you are going to prepare several greek disheses!😊
90. 16/05/18 10:51 a.m. - Gerarad Massimo: Musaka ect...
91. 16/05/18 8:54 a.m. - Vania: Well, I am going to prepare Greek alcohol😊
92. 16/05/18 8:55 a.m. - Vania: 😊😊😊 Anne please come backkkkk
93. 16/05/18 9:03 a.m. - Vanessa: I like the sound of this... hope I don't miss my flight the next morning😊
94. 18/05/18 9:12 a.m. - Hena Amsterdam: Yeeeyyy, lovely😊 I will join$
103. 18/05/18 9:25 a.m. - Vanessa: Also I tried to reserve on the website for los feliz but they were booked up so maybe this evening we can just go for drinks unless someone knows somewhere else to go?

104. 18/05/18 9:25 a.m. - Vania: Sure!!

105. 18/05/18 9:30 a.m. - Michal: 😊

106. 18/05/18 9:45 a.m. - Hendrik: Could someone open the door please

107. 18/05/18 3:11 p.m. - Rosie: Hey Victoria!

108. 18/05/18 3:11 p.m. - Rosie: I am sick today and going home. I’m sorry but I will not be able to go out with you guys for drinks. 😞

109. 18/05/18 4:31 p.m. - Gigi: I’m so sorry. I cannot join today either 🙁

110. 18/05/18 5:32 p.m. - Vanessa: Don’t worry! Maybe we should rearrange for another evening. If not I will be at Vasiliki’s party so can say goodbye to everyone then that I won’t see this weekend😊

111. 18/05/18 5:33 p.m. - Montserrat: Yes please!!!!! Next week!!! Even during the week! I will be there

112. 18/05/18 5:43 p.m. - Michal: Next week is fine also for me.

113. 18/05/18 6:53 p.m. - +31 6 36038630: So is anything happening today and where?

114. 18/05/18 6:59 p.m. - Bella: So ill be there Next wk too, but Im gonna take an extra person with me 😊

115. 20/05/18 10:49 a.m. - Michal: Hi we are outside

116. 20/05/18 11:44 a.m. - Pamela eliminó a +31 6 55945213

117. 21/05/18 11:23 a.m. – M1-German: Morning team

118. 21/05/18 11:23 a.m. – M1-German: Here some changes for the schedule of this week. It’s only for a few people and it’s just as a reminder. The changes are written with pen.

119. 21/05/18 11:24 a.m. – M1i-German: <Multimedia file>

120. 23/05/18 2:08 p.m. - Pamela: I just send the schedule the schedule for June, please take a look at it and special pay attention for next week because maybe some days from May are also changed.

121. Have a good day!

122. 25/05/18 8:57 a.m. – Garrett: Goodmorning Team!!

123. Today we have a visit from the international HR team. Therefore it’s very important that everybody that is working today is wearing the uniform with the correct t-shirt and foodwear. Also make sure your appearance is spot on (hair, make up) Thank you and are you all later.

124. 25/05/18 8:57 a.m. - Garrett: *see you all

125. 25/05/18 2:14 p.m. - Vanessa salió del grupo

126. 25/05/18 3:37 p.m. - M1Garrettañadió a +31 6 25304700

127. 25/05/18 3:37 p.m. - Garrett: Hi Carol! This is the group app of Massimo Dutti Amsterdam.

128. 25/05/18 3:38 p.m. - Garrett: Welcome to the team 😊

129. 25/05/18 3:40 p.m. - +31 6 25304700: Thank you. I’m happy to be part of the team.

130. 25/05/18 4:07 p.m. - Bella: Vasilikiiiiiii

131. 25/05/18 4:08 p.m. - Bella: Send us the adress and location

132. 25/05/18 4:08 p.m. - Bella: And IT start at 7:30

133. 25/05/18 4:09 p.m. - Bella: Is there food?? Because by then we Are hangry👹

134. 25/05/18 4:09 p.m. - Vania: Guysssss

135. 25/05/18 4:09 p.m. - Bella: 😂🤣

136. 25/05/18 4:10 p.m. - Vania: The address is oostzaanstraat 197 1013WH

137. 25/05/18 4:10 p.m. - Vania: I have some snacks. The more the better :) 

138. 25/05/18 4:10 p.m. - Vania: Waiting for all of you

139. 25/05/18 4:10 p.m. - Vania: 😏😏😏

140. 25/05/18 4:11 p.m. - Garrett: Is it going to be like that Vasiliki?!?!
I could bring something to drink

Garrett: A "Dutch" party

Bella: So we take “take away”

Bella: Tea is for english folk

Vania: I am adjusting easily to the cultures 😆

Bella: Haha

Garrett: I spoke with Mrinal and some of us did already get the salary on their bank

Vania: I didn’t 😞

Garrett: It depends off the bank you have so it can be later today or otherwise on Monday

Vania: Apart from the salary guys, I am expecting to see you all at 19:30 😍😍😍

Anne: 😢

Garrett: I will go home first to change Vasiliki

Anne: I met Dutch people today in the subway 😂😂

Vania: We miss you too Anne 😍😍😍😍

Rosie: Everyone already there?

Rosie: Hi are already there?

Rosie: I will be there in 15

Rosie: I'm on my way

Michal: I'm on my way

Rosie: Hi we are already at Vasiliki’s place

Vania: A “Dutch” party

Bella: We Will See

Bella: I miss Dutch language so much :))

Vania: We miss you too Anne 😍😍😍😍

Vania: Enjoy as well

Rosie: Everyone already there?

Rosie: I’m on my way

Rosie: Hi we are already at Vasiliki’s place

Anne: I miss Dutch language so much :))

Vania: I am adjusting easily to the cultures 😆
25/05/18 8:48 p.m. - Bella: Where is ur place
25/05/18 8:48 p.m. - Bella: Discutabel
25/05/18 8:48 p.m. - Bella: Dicribe Plse
25/05/18 8:50 p.m. - Vania: Guys
25/05/18 8:50 p.m. - Vania: Where
25/05/18 8:50 p.m. - Vania: Are you
25/05/18 8:53 p.m. - Vania: I am calling you guys
25/05/18 8:59 p.m. - Bella: ubicación: https://maps.google.com/?q=52.391395568847656,4.873249053955078
25/05/18 8:59 p.m. - Bella: We Are here
25/05/18 9:00 p.m. - Hena Amsterdam: 3 mins
25/05/18 9:24 p.m. - Bella: Gerardeeeeee
25/05/18 9:24 p.m. - Bella: Where Are you
25/05/18 9:59 p.m. - Gigi: Yeeees
25/05/18 10:00 p.m. - Gigi: Geooorge!!!
25/05/18 10:04 p.m. - Montserrat: IMG-20180525-WA0020.jpg (archivo adjuntado)
25/05/18 10:05 p.m. - Bella: IMG-20180525-WA0021.jpg (archivo adjuntado)
25/05/18 10:37 p.m. - Bella: IMG-20180525-WA0022.jpg (archivo adjuntado)
25/05/18 10:45 p.m. - 25304700631+0: Nice pics!
25/05/18 10:50 p.m. - Bella: <Multimedia file>
26/05/18 4:30 a.m. - Vania: Thank you all
26/05/18 4:30 a.m. - Vania: Love you guys
26/05/18 4:30 a.m. - Vania: 😍😍😍😍😍
30/05/18 9:50 a.m. - Rachel: Dear colleagues,
31/05/18 9:51 p.m. - Rachel: Dear colleagues,

I forgot to take my tiramisu with me while leaving. And I hope it is still there when I come tomorrow. Please please please don’t take it 😚😁😅😋

31/05/18 9:55 p.m. - Vania: 😂
31/05/18 10:11 p.m. - Pamela: Nice tiramisu for breakfast tomorrow 😊
31/05/18 10:13 p.m. - Rachel: 😔
31/05/18 10:23 p.m. - Michal: 😇
01/06/18 9:52 a.m. - +31 6 25304700: <Multimedia file>
03/06/18 11:53 a.m. - Michal: Hi we are outside
03/06/18 6:39 p.m. - Alice: Hi everyone! I forgot 2 yogurts in the fridge. You can eat them tomorrow. Have a nice week!

04/06/18 11:48 a.m. - Hena Amsterdam: Could someone let me in
07/06/18 11:49 a.m. - Montserrat: <Multimedia file> Hope you all understand and if you have any question write me personally or tell me in the store. The idea is that all what I’m leaving ready today will be ready next Wednesday too. THANKS TEAM!

07/06/18 11:54 a.m. - Montserrat: As well, remember now the stock in woman and men it is separate by winter/ sales so in the moment to do the 25 you have to check signal where we did the separation

07/06/18 9:46 p.m. - Pamela: <Multimedia file>
07/06/18 10:01 p.m. - Bella: The cashmere Because of the prices
07/06/18 10:01 p.m. - Bella: The rest I dont know
08/06/18 1:33 p.m. - Rachel: <Multimedia file>
08/06/18 1:34 p.m. - Rachel: Hey Paloma

Yesterday you asked me how to see the prices for sales. Well we would be already able to see the prices on ipod as well!!

08/06/18 1:48 p.m. - Garrett: Hi ramya
08/06/18 1:48 p.m. - Garrett: It’s working
08/06/18 1:48 p.m. - Garrett: Thank you 😊
08/06/18 1:48 p.m. - Rachel: 😂😂
09/06/18 9:35 a.m. - Rachel: Could someone let me in please?!
09/06/18 9:44 a.m. - Alice: I’m here too
09/06/18 9:51 a.m. - +31 6 36038630: Could someone let me in please
12/06/18 5:32 p.m. - Gerard Massimo: I took the i pod with me😊
12/06/18 6:07 p.m. - Bella: Really😊
13/06/18 9:42 a.m. - Hena Amsterdam: Can someone let me in please
13/06/18 9:48 a.m. - Alice: Morning! I’m outside
13/06/18 6:00 p.m. - Michal: Hi I’m 10 min late
14/06/18 11:16 a.m. - Bella: <Multimedia file>
14/06/18 11:34 a.m. - Vania: 😊😊

15/06/18 1:37 p.m. - Garrett: <Multimedia file>
15/06/18 1:38 p.m. - Garrett: They are amazing 😊😊
15/06/18 1:45 p.m. - Vania: 😊😊
15/06/18 1:47 p.m. - Bella: Nice
15/06/18 1:47 p.m. - Bella: 😊
15/06/18 4:02 p.m. - +31 6 25304700: Dammit, I missed it!
15/06/18 4:56 p.m. - Michal: I wished I’ve worked today 😊
15/06/18 8:50 p.m. - Rosie: 😊
15/06/18 9:40 p.m. - Hendrik: So i will bring some tomorrow for all to try it 😊😊
15/06/18 9:53 p.m. - Alice: Thanks!
15/06/18 9:53 p.m. - Alice: 😊
15/06/18 9:58 p.m. - +31 6 25304700: Great! Thank you very much
15/06/18 10:01 p.m. - Michal: Thanks!!!!!! 😊😊😊
16/06/18 8:39 a.m. - Vania: Good morning guys
16/06/18 8:40 a.m. - Vania: My tram is running late
16/06/18 8:44 a.m. - +31 6 25304700: Good morning! Could anyone please, let me in?
17/06/18 11:23 a.m. - M1Garrettañadió a Rihanna Massimo
18/06/18 11:56 a.m. - Anne: Door pls
22/06/18 8:48 a.m. - Rachel: Could someone let me in please!
22/06/18 8:49 a.m. - Bella: Goodmorning collega’s, hope all of you doing Well! So today we
22/06/18 8:52 a.m. - Gigi: Whaaaat? 🎊🎊
22/06/18 8:53 a.m. - Bella: <Multimedia file>
22/06/18 8:54 a.m. - Bella: Who wants to go with me now???? Around 11:00 this morning
22/06/18 9:35 a.m. - Anne: Do you know why we got so early? 😊
22/06/18 9:35 a.m. - Anne: Sales started ?
22/06/18 9:36 a.m. - Bella: Yes yesterday Kleding winkel 2
22/06/18 9:49 a.m. - Pamela: They give you the money so you can spend it on them
22/06/18 9:50 a.m. - Pamela: 😊
22/06/18 12:13 p.m. - Alice: <Multimedia file>
22/06/18 12:13 p.m. - Alice: What a good news!
22/06/18 1:03 p.m. - Bella: Hi guyssss
22/06/18 1:06 p.m. - Bella: We lost the vitrinekey sinds wednesday
22/06/18 1:06 p.m. - Bella: Can you Plse keep an extra eye open for it 😊😊😊
22/06/18 1:11 p.m. - Anne: Sorry guys
22/06/18 1:11 p.m. - Anne: I think it’s in my pocket in pans
22/06/18 1:11 p.m. - Anne: I’m not sure , but I have a feeling
22/06/18 1:11 p.m. - Anne: You can check it in my locker
22/06/18 2:36 p.m. - Garrett: Hi team! Next Wednesday the 27th of June we are going to
have pricing of the sale after closing. Please keep in mind that everybody who is scheduled that day
will have to stay longer to do this.
23/06/18 8:41 a.m. - Hena Amsterdam: Could someone let me in please
23/06/18 8:45 a.m. - Rosie: Hi! Open the door please!
23/06/18 8:52 a.m. - Anne: Door pls
23/06/18 6:04 p.m. - Montserrat: <Multimedia file>
23/06/18 6:04 p.m. - Montserrat: Wedding time!😊
23/06/18 6:17 p.m. - Hena Amsterdam: Have fun❤
23/06/18 6:20 p.m. - Vania: So beautiful
23/06/18 6:20 p.m. - Vania: 😊😊
23/06/18 6:49 p.m. - Gerard Massimo: Guapa😊
23/06/18 6:55 p.m. - Michal: Que hermosa!!! 😊
23/06/18 7:03 p.m. - Bella: WoW 😊😊😊
23/06/18 7:07 p.m. - Rosie: Pretty 😊😊😊
23/06/18 9:08 p.m. - Alice: Maaarta, you make me remember Ariana Grande! It’s a
compliment 😊
24/06/18 10:54 a.m. - Michal: Hi I might be 5 min late. Tram 3 has is running late
24/06/18 11:49 a.m. - Rihanna Massimo: Me too 😊😊
322. 24/06/18 4:14 p.m. - Bella: <Multimedia file>
323. 24/06/18 4:16 p.m. - Hendrik: Hahaha need 1 also 😂😂
324. 24/06/18 7:39 p.m. - Michal: 😑😑😑
325. 25/06/18 8:17 a.m. - Garrett: Dear Team! We have a bit of a problem today...we have three sick people today so we are in desperate need of support!
326. 25/06/18 8:18 a.m. - Garrett: Who can work extra today to help out
327. 25/06/18 8:20 a.m. - Hendrik: Hahaha need 1 also 😂😂
328. 25/06/18 8:20 a.m. - Garrett: Hamdi to the rescue 🖐🏻
329. 25/06/18 8:20 a.m. - Hendrik: 😂😂😂
330. 25/06/18 8:20 a.m. - Pamela: From 12 till 19 will be the shift for the people that can come today
331. 25/06/18 8:21 a.m. - Hendrik: Okay i will come 😊
332. 25/06/18 8:21 a.m. - Pamela: Thanks a lot
333. 25/06/18 10:17 a.m. - Alice: I’m going...
334. 25/06/18 10:20 a.m. - Garrett: Thank you Alanna 👍😊
335. 25/06/18 10:23 a.m. - Rihanna Massimo: Good Morning Garrett. You’ve called me. I’m sorry! I’m in Rotterdam today! Can’t be there.
336. 25/06/18 10:31 a.m. - Vania: I am working in Philips
337. 25/06/18 10:32 a.m. - Vania: 😊
338. 25/06/18 10:47 a.m. - Michal: Hi guys I can come. I would need to leave around 5:15 I have an appointment later.
339. 25/06/18 10:49 a.m. - Garrett: Perfect Michalelle
340. 25/06/18 10:53 a.m. - Michal: I get ready and go. I think around 1 hr
341. 25/06/18 10:53 a.m. - Garrett: 12 is fine
342. 25/06/18 11:57 a.m. - Rosie: I would love to help but I am in Garrett.
343. 26/06/18 9:31 a.m. - Vania: Guys I am in the tram but the police stopped the bus in front
344. 26/06/18 9:31 a.m. - Vania: I don’t know what happened
345. 27/06/18 9:36 a.m. - Rachel: Trains were delayed. Will be late by few mins
346. 27/06/18 9:36 a.m. - Rachel: Sorry!
347. 27/06/18 9:45 a.m. - Hena Amsterdam: Door please 😘
348. 27/06/18 9:46 a.m. - Pamela: Coming
349. 27/06/18 9:50 a.m. - Anne: Door pls
350. 27/06/18 9:53 a.m. - Rachel: Door please
351. 28/06/18 7:38 a.m. - Garrett: <Multimedia file>
352. 28/06/18 7:38 a.m. - Garrett: Dear team
353. 28/06/18 7:39 a.m. - Garrett: I don’t know who left a lammy coat of €xxx like this but let’s respect this more
354. 28/06/18 7:39 a.m. - Garrett: I doesn’t take so much extra time to just put it in plastic and hang it on the rail for G. to clean the next morning
355. 28/06/18 1:55 p.m. - Rachel: https://m.facebook.com/story.php?story_fbid=1512061332256584&id=1245341605595226
356. This is what we did during the assessment day 😘
357. 28/06/18 1:56 p.m. - Bella: You little Diva 😍
358. 28/06/18 4:30 p.m. - Rosie: Lovely!!!! 😌😌
359. 28/06/18 4:33 p.m. - Vania: Great!! 👍😊
360. 28/06/18 11:04 p.m. - Hendrik: Dear managers and team
361. We are planning to go this Saturday after work to eat syrian shawrma near the bloemen markt
362. It will be nice if all of us joined 😊
363. 28/06/18 11:04 p.m. - Hendrik: <Multimedia file>
364. 28/06/18 11:28 p.m. - Vania: 🍽️口水口水口水 food!!!!!
365. 29/06/18 2:08 p.m. - Bella: Hi guys... hope you all Doing Good! I have A request 😳 can anyone change the shift tomorrow with me 😃 I'm working on the sunday, is there Someone Who can help me out please 😃 I need to be off on sunday
366. 29/06/18 2:12 p.m. - Vania: I am working both days. Otherwise with pleasure!
367. 29/06/18 2:22 p.m. - Alice: 😈
368. 29/06/18 2:23 p.m. - Alice: If it is to be free tomorrow and work on Sunday I'm in
369. 29/06/18 2:33 p.m. - Bella: Hi guys... hope you all Doing Good! I have A request 😬 can anyone change the shift tomorrow with me 😃 I'm working on the sunday, is there Someone Who can help me out please 😃 I need to be off on sunday 😃
370. 29/06/18 2:33 p.m. - Bella: For me to Work tomorrow and to be off on sunday, I'm on the schedule sunday!
371. 30/06/18 9:41 a.m. - Rachel: Could someone let me in pls!?!?
372. 30/06/18 9:53 a.m. - Rihanna Massimo: Me too
373. 30/06/18 9:57 a.m. - Gerard Massimo: The door please
374. 30/06/18 11:37 a.m. - Vania: I might be 5 minutes late my transportation is running slow
375. 30/06/18 11:37 a.m. - Vania: Late *
376. 30/06/18 11:42 a.m. - Vania: My transportation is canceled
377. 30/06/18 11:42 a.m. - Vania: I am taking a taxi
378. 30/06/18 11:42 a.m. - Vania: 😭
379. 30/06/18 7:16 p.m. - Hendrik: For who want to come here is the location and we will be there around 30 min
380. 30/06/18 7:16 p.m. - Hendrik: Bread and Salt
381. Geelvinckssteeg 2H, 1017 BE Amsterdam
382. 06 86411150
383. https://goo.gl/maps/BSBqBSNHvP2
384. 30/06/18 8:53 p.m. - Bella: IMG-20180630-WA0003.jpg (archivo adjuntado)
385. 30/06/18 8:59 p.m. - Montserrat: Ehhhh 😊
386. 30/06/18 9:01 p.m. - Gigi: Niiiiicceee!!!!
387. 30/06/18 9:12 p.m. - Michal: 😊
388. 30/06/18 9:20 p.m. - +31 6 25304700: Hi guys, it's really been a pleasure getting started at Massimo Dutti with you, getting to know each one of you, and working together. However, as I'm now at Massimo Dutti Amstelveen, it's probably a good idea to leave this group. Many thanks, and I hope we cross paths again soon.
389. 30/06/18 9:31 p.m. - Rachel: Could someone let me in pls?!?
390. 30/06/18 9:37 p.m. - Hendrik: Wil je me €16,00 betalen voor 'Shawrma' via https://tikkie.me/pay/v7ogo9uoj1voi35m5p
391. Deze link is geldig t/m 13 juli
392. 03/07/18 1:22 p.m. - Rihanna Massimo: Dear colleagues! I have a favor to ask. Can someone work for me on Saturday 14th of July?!?! I have realized that I have kungfu exam on that day and really need to be free!! 🙈🏈 אשלי can work for you on Sunday instead? 🙈football
393. 03/07/18 3:05 p.m. - Alice: 'I'm working on both 😃
394. 03/07/18 7:19 p.m. - Vania: Maybe check the people who don't work on Saturday
395. 03/07/18 7:22 p.m. - Hendrik: I'm working on both days
403. 04/07/18 9:51 a.m. - Rosie: Hi! My tram is late. The Bridge is open and the road is blocked. I will be a few minutes late, sorry.

404. 04/07/18 9:52 a.m. - Gerard Massimo: I’m also running late 5-10 minutes

405. 05/07/18 7:44 a.m. - Hena Amstermd: Will be 5 min late sorry, tram delay

406. 05/07/18 6:43 p.m. - Montserrat: Amigos! I think I told already to everyone, and some of you confirmed and others told me reasons why you can’t come. But on Saturday I will celebrate my birthday in Hotel Arena (Amsterdam) and all of you are invited! Can you please send me one if you are coming? 😍 and if you come with your boyfriend/girlfriend 😍

407. 05/07/18 6:43 p.m. - Montserrat: Easy way to count 😊

408. 05/07/18 6:46 p.m. - Gerard Massimo: 😍😍😍

409. 05/07/18 6:47 p.m. - Gerard Massimo: Sorry amiga but I’m polyamorous 😂

410. 05/07/18 6:47 p.m. - Hena Amsterdam: 😂😂😂

411. 05/07/18 7:20 p.m. - Vania: I am coming of course with my sister 😍

412. 05/07/18 7:20 p.m. - Vania: 😍🤗❤️🤗❤️❤️❤️

413. 05/07/18 7:24 p.m. - Hendrik: 😆

414. 05/07/18 8:00 p.m. - Michal: 😳

415. 05/07/18 8:02 p.m. - Rosie: I will be there with my Husband 😍

416. 05/07/18 9:55 p.m. - Garrett: 😄

417. 05/07/18 10:06 p.m. - Gigi: 😃🍻

418. 05/07/18 10:38 p.m. - Pamela: 🕺🏻🕺🏻

419. 06/07/18 2:47 p.m. - Pamela: Hello team, I want to inform you that the request for the schedule has to be send before the 1st of the previous month. Due to a change of the regulation from the CAO the schedule has to be send three weeks in advance, so that’s why the deadline will be know earlier. It means that you will have to send me your requests for September before the 1st of August, and every month the same. If you have a request after that day you will have to switch with a colleague as usual. Thanks for the collaboration.

420. 06/07/18 3:04 p.m. - Garrett: I also want to add that next Wednesday the 11th of July there is going to be again the pricing after closing of the sale items because of the third reduction that will go in effect Thursday the 12th of July.

421. 06/07/18 3:05 p.m. - Garrett: Keep in mind that for those of you that are working that Wednesday that you have to stay longer then scheduled. Thank you!

422. 06/07/18 7:44 p.m. - Rachel: I forgot to sign the commission list!

423. 06/07/18 7:44 p.m. - Bella: Tomorow you can sign

424. 06/07/18 8:48 p.m. - Pamela: I also forgot because someone just put the code and didn’t let me sign... 😃

425. 06/07/18 8:49 p.m. - Bella: 😊😊

426. 06/07/18 9:54 p.m. - Bella: Omgoshhhh brasil lost the football match

427. 06/07/18 9:55 p.m. - Rihanna Massimo: Yeyyyy!!!

428. 06/07/18 9:55 p.m. - Bella: Sorry alanna 😞

429. 06/07/18 9:55 p.m. - Hendrik: Congrats for our neighbors BEBE

430. 06/07/18 9:56 p.m. - Michal: 😂

431. 06/07/18 9:56 p.m. - Bella: Yes.... you know What this means... they Are gonna mock us foreva

432. 06/07/18 10:48 p.m. - Hendrik: 😃😃😊
06/07/18 11:16 p.m. - Alice: Well, well...we played so good that we scored a goal for Belgium 😂

06/07/18 11:16 p.m. - Alice: I’m laughing but I’m crying

06/07/18 11:17 p.m. - Bella: 😂

06/07/18 11:43 p.m. - Bella: <Multimedia file>

06/07/18 11:43 p.m. - Hendrik: Hahahaha

06/07/18 11:44 p.m. - Rachel: 😂😂😂

06/07/18 11:47 p.m. - Alice: And do u know why the referee didn’t give us the penalty, don’t you? 😂

06/07/18 11:47 p.m. - Alice: <Multimedia file>

06/07/18 11:48 p.m. - Bella: Haha 🤦🏻‍♀️

06/07/18 11:48 p.m. - Rihanna Massimo: Ha ha ha

06/07/18 11:48 p.m. - Bella: Sports and politica 🤣😂

06/07/18 11:48 p.m. - Bella: Coming

06/07/18 11:48 p.m. - Bellas: <Multimedia file>

06/07/18 11:56 a.m. - Rihanna Massimo: Door pls

06/07/18 6:48 p.m. - Michal: Shaun I forgot to sign today

11/07/18 8:52 a.m. - Hena Amsterdam: My train is delayed so I might be 5 min late, sorry

13/07/18 9:49 a.m. - Hena Amsterdam: Door please

13/07/18 12:36 p.m. - Montserrat: <Multimedia file>

13/07/18 12:45 p.m. - Rihanna Massimo: Ohhh Gerard is also leaving?!! Next week Friday you mean?

13/07/18 1:01 p.m. - Gerard Massimo: I do 😞 😞

13/07/18 1:09 p.m. - Montserrat: Yes Friday 20 July!

13/07/18 1:25 p.m. - Michal: Cool video 😊 👍🏻

13/07/18 2:49 p.m. - Bella: Really 😊 to hear, but Good for you guys, Im innnnn 😊😊😊

13/07/18 4:10 p.m. - Vania: I love you both 😊😊😊😊😊😊😊😊😊

13/07/18 4:11 p.m. - Vania: And I am going to really miss you

13/07/18 4:12 p.m. - Vania: Because a great team is what makes a good company and you are gonna be really missed

13/07/18 4:55 p.m. - Rosie: Oh Gerard, you are leaving too!!

13/07/18 10:52 a.m. - Hena Amsterdam: <Multimedia file>

14/07/18 11:24 a.m. - Hena Amsterdam: Will get there between 12.15-12.30

14/07/18 7:27 p.m. - Rihanna Massimo: <Multimedia file>

14/07/18 7:27 p.m. - Rihanna Massimo: <Multimedia file>

14/07/18 7:30 p.m. - Bella: Congrats😊

14/07/18 7:34 p.m. - Garrett: ☺️👍🏻

14/07/18 7:36 p.m. - Gerard Massimo: Congratulations Raelin😊

14/07/18 7:44 p.m. - Rihanna Massimo: Thank youuuuu!!! 😊

14/07/18 8:02 p.m. - Hena Amsterdam: Congraaaats😊😊😊

14/07/18 8:10 p.m. - Alice cambió el asunto de "Massimo Dutti Amsterdam" a "Massimo Dutti Amsterdam."

14/07/18 8:11 p.m. - Vania: Congrats!!!! Now go for the black one ;)

14/07/18 8:15 p.m. - Michal: 🙏🏻 congratulation

14/07/18 8:16 p.m. - Alice: Sorry...I don’t know what was this...

14/07/18 8:16 p.m. - Garrett: 😂
14/07/18 8:17 p.m. - Bella: 😄

14/07/18 8:17 p.m. - Bella: IT was A exam she had dor kung du

14/07/18 8:17 p.m. - Rihanna Massimo: <Multimedia file>

14/07/18 8:18 p.m. - Bella: I created A new language 😄😂

14/07/18 8:18 p.m. - Rihanna Massimo: <Multimedia file>

14/07/18 8:18 p.m. - Bella: I created A new language 😄😂

14/07/18 8:18 p.m. - Rihanna Massimo: <Multimedia file>

14/07/18 8:19 p.m. - Alice: <Multimedia file>

14/07/18 8:19 p.m. - Bella: Nah thats Nothing

15/07/18 10:13 a.m. - Rosie: Congratulations Raelin!!! 😊👍🏻

15/07/18 11:29 a.m. - Rihanna Massimo: Thank you dear!! :)

15/07/18 7:10 p.m. - Bella: <Multimedia file>

15/07/18 8:43 p.m. - Garrett: 😄👍🏻

15/07/18 8:44 p.m. - Garrett: Didn’t see that one coming

15/07/18 9:32 p.m. - Bella: Jah 😏😏😏

15/07/18 9:32 p.m. - Bella: Too funny

15/07/18 9:53 p.m. - Rachel: 😏😏😏😏

15/07/18 10:37 p.m. - Rihanna Massimo: Ahhh! Poor thing! 😏😏😏😏

15/07/18 2:11 p.m. - Montserrat: The place to take dinner this evening is gonna be CHIN in the city center, good recommendation we have

16/07/18 2:55 p.m. - Montserrat: Sorryyyyy

16/07/18 2:56 p.m. - Montserrat: Not this evening

16/07/18 2:56 p.m. - Montserrat: Fridayyyyy

16/07/18 3:34 p.m. - Rosie: 😊👍🏻

16/07/18 3:52 p.m. - Garrett: You were also thinking for Saturday right?

16/07/18 3:52 p.m. - Garrett: If this is ok for everybody

16/07/18 4:06 p.m. - Vania: I can’t Friday guys

16/07/18 4:06 p.m. - Vania: :(

16/07/18 4:13 p.m. - Montserrat: Ohhhh

16/07/18 4:13 p.m. - Montserrat: 😏😊

16/07/18 4:51 p.m. - Vania: Maybe Saturday??

16/07/18 4:51 p.m. - Vania: But of course what suits best for everyone

16/07/18 4:52 p.m. - Garrett: In my opinion Saturday is better because the next day people start at 11:30 or later

16/07/18 4:57 p.m. - Michal: I would also prefer Saturday but if it’s Friday I’m fine with it.

16/07/18 5:01 p.m. - Gerard Massimo: Ok, it’s better to do it next Saturday so everybody can arrange to be there

16/07/18 6:22 p.m. - Montserrat: Perfect saturday

16/07/18 6:23 p.m. - Montserrat: For the people who can’t on saturday

16/07/18 6:23 p.m. - Montserrat: Im on in friday too

18/07/18 8:35 a.m. - Montserrat: Dear managers, I sign my hours of this night in Den Haag, I guess Evelyn will send it to Metaform (I dont know how to write) but please doble check. I started at 22.00 pm and I finish at 8.00 am with half hour of break at 2.00 am

18/07/18 8:35 a.m. - Montserrat: Thanks you 😘

18/07/18 9:10 a.m. - Bella: Hey gorg people, I cant be present on saturday.... if thats the plan for the party 😊

18/07/18 9:42 a.m. - Hena Amsterdam: Let me in please

18/07/18 9:44 a.m. - Pamela: I already transfer you Marya

18/07/18 9:44 a.m. - Pamela: Montserrat

18/07/18 9:50 a.m. - Rosie: Hi! Somebody open the door please!

18/07/18 9:54 a.m. - Michal: Hi could someone let me in please
18/07/18 2:02 p.m. - Montserrat: Thanks Paloma

18/07/18 7:07 p.m. - Bella: https://www.facebook.com/halalhumour/videos/860995404099535/

18/07/18 7:07 p.m. - Bella: Whuahahahaha

18/07/18 7:08 p.m. - Bella: 😂

18/07/18 7:08 p.m. - Rihanna Massimo: Hahaha!

18/07/18 7:08 p.m. - Rihanna Massimo: Have you seen the original one?

18/07/18 7:08 p.m. - Hendrik: Hahahha kikii 😂😂

18/07/18 7:09 p.m. - Bella: No there is No original

18/07/18 7:09 p.m. - Rihanna Massimo: There’s this black American guy who dances with the song and this guy is kinda imitating the scene

18/07/18 7:10 p.m. - Bella: Yeah is saw an african one👌🏻

18/07/18 7:13 p.m. - Rihanna Massimo: But apparently there are loads of them doing it with Kiki 😂

18/07/18 7:14 p.m. - Bella: Haha

19/07/18 12:25 a.m. - Montserrat: Guys! We keep tomorrow the dinner, because almost everyday someone have plans and tomorrow it is the best day for some of us. That’s means we need to know who is coming for make a reservation in the place to dinner.

19/07/18 12:20 p.m. - Montserrat: And if someone can not come next week till thursday when Im leaving Im open to meet with u for a coffee or a beer ( for example with you Vania) 😊

19/07/18 1:02 p.m. - Alice: I’m sorry I can’t go... since you changed, now I have plan for tomorrow too...but I’m in for a drink next week❤

19/07/18 1:33 p.m. - Rihanna Massimo: She’s the witch at game of thrones?

19/07/18 5:31 p.m. - Garrett: I can join Montserrat

19/07/18 6:13 p.m. - Michal: I’ll join too.

19/07/18 9:05 p.m. - Bella: 😎😎😎😎😎

19/07/18 9:05 p.m. - Bella: https://m.youtube.com/watch?v=uWIEDnd5BMI

19/07/18 10:10 p.m. - Rihanna Massimo: Me too

19/07/18 10:18 p.m. - Michal: 😄😄😄

20/07/18 10:53 a.m. - Hendrik: Unfortunately i will not be able to join you today

20/07/18 2:58 p.m. - Garrett: Here some pictures of Montserrat with her new best friend

20/07/18 2:58 p.m. - Garrett: IMG-20180720-WA0003.jpg (archivo adjuntado)

20/07/18 3:07 p.m. - Alice: 😎

20/07/18 3:30 p.m. - Rosie: 😂

20/07/18 3:42 p.m. - Gerard Massimo: Montserrat is going to Hollywood after here

20/07/18 3:43 p.m. - Rihanna Massimo: Who is she?

20/07/18 3:43 p.m. - Garrett: 😁😁

20/07/18 3:43 p.m. - Garrett: Shame on you....shame

20/07/18 3:43 p.m. - Rihanna Massimo: 😁😁

20/07/18 3:45 p.m. - Rihanna Massimo: She’s the witch at game of thrones?

20/07/18 3:45 p.m. - Garrett: Yes

20/07/18 3:45 p.m. - Garrett: 😈😈

20/07/18 3:45 p.m. - Hena Amsterdam: Good reference M1Garrett 😈😈😈😈😈

20/07/18 3:45 p.m. - Rihanna Massimo: Hahha! She looks different! Younger
20/07/18 3:46 p.m. - Rihanna Massimo: Take the shame back G!! 😊
20/07/18 3:48 p.m. - Garrett: Never!! 😁
20/07/18 3:49 p.m. - Rihanna Massimo: Mean!!!! 😂
20/07/18 4:43 p.m. - Bella: For the peeps Who wanna eat in this location this is the menu
20/07/18 4:53 p.m. - Bella: We can reserve A share dining for 32,50 pp
20/07/18 4:53 p.m. - Bella: With all warm and cold dishes
20/07/18 4:53 p.m. - Bella: And desserts
20/07/18 4:54 p.m. - Bella: I am in for that 👆🏻
20/07/18 4:54 p.m. - Bella: Who else???
20/07/18 4:54 p.m. - Bella: So Plse let me know your Who is coming
20/07/18 5:07 p.m. - Michal: Jajajajaja I didn’t know neither and I love the game of thrones 😱🙈
20/07/18 5:08 p.m. - Rihanna Massimo: Hahah! Then shame on you! 😃
20/07/18 5:10 p.m. - Michal: 😃
20/07/18 5:13 p.m. - Michal: I hope one day John Snow comes to the shop 😂
20/07/18 5:28 p.m. - Rihanna Massimo: Well, he just got married!! 😍
20/07/18 5:33 p.m. - Michal: Ah yes I see the photos
20/07/18 7:02 p.m. - Bella: <Multimedia file>
20/07/18 7:06 p.m. - Montserrat: Are u leaving already?
20/07/18 7:06 p.m. - Montserrat: From home in 20 min in the tram
20/07/18 7:06 p.m. - Montserrat: Let me know and I leave
20/07/18 7:31 p.m. - Gerard Massimo: We are here
20/07/18 7:31 p.m. - Alice: <Multimedia file>
20/07/18 7:31 p.m. - Montserrat: Taking the tram I am
20/07/18 7:31 p.m. - Montserrat: Ohhh alanna! Nice places
20/07/18 7:31 p.m. - Rihanna Massimo: <Multimedia file>
20/07/18 7:55 p.m. - Hena Amsterdam: Enjoyyyyy!!!
20/07/18 7:56 p.m. - Bella: Where os the restos??
20/07/18 8:20 p.m. - Bella: VID-20180720-WA0033.mp4 (archivo adjuntado)
20/07/18 5:07 p.m. - Michal: Jajajajaja I didn't know neither and I love the game of thrones 😊
20/07/18 8:20 p.m. - Bella: <Multimedia file>
20/07/18 8:20 p.m. - Bella: <Multimedia file>
20/07/18 9:50 p.m. - Vania: Have fuuuuuuuuuu guys!!!!
20/07/18 9:50 p.m. - Vania: 😄😄😄😄😄
20/07/18 9:50 p.m. - Bella: <Multimedia file>
20/07/18 9:51 p.m. - Montserrat: Paloma veeeeeeenn
20/07/18 9:51 p.m. - Montserrat: Te queremos palomaaaa
20/07/18 9:51 p.m. - Bella: Read A book for Sam and put him to bed and come
20/07/18 9:54 p.m. - Pamela: 😜росс
20/07/18 9:54 p.m. - Pamela: Are you going to get a virgin tan?
20/07/18 9:55 p.m. - Montserrat: Paloma comeeee
20/07/18 9:55 p.m. - Bella: I Will buy you one too, Just cone
20/07/18 9:55 p.m. - Bella: Come*
20/07/18 9:55 p.m. - Bella: <Multimedia file>
20/07/18 9:55 p.m. - Pamela: <Multimedia file>
20/07/18 9:56 p.m. - Pamela: Montserrat ni adiós me dijiste en nuestro último día juntas 😢
20/07/18 9:56 p.m. - Montserrat: Amiga
613. 20/07/18 9:57 p.m. - Montserrat: Que feo mas grande
614. 20/07/18 9:57 p.m. - Montserrat: Como que no me di cuenta
615. 20/07/18 9:57 p.m. - Montserrat: El lunes vuelvo
616. 20/07/18 9:57 p.m. - Montserrat: A decirte adios
617. 20/07/18 9:57 p.m. - Montserrat: Me sigue queriendo 💖/💔 ???
618. 20/07/18 9:57 p.m. - Montserrat: No me compre la ropa al final
619. 20/07/18 9:57 p.m. - Montserrat: Asi q vuelvo seguro
620. 20/07/18 9:59 p.m. - Pamela: 😗
621. 20/07/18 10:02 p.m. - Vania: Montserrat we need Google translate here
622. 20/07/18 10:02 p.m. - Hena Amsterdam: Montserrat, Paloma nos vemos el lunes verdad?
623. 20/07/18 10:02 p.m. - Hena Amsterdam: Vaniayou too in for Monday? 😃
624. 20/07/18 10:02 p.m. - Vania: Or Sunday after wooooork
625. 20/07/18 10:02 p.m. - Montserrat: Sunday better???
626. 20/07/18 10:02 p.m. - Hena Amsterdam: Sunday I can't😭
627. 20/07/18 10:17 p.m. - Bella: <Multimedia file>
628. 20/07/18 10:22 p.m. - Vania: Hahaha ❤️❤️❤️❤️🔥👌👌
629. 20/07/18 10:23 p.m. - Bella: 😜
630. 21/07/18 12:07 a.m. - Alice: Belos!!!
631. 21/07/18 9:57 a.m. - Gerard Massimo: I will be late 10 minutes
632. 21/07/18 9:58 a.m. - Gerard Massimo: Forgot to put alarm
633. 21/07/18 10:03 a.m. - Bella: 😞
634. 21/07/18 8:05 p.m. - Bella: https://www.instagram.com/p/Bld4yTCnn2w/?utm_source=ig_share_sheet&igshid=9x9kojedq960
635. 21/07/18 8:05 p.m. - Bella: 😱💃🏻😂🤣😂🤦🏻‍♀
636. 21/07/18 9:13 p.m. - Rosie: 😄😄
637. 22/07/18 10:55 p.m. - Montserrat: Dear team, It's time to say bye to this group! Today how you know its was my last day in the store, it is still strange to think I am not coming tomorrow to see all of you there. And one more time I want to tell you THANK YOU, for everything from the first day, for trust me, let me grow in the company and the most important give me a family here. Thank for share some of your time the last days with me and for your sweet words and wishes. Everyone of you had a piece of my heart right now. ❤️ I am leaving the group, but please, let’s keep the contact!!! I wish you to all of you the best guys! A big Kiss 😘😍🇪🇸 Love you!!!!
638. 22/07/18 10:58 p.m. - Montserrat: <Multimedia file>
639. 22/07/18 10:58 p.m. - Montserrat: <Multimedia file>
640. 22/07/18 10:58 p.m. - Montserrat: <Multimedia file>
641. 22/07/18 10:58 p.m. - Montserrat: <Multimedia file>
642. 22/07/18 10:58 p.m. - Montserrat: <Multimedia file>
643. 22/07/18 10:58 p.m. - Montserrat: <Multimedia file>
644. 22/07/18 10:58 p.m. - Montserrat: <Multimedia file>
645. 22/07/18 10:58 p.m. - Montserrat: <Multimedia file>
646. 22/07/18 10:58 p.m. - Montserrat: <Multimedia file>
647. 22/07/18 10:58 p.m. - Montserrat: <Multimedia file>
648. 22/07/18 10:58 p.m. - Montserrat: IMG-20180722-WA0005.jpg (archivo adjuntado)
649. 22/07/18 11:00 p.m. - Alice: IMG-20180722-WA0005.jpg (archivo adjuntado)
650. 22/07/18 11:01 p.m. - Montserrat salió del grupo
651. 22/07/18 11:01 p.m. - Rihanna Massimo: Good luck in your new path dear! 😊❤
652. 22/07/18 11:10 p.m. - Vania: I love youuuuuuu ❤️❤️❤️❤️❤️
653. 22/07/18 11:10 p.m. - Vania: Missing you 😋
654. 22/07/18 11:11 p.m. - Bella: Gonna miss you ❤️❤️❤️
655. 23/07/18 10:04 a.m. - Rosie: Good morning managers! 🌞
656. I have switched days with Raelin. She will work instead of me today. I will take her shift on Thursday, 26th July. Thank you!
657. 23/07/18 11:54 a.m. - Hena Amsterdam: My tram has stopped, will be there in a couple of mins.
658. 23/07/18 12:01 p.m. - Hena Amsterdam: Door please
659. 23/07/18 7:11 p.m. - Michal: Hi I might be around 10 min late, for 10 seconds I didn't do it to the tram 😜
660. 24/07/18 10:19 a.m. - Bella: <Multimedia file>
661. 25/07/18 9:51 a.m. - Anne: The door pls
662. 25/07/18 9:52 a.m. - Alice: Door ☀️
663. 25/07/18 9:53 a.m. - Michal: Hi I might be around 10 min late, for 10 seconds I didn't do it to the tram 😑
664. 25/07/18 12:18 p.m. - Bella: Hi guys
665. 25/07/18 12:18 p.m. - Bella: One more for the fun 😁👌🏼💪🏼💪🏼💪🏼
666. 25/07/18 12:18 p.m. - Bella: https://www.instagram.com/p/BleP_7egjuM/?utm_source=ig_share_sheet&igshid=187e0zsd800
667. 25/07/18 1:00 p.m. - Bella: And this one... she is spittin🔥
668. 25/07/18 1:00 p.m. - Bella: https://www.instagram.com/p/BknW3uqHe8g/?utm_source=ig_share_sheet&igshid=gucity5otxej
669. 26/07/18 10:57 a.m. - Garrett: IMG-20180726-WA0001.jpg (archivo adjuntado)
670. 26/07/18 11:02 a.m. - Garrett: Dear team!!! It's time again to order the new uniforms.
671. 26/07/18 11:08 a.m. - Garrett: In the kitchen you can write down all the sizes and we need these before next Saturday 04/08.
672. Before you write down your size try the reference numbers of each items which will have a similar fit.
673. **DON'T** just write your old size because the fit off each item can be different then the previous uniform from last season.
674. 26/07/18 11:08 a.m. - Rihanna Massimo: I hope the new ones are less boring! ;) or a better color! I liked it when you guys had the blue suit back then! It was happier!!
675. 26/07/18 11:22 a.m. - Alice: I wasn’t motivated to go to the gym today, but after seen this chart and that I dress the biggest sizes, here I am! 💃🏻
676. 26/07/18 11:24 a.m. - Rihanna Massimo: Photo plz, otherwise I don’t believe it! 😘😔
677. 26/07/18 11:24 a.m. - Alice: IMG-20180726-WA0002.jpg (archivo adjuntado)
678. 26/07/18 11:25 a.m. - Rihanna Massimo: 👍🏼👍🏼👍🏼👍🏼 go girlllllll!!!
679. 26/07/18 11:38 a.m. - Garrett: 😄
680. 26/07/18 11:39 a.m. - Garrett: It’s a blue suit
681. 26/07/18 11:39 a.m. - Garrett: With white sneakers
682. 26/07/18 11:40 a.m. - Rihanna Massimo: 😌
683. 26/07/18 11:42 a.m. - Rihanna Massimo: Ladies!! Blue suit and white sneakers and *dark red* lipsticks! Yeahhh babyyy! 🙋🏼‍♂️💕
684. 26/07/18 11:44 a.m. - Rosie: 😏
685. 26/07/18 11:44 a.m. - Garrett: 😄
686. 26/07/18 11:51 a.m. - Rihanna Massimo: 😜
687. 26/07/18 12:40 p.m. - Bella: IMG-20180726-WA0003.jpg (archivo adjuntado)
688. 26/07/18 12:40 p.m. - Bella: Whuahahahahah 😁😁😁
689. 26/07/18 12:47 p.m. - Rihanna Massimo: Hahha! These Allochtonen!!
26/07/18 4:57 p.m. - Hendrik: <Multimedia file>
26/07/18 4:58 p.m. - Hendrik: IMG-20180726-WA0007.jpg (archivo adjuntado)
26/07/18 5:05 p.m. - Bella: Beautiful store 😍 😍
26/07/18 5:22 p.m. - Michal: I like it!
26/07/18 11:27 p.m. - Bella: IMG-20180726-WA0016.jpg (archivo adjuntado)
26/07/18 11:45 p.m. - Rosie: Hi! My tram is not running because the bridge is damaged. I am taking different connections and might be around 10 mins late. 😞 sorry.
27/07/18 12:20 p.m. - Bella: <Multimedia file>
27/07/18 12:37 p.m. - Bella: Het is snikheet.
27/07/18 12:39 p.m. - Rihanna Massimo: <Multimedia file>
27/07/18 12:39 p.m. - Bella: Nice 😍
27/07/18 1:20 p.m. - Vania: Show us what u got girls 😊😊
27/07/18 1:23 p.m. - Rihanna Massimo: 😊😊
27/07/18 7:08 p.m. - Hena Amsterdam: I forgot to sign 😍 AGAIN 😎😎
27/07/18 10:19 p.m. - Hendrik: <Multimedia file>
27/07/18 10:23 p.m. - Alice: <Multimedia file>
27/07/18 10:41 p.m. - Rosie: Nice!!!
27/07/18 11:00 p.m. - Gigi: 🌙луна
27/07/18 11:03 p.m. - Rihanna Massimo: Are you looking at the moon ppl?
27/07/18 11:04 p.m. - Rihanna Massimo: The eclipse?
27/07/18 11:05 p.m. - Hena Amsterdam: Yesss 😍 so beautiful 😍❤
27/07/18 11:07 p.m. - Rihanna Massimo: Yeaaah!! It’s almost getting Totally dark now
27/07/18 11:08 p.m. - Hena Amsterdam: Do you see the Mars?
27/07/18 11:08 p.m. - Michal: Wow very beautiful malla. Hamdi 😘❤
27/07/18 11:08 p.m. - Hena Amsterdam: It is amazing 😍
27/07/18 11:09 p.m. - Rihanna Massimo: Yeaaah!! It happens once per hundred year
27/07/18 11:09 p.m. - Rihanna Massimo: 😎
27/07/18 11:09 p.m. - Michal: OMG 😍 it’s wonderful
28/07/18 9:44 a.m. - Hena Amsterdam: Door please
28/07/18 9:50 a.m. - Rihanna Massimo: I’ll be 5 min late 🙈
28/07/18 11:30 a.m. - Vania: I might be 10 mins late. My transportation is running late.
28/07/18 11:30 a.m. - Vania: 😊

29/07/18 9:40 a.m. - Hendrik: VID-20180729-WA0001.mp4 (archivo adjunto)

Massimo Switzerland, Lugano 😊Amazing one

29/07/18 9:54 a.m. - Garrett: That’s it.....I’m moving

29/07/18 10:30 a.m. - Hendrik: I will be able to work there 24/7

29/07/18 10:39 a.m. - Pamela: Are you doing a tour of the most important Massimo duttis in Europe?

29/07/18 10:39 a.m. - Pamela: Nice holidays 👌🏻

29/07/18 11:42 a.m. - Hendrik: Hahaha yess , Switzerland is the best 😍👌🏻

29/07/18 11:42 a.m. - Michal: Me too!

29/07/18 11:43 a.m. - Michal: Good morning, door please

30/07/18 12:02 p.m. - Bella: I am Missing one person!! Rehanneh Where Are you

30/07/18 12:07 p.m. - Bella: You Are scheduled at 12 in meta4

30/07/18 12:09 p.m. - Rihanna Massimo: Im upstairs

30/07/18 12:09 p.m. - Bella: Ok

01/08/18 12:09 p.m. - Bella: You Are late

01/08/18 12:09 p.m. - Bella: Next time call in or text us

01/08/18 12:21 a.m. - Bella: https://www.instagram.com/p/Bl6K4JQhyX1/?utm_source=ig_share_sheet&igshid=1r8fwkscgge64

01/08/18 12:22 a.m. - Bella: 72 years old lady "pow" now thats an motivator-yard clubhouse "pow"

01/08/18 12:25 a.m. - Rihanna Massimo: The abs! 😂😉

01/08/18 10:09 a.m. - Rachel: Good morning @31684978016 .. where are you?!

01/08/18 10:10 a.m. - Gerard Massimo: I m coming.

01/08/18 10:11 a.m. - Gerard Massimo: I did t find my bike. I come by feet

01/08/18 10:13 a.m. - Rachel: Ok

01/08/18 10:43 a.m. - Rihanna Massimo: That’s what he said! 😎😂

01/08/18 1:33 p.m. - Gerard Massimo: Dear managers the plan of transfering all sale items till today is not realistic with this situation in the stock. I will try to transef as much as possible

01/08/18 1:35 p.m. - Gerard Massimo: Transfer*

01/08/18 2:58 p.m. - Garrett: I told Ishmahan to also put Ramya to help

01/08/18 2:59 p.m. - Garrett: Are you with two people at the moment in the stock

01/08/18 7:58 p.m. - Bella: Hi guys, How Are you today??

01/08/18 7:59 p.m. - Bella: I need A favor, Who can switch with me Next monday???

01/08/18 7:59 p.m. - Bella: I can Work all week accept for wednesday

01/08/18 7:59 p.m. - Bella: I Work from 12 untill closing

01/08/18 8:01 p.m. - Rosie: I’m sorry, I can’t. 😞 I have two appointments on Monday.

01/08/18 8:06 p.m. - Bella: Ok, Thanx for your quick reply

01/08/18 8:09 p.m. - Vania: I am at Philips

01/08/18 8:09 p.m. - Bella: Michalelle, hamdi, alanna and Anastasiia???

01/08/18 8:09 p.m. - Bella: Ok vasiliki

01/08/18 8:11 p.m. - Vania: Sorry for which day you want to switch

01/08/18 8:12 p.m. - Vania: You don’t want to work Monday?

01/08/18 8:20 p.m. - Bella: Yes

01/08/18 8:20 p.m. - Bella: I need Someone to take over My shift and I Will take over theirs

01/08/18 8:27 p.m. - Hendrik: I’m sorry Bellara I can’t work on Monday 😕

01/08/18 8:46 p.m. - Alice: I can’t...I’m going to Garretty Sunday night

01/08/18 9:14 p.m. - Bella: Bummer 😞
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01/08/18 9:46 p.m. - Michal: Sorry 😊 you accept to change Wednesday or except for Wednesday?

01/08/18 10:02 p.m. - Anne: I think I can !

01/08/18 10:02 p.m. - Anne: You want me today on Monday instead of Wednesday right ?

01/08/18 11:14 p.m. - Bella: What?? Anastasiia, I need Someone to take over My shift on monady, I Will take over your shift any other day but wednesday 😊

01/08/18 11:15 p.m. - Anne: Ah !

01/08/18 11:15 p.m. - Anne: Ok!

01/08/18 11:15 p.m. - Bella: Thank you

01/08/18 11:15 p.m. - Anne: You want me today on Monday instead of Wednesday right ?

01/08/18 11:15 p.m. - Anne: I think I can !

01/08/18 11:15 p.m. - Bella: Ok great

01/08/18 11:15 p.m. - Bella: What?? Anastasiia, I need Someone to take over My shift on monady, I Will take over your shift any other day but wednesday 😊

01/08/18 11:15 p.m. - Anne: Ah !

01/08/18 11:15 p.m. - Anne: Ok!

01/08/18 11:15 p.m. - Bella: Thank you

01/08/18 11:15 p.m. - Bella: Dear colleagues

02/08/18 11:59 a.m. - Bella: Dear collegues

02/08/18 12:00 p.m. - Bella: Tomorrow is the deadline for putting the sizes 😌

02/08/18 12:09 p.m. - Alice: Can I try the shoes tomorrow? I’m 40 but the last one didn’t fit me...👟👟

02/08/18 12:14 p.m. - Garrett: Try the similar one in high then

02/08/18 12:15 p.m. - Garrett: Model is more or less the same

02/08/18 3:00 p.m. - Bella: We want all sizes for everyone available, Because on Next saturday we have to order them

02/08/18 3:00 p.m. - Bella: Tomorrow last day

03/08/18 9:49 a.m. - Rosie: Somebody open the door please!

03/08/18 4:36 p.m. - Gerard Massimo: Dear colleagues, when you bring shoes back to the stock you have to place the directly to the right place and not on the floor or on the small table that must be ALWAYS clean!

03/08/18 4:36 p.m. - Gerard Massimo: <Multimedia file>

03/08/18 4:38 p.m. - Gerard Massimo: <Multimedia file>

03/08/18 4:38 p.m. - Gerard Massimo: And remove please the paper from plastic hangers,

03/08/18 4:38 p.m. - Gerard Massimo: <Multimedia file>

03/08/18 4:48 p.m. - Gerard Massimo: <Multimedia file>

03/08/18 4:48 p.m. - Gerard Massimo: No shoes there again please

04/08/18 4:19 p.m. - Garrett: Who wants to join after work for food and then later drinks

04/08/18 4:19 p.m. - Garrett: We are planning to go to sumo so who wants to go please let us know so we can order a table

04/08/18 4:19 p.m. - Garrett: Guys!!!

04/08/18 4:19 p.m. - Garrett: How you know?

04/08/18 5:57 p.m. - Garrett: We are going to have diner now first

04/08/18 7:47 p.m. - Alice: I’m in the city...what time you gonna be there? I’m not gonna eating (I’m on diet) but I’m going to say hello for you, guys 😊

04/08/18 7:48 p.m. - Bella: Hey guys, Im not gonna make it 😩 I have A headache 😩, must get some rest

04/08/18 7:48 p.m. - Bella: Have fun

04/08/18 7:48 p.m. - Bella: <Multimedia file>

04/08/18 7:50 p.m. - Garrett: We are going to have diner now first

04/08/18 7:50 p.m. - Garrett: We let you know where we go after this

04/08/18 8:28 p.m. - Vania: I am not joining guys either! Have fuuuuuuu!
826. 04/08/18 9:53 p.m. - Garrett: We are almost done eating and we are going to the reguliersdwarstraat.

827. 04/08/18 9:53 p.m. - Garrett: So Gigi get on your bike

828. 04/08/18 9:53 p.m. - Garrett: Michalele and friend see you there

829. 04/08/18 10:05 p.m. - Rihanna Massimo: Hello? Who’s coming?

830. 04/08/18 11:42 p.m. - Michal: Hi we have just finished dinner. 🙈 I’m very tired+ 😳 tomorrow I work. Sorry I’ll join you next time.

831. 05/08/18 12:06 a.m. - Gigi: Guys I’m not gonna join either this time, sorry. I’m like 😵😵😵

832. Enjoy a lot! 🎉

833. 06/08/18 4:11 p.m. - Garrett: Dear team

834. 06/08/18 4:20 p.m. - Garrett: We are going to raffle these out with a lottery today so we will announce the winner later

835. 06/08/18 4:20 p.m. - Garrett: There are to packages so there will be also two winners

836. 06/08/18 4:20 p.m. - Garrett: <Multimedia file>

837. 06/08/18 4:20 p.m. - Garrett: *you can pick up

838. 06/08/18 4:20 p.m. - Pamela: What a surprise Bellara winning something... 😊

839. 06/08/18 4:20 p.m. - Rachel: Ah nee

840. 06/08/18 4:20 p.m. - Rosie: Drum roll please 😊😊😊

841. 06/08/18 4:20 p.m. - Anne: I knew there is no my name , M1Garrett!

842. 06/08/18 4:20 p.m. - Garrett: 🤣😂😅 What A lucky girl I am😊

843. 06/08/18 4:20 p.m. - Bella: Whhuahahahah😊 i won😊😊😊 What A lucky girl I am😊

844. 06/08/18 4:20 p.m. - Bella: Ur reaction😊 priceles😊😊😊

845. 07/08/18 11:09 a.m. - Rachel: My train is delayed.. I might be few mins late.. sorry!

846. 07/08/18 11:55 a.m. - Bella: IMG-20180807-WA0001.jpg (archivo adjuntado)

847. Mine and Rosies

848. 08/08/18 9:47 a.m. - Michal: Hello door please 😊😊

849. 08/08/18 11:42 a.m. - Rosie: <Multimedia file>

850. 09/08/18 12:14 p.m. - M1Garrettañadio a +31 6 41972889

851. 09/08/18 11:55 a.m. - Gigi: Hi. I’m running a few minutes late. Sorry 😞
Garrett: Dear team!!

The uniforms came in today 🎉

The deadline that everybody needs to wear it is the 20th of August.

Please make sure you try everything on and if anything need to be altered do this before Tuesday the 14th of August so we can give it to the tailor.

Collect all the price tags and give this to one of the managers or to Gigi so we can book it out.

Rihanna Massimo: 5 min

Bella: <Multimedia file>

Bella: Gerard this one is for you

Bella: <Multimedia file>

Rosie: Hi! Somebody open the door please!!!

Hena Amsterdam: Could someone let me in please

M1 27205244

Garrett: Welcome to the Massimo Dutti group chat Roger

Gerard Massimo: <Multimedia file>

Garrett: Bye Gerard

Gerard Massimo salió del grupo

41972889 salió del grupo

Bella: Hellooooo, Check this

https://www.instagram.com/p/BlBRatYHf_f/?utm_source=ig_share_sheet&igshid=13vjn324aj1bh

Bella: Amazing spirit🙌🏻

Vania: Haha dance goals

Rihanna Massimo: Dear colleagues. Can you plead plug the iPods at the end of the day, they’re all empty!

Bella: Really!!!!! Plse use the pda for the ITX app and the 25. They charge Really quick, in A half hour. And yes Its everybodys responsability to put IT back to charge

Pamela: And the bluebirds as well make sure the are charging when you switch them

Bella: And Don’t leave them in the fitting room

Bella: Use mine Its under the till

Hena Amsterdam: I will be 5 mins late sorry, missed my stop on tram, now coming back😆 '&#128587; 🤭

Gigi: Hi managers, like I informed you before I switched days with Michalelle on the week 35. I will take her shift on 29th August from 12 to 7pm and she will take mine on the 31 August from 12 to 7pm. Thank you 😊

Hendrik: Good morning, could someone open the door for me please

Rachel: Could someone open the door please?!

Anne: Morning managers!

I also switched my shift with Raelin

I m going to work the 20th of August instead of her and she is going to work the 23 d.

Thanks :)

Rachel: Could someone open the door please?!

Hena Amsterdam: Dear managers, as I also informed you before, I switched days with Hamdi, he will work my shift on 17th August, and I will work instead of him on 26th, thanks
17/08/18 9:08 a.m. - Rachel: Having some problems with my train routes.. will be late by few mins.. sorry!

18/08/18 9:18 a.m. - Rachel: Could someone open the door please?! 

20/08/18 1:20 p.m. - Hendrik: Dear managers , I switched my shift with Ramya , I’ll work her shift Friday 24/8 and she will work Tuesday 21/8

20/08/18 1:45 p.m. - Garrett: Dear Team!!!! 

22/08/18 9:17 a.m. - Rachel: Could someone open the door please?! 

22/08/18 9:54 a.m. - +31 6 27205244: Could someone open the door please

22/08/18 10:26 a.m. - Pamela: <Multimedia file>

22/08/18 10:26 a.m. - Pamela: IMG-20180822-WA0001.jpg (archivo adjuntado) 

22/08/18 10:26 a.m. - Pamela: I think everyone already know, but I will do a reminder

22/08/18 10:27 a.m. - Pamela: Every time we take something to the stock we have to put it back in the place in plastic

22/08/18 10:28 a.m. - Pamela: This can’t happen any more

22/08/18 10:29 a.m. - Pamela: Everyone have to collaborate with the stock to make the work of the stock employees easier, and easier also for us to find the things

23/08/18 7:26 a.m. - Garrett: Morning team!

23/08/18 7:56 a.m. - Hena Amsterdam: Can someone let me in please 

23/08/18 8:44 a.m. - Rosie: I am already on the schedule from 12:00 to 21:30. I can start from 10:00, if you want. Let me know.

23/08/18 9:46 p.m. - Rosie: Hello Managers! Just wanted to let you that Ramya changed her shift with me. So, I am going to work on 25th Aug in Ramya’s shift and she is going to work on 28th Aug in my shift. Thank you!

24/08/18 9:45 a.m. - Hendrik: Could someone open the door please

25/08/18 9:53 a.m. - Anne: The door pls

26/08/18 11:53 a.m. - Rihanna Massimo: Door plz

26/08/18 5:54 p.m. - Pamela:

27/08/18 12:49 p.m. - Vania: Hey guys did we receive our salaries ???

27/08/18 12:53 p.m. - Michal: Yessssss 🙈

27/08/18 12:53 p.m. - Vania: Ooh i haven’t

27/08/18 12:54 p.m. - Vania: <Multimedia file>

27/08/18 12:55 p.m. - Vania: <Multimedia file>

27/08/18 12:56 p.m. - Vania: Greetings from Greece 

27/08/18 12:59 p.m. - Anne: <Multimedia file>

27/08/18 12:59 p.m. - Anne: Sorry

27/08/18 12:59 p.m. - Rihanna Massimo: Pregnant? 😊

27/08/18 12:59 p.m. - Anne: Wrong chat 🙈

27/08/18 1:00 p.m. - Anne: <Multimedia file>

27/08/18 1:01 p.m. - Anne: Девочка спросила

27/08/18 1:01 p.m. - Anne: Again 🙈榉榉榉

27/08/18 1:03 p.m. - Vania: Drunk 😍
27/08/18 1:04 p.m. - Anne: Got a salary 😊
27/08/18 1:06 p.m. - Vania: 👍👍👍🍾🎉
27/08/18 1:13 p.m. - Michal: It looks amazing. Next time I go with you!
27/08/18 1:14 p.m. - Vania: 😍❤ comeeee 😘😘
27/08/18 1:14 p.m. - Vania: It is very beautiful
27/08/18 1:15 p.m. - Michal: 😃
28/08/18 4:18 p.m. - Pamela: Just a reminder:

Please for this week you can already check your new schedule of September (it might be some changes from the previous one). Thanks!

27/08/18 4:34 p.m. - Alice: Did you send a new email or the one sent on 18/08 is still ok?
27/08/18 4:44 p.m. - Pamela: It's still the same

27/08/18 8:19 p.m. - Rihanna Massimo: Dear managers, on Thursday 30 sep Ramya and I are changing shifts. I work in the morning for her and she works in the evening.

27/08/18 8:33 a.m. - Gigi: Hi 🙋🏻‍♀️ good morning! Managers, I just want to remind that today I'm gonna work Michelle's shift from 12 to 7pm. Thanks!

28/08/18 9:51 a.m. - Alice: Morning! Door, please
29/08/18 9:08 a.m. - Michal: Thanks Gigi 😊
29/08/18 9:19 a.m. - Gigi: Gracias a ti 😊
30/08/18 9:19 p.m. - Bella: <Multimedia file>
31/08/18 9:41 a.m. - Hena Amsterdam: Morning! Door please
31/08/18 10:10 a.m. - Hendrik: Dear managers

Due to my new semester schedule in school I’ll not be able to work Tuesdays so I’ll switch shifts with:

(Avana) - I’ll work her shifts of 7/9 and 24/9 And she will work mine of 4/9 and 25/9
(Haya) - I’ll work her shift of 14/9 and she will work mine of 11/9
(Rosie) - I will work her shift of 17/9 and she will work mine of 18/9?

Thank you and have a nice day
31/08/18 10:21 a.m. - Michal: Dear Managers,
31/08/18 11:51 a.m. - Hendrik: I’m working Gigi’s shift from 12-7.

See you later
31/08/18 5:05 p.m. - Alice: <Multimedia file>
31/08/18 5:11 p.m. - Hendrik: Ooh
31/08/18 5:11 p.m. - Hendrik: Happy birthday Alanaaaa
31/08/18 5:15 p.m. - Vania: Happy birthday!!!! Alana
31/08/18 7:54 p.m. - Rosie: Happy Birthday Alana!! 🎉
31/08/18 8:16 p.m. - Bella: Happy bday🎉🎉🎉
01/09/18 9:41 a.m. - Rachel: Could someone open the door please
01/09/18 9:52 a.m. - Anne: Let me in pls
01/09/18 11:51 a.m. - Hendrik: I’ll be 5 min late

Tram problems
01/09/18 11:59 a.m. - Alice: <Multimedia file>
01/09/18 11:59 a.m. - Alice: The cake is ready! Enjoy!
01/09/18 1:06 p.m. - Rosie: 😄
02/09/18 10:12 a.m. - Alice: <Multimedia file>
02/09/18 10:31 a.m. - Hendrik: 😊😊
02/09/18 10:31 a.m. - Bella: Haha
02/09/18 10:31 a.m. - Hendrik: So as it we will hang it soon
02/09/18 10:31 a.m. - Hendrik: It is hanging 😃
03/09/18 2:18 p.m. - Michal: IMG-20180903-WA0006.jpg (archivo adjuntado)
I have just found out from IND that due to my visa procedure I temporarily can not work, before I get a new one. So all this bureaucracy will take from today till mid October the latest. In the meantime I will drop by some day to say goodbye and share some sweets before we meet again (hopefully soon).
1041. 04/09/18 8:25 p.m. - Alice: Haya!
1042. 04/09/18 8:25 p.m. - Alice: 😊
1043. 04/09/18 8:27 p.m. - Alice: No, I said I’ll work on 25th already 😂
1044. 04/09/18 8:27 p.m. - Bella: Oow 🙃
1045. 04/09/18 8:27 p.m. - Bella: Misunderstood
1046. 04/09/18 8:33 p.m. - Hena Amsterdam: @31683187192 @31611167743 @31652888130
1047. 05/09/18 7:14 a.m. - Rachel: Could someone open the door please
1048. 05/09/18 7:14 a.m. - Rachel: Sorry!
1049. 06/09/18 2:48 p.m. - Anne: Will be a few mins late
1050. 06/09/18 2:48 p.m. - Anne: Pls
1051. 06/09/18 12:35 p.m. - Pamela: Dear team, from now on if you want to declare your evening meals you will have to fill the form yourself and by the end of the month when is complete you give it to me and I will send it to the office. Thanks for the follow up and if you have any doubts don’t hesitate to contact me. Have a good day :)
18/09/18 1:51 p.m. - Garrett: From point 2 and on it’s the amounts for the tables and the folding items in the walls

19/09/18 9:15 a.m. - Rachel: Could someone open the door pls

19/09/18 12:45 p.m. - Pamela añadió a +31 6 41972889

19/09/18 7:34 p.m. - Rachel: Dear managers, I have changed shifts with Vania 😊

19/09/18 7:52 p.m. - Vania: Enjoy your Sunday Ramyaaaa

20/09/18 3:55 p.m. - Michal: Hi, I think I’ll be late around 7 min. I’m sorry

21/09/18 9:45 a.m. - Rosie: Somebody open the door please!!!

22/09/18 9:24 a.m. - Rachel: Could someone open the door please

22/09/18 9:52 a.m. - Rihanna Massimo: Doors plz

23/09/18 11:32 a.m. - Michal: Hi could someone let me in please

23/09/18 11:43 a.m. - Hendrik: Good morning

Could someone open the door please

23/09/18 10:38 p.m. - Bella: Guys one question, How much salary do tou get when you Are 20 years old on A 20hour contract

23/09/18 10:39 p.m. - Bella: *you

23/09/18 10:40 p.m. - Hendrik: I’m 22 it is 830 so it will be a little bit less than that

24/09/18 9:52 a.m. - Rosie: Somebody open the door please!

24/09/18 9:56 a.m. - Rosie: Anybody there!! Open the door please!

24/09/18 11:54 a.m. - Rihanna Massimo: Door plz!

25/09/18 9:45 a.m. - Alice: Door please! Morning!

26/09/18 9:14 a.m. - Rachel: Could someone open the door please

26/09/18 7:41 p.m. - Rosie: Dear managers!

I have changed my shift with Raelin. She is going to work in my shift on 3rd October and I am going to work in her shift on 14th October

Thank you!

26/09/18 7:42 p.m. - Rihanna Massimo: really? thanks for informing me! 😊😊

26/09/18 7:45 p.m. - Rosie: 😊

28/09/18 9:51 a.m. - Rosie: Somebody open the door please!

28/09/18 7:48 p.m. - Pamela: Someone stole my bike in front of the store 🙁🙁 :

28/09/18 7:48 p.m. - Garrett: 😒

28/09/18 7:49 p.m. - Pamela: I don’t know if someone knows how it looks like but see it nearby the store because it was moved and not stolen please let me know

28/09/18 7:50 p.m. - Garrett: Can you describe it

28/09/18 7:51 p.m. - Pamela: Black, the brand is cortina

28/09/18 7:51 p.m. - Pamela: The saddle and the handlebar is in brown

28/09/18 7:52 p.m. - Pamela: With a black plastic basket

28/09/18 7:52 p.m. - Pamela: Two yellow elastics at the back

28/09/18 7:53 p.m. - Pamela: And a sticker also at the back that says "save the orangutans" 😂

28/09/18 7:56 p.m. - Alice: 😊

28/09/18 7:57 p.m. - Alice: Very unique!

28/09/18 7:57 p.m. - Garrett: Very specific and not very common

28/09/18 7:58 p.m. - +31 6 41972889: Omg paloma

28/09/18 7:58 p.m. - Garrett: I let you know if I find it

28/09/18 10:05 p.m. - Michal: Good luck with finding it

29/09/18 12:14 p.m. - Alice: <Multimedia file>
29/09/18 12:14 p.m. - Garrett: 😂😂😂
30/09/18 10:58 a.m. - Rachel: Good morning.. Trains delayed.. will be few mins late.. sorry!
30/09/18 11:40 a.m. - Rihanna Massimo: Morning.I maybe 5 min late
30/09/18 11:49 a.m. - Rihanna Massimo: Door plz
30/09/18 11:49 a.m. - Michal: Hi could someone open the door please

02/10/18 9:42 a.m. - Vania: I might be late. My transportation is running late
02/10/18 9:58 a.m. - +31 6 27205244: Hi could someone open the door please

03/10/18 9:51 a.m. - Anne: Door pls
03/10/18 9:55 a.m. - Vania: Door pls

04/10/18 9:55 a.m. - Vania: Big favor
04/10/18 1:00 p.m. - Bella: <Multimedia file>
04/10/18 1:01 p.m. - Bella: <Multimedia file>

05/10/18 3:42 p.m. - Vania: Hey guys
05/10/18 3:42 p.m. - Vania: Anyone willing to switch their shifts for tomorrow?
05/10/18 3:42 p.m. - Vania: I am working tomorrow and not Sunday
05/10/18 3:43 p.m. - Vania: I am willing to work Sunday and someone work for me tomorrow
05/10/18 3:43 p.m. - Vania: Please let me know
05/10/18 4:59 p.m. - Bella: I already work 😂
05/10/18 5:06 p.m. - Vania: Thank you Bella
05/10/18 5:06 p.m. - Vania: If there is someone let m know
05/10/18 5:15 p.m. - Michal: Me too 😄
05/10/18 5:25 p.m. - Vania: Thank Michalele for letting me know :) 
07/10/18 7:04 p.m. - Rihanna Massimo: I took the iPod with me! 😋 thought it was my phone in my pocket!

08/10/18 11:48 a.m. - Rihanna Massimo: Good morning! 5 min late
08/10/18 1:25 p.m. - M1Garrettañadió a +31 6 21687711
08/10/18 5:01 p.m. - +31 6 21687711: Hello everybody! 😌
08/10/18 5:23 p.m. - Bella: Thanx G
08/10/18 5:24 p.m. - +31 6 41972889: Oke
08/10/18 5:27 p.m. - +31 6 21687711: You’re welcome!
08/10/18 5:45 p.m. - Vania: Thank you Glenn!!
08/10/18 5:53 p.m. - +31 6 21687711: You’re welcome! 😊
08/10/18 6:45 p.m. - Michal: 😊😊😊
08/10/18 7:14 p.m. - +31 6 21687711: 😊
Appendix 2 – Textual Analysis

This appendix is our textual analysis of the interactions which took place between May and October 2018 in the WhatsApp group. For confidentiality reasons, we substituted the names of the participants. The file includes: the description of events/themes including blocks of messages (columns b,c) and the date (column a). i.e., organizing a dinner was an event. Representative quotes were included in column d. Further, in column e, we focus on identifying, if possible, which types of verbal behavior, as defined by Skinner, were used in such interactions. Then, we described some peculiarities of the event that might require further explanation in our research (column f).

Afterward, we identified how components of verbal behavior contribute to either social or task cohesion (column g). Finally, we counted the number of events related to social and task cohesion.

As shows our analysis, 30 events were social cohesion related, 21 task cohesion related, 2 had a relationship with social and task cohesion, and 5 were not cohesion related.

<table>
<thead>
<tr>
<th>a. Date and event number</th>
<th>b. Reference</th>
<th>c. Event in whatsapp</th>
<th>d. Quotes</th>
<th>e. Type of verbal behavior</th>
<th>f. Notes</th>
<th>g. Type related cohesion</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. May 1st</td>
<td>1-6 1:23</td>
<td>1. Colleague sends an explanation of the right way of arranging the shop</td>
<td>Dear Team! ♥ Important remember you the important to keep updates the vitrines with the shoes and scarfs. As soon you see there is a empty place, please replenish it. It is not only my responsibility. It is responsibility of all of us. &lt;Multimedia file&gt; &lt;Multimedia file&gt; I did the right replenish today Please keep it, for the visit of this week and for the best of our store</td>
<td>Advice with positive reinforcement as she starts with a heart referring to “dear team” and also mentions could be “for the best of our store”</td>
<td>No answers to this chat</td>
<td>Task cohesion</td>
</tr>
<tr>
<td>2. May 4th</td>
<td>29-32</td>
<td>Managers sending the schedule</td>
<td>Dear team I send you the latest schedule because off some changes. Please use this one. Next week I will send a last update of the last two weeks but these will be small changes and won’t affect everybody</td>
<td>No answers to this chat</td>
<td>Task cohesion</td>
<td></td>
</tr>
<tr>
<td>3. May 4th</td>
<td>38-51</td>
<td>Organizing logistics for a dinner</td>
<td>&quot;Wagamama IT is” &quot;Yes” &quot;Im yere girls” &quot;Where are you” “I also want to join :)” &quot;Are you still somewhere?” &quot;IMG-20180504-WA0010.jpg (archivo adjuntado) ubicación: <a href="https://maps.google.com/?q=52.36226540527344,4.882865905761719%E2%80%9D">https://maps.google.com/?q=52.36226540527344,4.882865905761719”</a> &quot;WagamamaA” &quot;I can be in 40 mins”</td>
<td>Intraveverb al behavior – is a short conversation, i.e., The question Where are you is stimulus for sending</td>
<td>Social cohesion</td>
<td></td>
</tr>
</tbody>
</table>
"Let me know if you are still there or move somewhere"
"Are Still here"
"We Are gonna get some icecream"
"Could someone let us in"

the location.
Written echoic behavior – words as "move, where" are passed around in the conversation.
Tact is the image of the location people answers to it by sayin "I can be in 40 min."

4. May 9th.
52-57

Showing a photo of the quality that the team should reach in their folding. Further, she explains some changes.

"IMG-20180509-WA0011.jpg (archivo adjuntado)
Dear team, Here I leave the picture of the quality folding. This picture is from Den haad, a really busy store which get close everyday with this quality. That’s mean, if they can, we can for sure, you only need to put a bit more of attention and time in it. And of course, I will be always available to show you how to. The last, I left the picture of the shoes behind the door in man. So everyday before go home, the sale assistant who is working in man should check. Thanks a lot!!!!!

IMG-20180509-WA0015.jpg (archivo adjuntado)
Today I was with Nikki in woman, we did a small change in zone 1. Que change the position of the table, to improve the sales. And we change the position of some items, how you see here, the bench in the front of the table is now only with two items, please keep it like this and not add new items. We didn’t remove items from the store, we just change the position of them for a better result of the store. Have a nice afternoon team and thanks to read me and follow this.

Advice– very similar to event 1. No answers to this chat.

5. May 16th
80-88 103-114

A member of the team will come back to her country of origin. She is organizing a meeting at a restaurant.

"I’m in 🍪
"I wanna cone to, but i am fasting (ramadan) from tomorrow on for one month, I do not think Its A Good idea to be A partypooper around you guys.... So I hope in the future we can meet up again and have fun😊 I Will pass for this one😊 for all, also ramadan mubarak😊. H. understands😊”
"I am fasting also, but I will try to come after 🤝
Ramadan mubarak B 🍪🍪🍪.

Intraverbal behavior – a long conversation.
Written echoic behavior – words as "come, fasting" are passed around in the conversation.
Conversational development in English but here cultural diversity is to notice when 2 members of the team mention the muslim Ramadan.

6. May 18th
89-100 132-206

A Greek colleague is inviting the whole team to her birthday.

"Hello beautiful people next Friday I have my birthday and a housewarming party in my new house. I would love if all of you will join! The party starts at 19:30 😊😊😊😊😊😊😊.
“Hello beautiful Vania😊”
😊

Intraverbal behavior – a long conversation. Written echoic behavior.
This conversation shows how people from different social cohesion.
<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event</th>
<th>Text</th>
<th>Task</th>
<th>Social cohesion</th>
</tr>
</thead>
<tbody>
<tr>
<td>8. May 25th</td>
<td>123-124</td>
<td>Manager informing about a work visit from Headquaters to the shop</td>
<td>&quot;Today we have a visit from the international HR team. Therefore it's very important that everybody that is working today is wearing the uniform with the correct t-shirt and foodwear. Also make sure your appearance is spot on 🧽 (hair, make up) Thank you and are you all later&quot;</td>
<td>Mand – Advice the employees wearing the right clothes could be positively reinforced.</td>
<td>Task cohesion</td>
</tr>
<tr>
<td>9. May 25th</td>
<td>127-129</td>
<td>Welcoming a new team member to the group app</td>
<td>&quot;Hi Ci! This is the group app of Kleding co&quot;</td>
<td>Intrapractical behavior – short conversation</td>
<td>Social cohesion</td>
</tr>
<tr>
<td>10. June 3rd</td>
<td>241</td>
<td>Forgot something in the fridge and wants to share it</td>
<td>&quot;Hi everyone! I forgot 2 yogurts in the fridge. You can eat them tomorrow. Have a nice week!&quot;</td>
<td>Mand – Offer – whoever takes the yogurts will get them for free</td>
<td>Social cohesion</td>
</tr>
<tr>
<td>11. June 7th</td>
<td>244-245</td>
<td>Team member sends a photo of some articles that will be displayed in the sale in the coming days and explain about it.</td>
<td>&quot;Hope you all understand and if you have any question write me personally or tell me in the store. The idea is that all what I'm leaving ready today will be ready next Wednesday too. THANKS TEAM!&quot;</td>
<td>Mand – Advice the mand is softened by the language usage.</td>
<td>Task cohesion</td>
</tr>
<tr>
<td>12. June 16th</td>
<td>266-278</td>
<td>Team member leaves</td>
<td>Here to put the note</td>
<td>Tact Intrapractical behavior</td>
<td>Social cohesion</td>
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<td>311-319</td>
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<tr>
<td>16. June 28th</td>
<td>361-362 380-389</td>
<td>Team member organizing going to have meal. Later he sends a photo of the team at the restaurant and colleague s who couldn't come answer. \“Dear managers and team. We are planning to go this Saturday after work to eat syrian shawarma near the bloemen markt It will be nice if all of us joined \“️\“ After the photo: \“Ehhhh 😍\“ \“Niiicceee!!!!\“ \“😊\“</td>
<td>Intraverbal behavior - Written echoic behavior – nice is shared thorough the conversati on Sharing about the Syrian culture. Also after the meal they share the photo of the team together. People who couldn't attend also answers very positive with emojis. Social cohesion</td>
<td></td>
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</tr>
<tr>
<td>17. July 5th</td>
<td>406-422</td>
<td>Invitation for birthday party starts with the word \“amigos\”, which comes from spanish. Using signs to count people coming. \“Amigos! I think I told already to everyone, and some of you confirm me and other told me reasons why you can't come. But on saturday I will celebrate mi birthday in Hotel Arena (Amsterdam) and all of you are invited! Can u please send me one 🙋 if you are coming???? 🤓 and if you come with your boyfriend/girlfriend 🤷♀️ Easy way to count 😄\“ \“🤷♀️🤷♀️🤷♀️🤷♀️ \“ Sorry amiga but i m polyamorous铗” \“🤷♀️🤷♀️🤷♀️🤷♀️&quot; \“Hahahahahahahahahaha Vale amigo 😁&quot; \“I am coming of course with my sister 🤗🤗❤🤗🐝❤❤❤❤\“</td>
<td>Intraverbal behavior Social cohesion</td>
<td></td>
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<tr>
<td>18. July 6th</td>
<td>423</td>
<td>Informing the new way to send the schedule</td>
<td>Mand - advice</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19. July 6th</td>
<td>424</td>
<td>Manager 2 informs about the new procedure to request free days. Manager 1 informs the team will price  Manager 2 “Hello team, I want to inform you that the request for the schedule has to be send before the 1st of the previous month. Due to a change of the regulation from the CAO the schedule has to be send three weeks in advance, so that's why the deadline will be know earlier. It means that you will have to send me your requests for September before the 1st of August, and everymonth the same. If you have a request after that day you will have to switch with a colleague as usual. Thanks for the collaboration”.</td>
<td>Mand – request the manager explains the procedure and deadlines and the employees No answers or questions to this request. Task cohesion</td>
<td></td>
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</tbody>
</table>
Manager 3: “I also wanted to add that the next Wednesday 11th of July there is going to be again the pricing after closing of the sale items because of the third reduction that will go in effect Thursday the 12th of July”

“Keep in mind that for those of you that are working that Wednesday that you have to stay longer then scheduled. Thank you!”

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>20. July 6th</td>
<td>429-447</td>
<td>People talking about Brazil team which lost the football match in the world cup. Sending own views and videos and photos.</td>
</tr>
<tr>
<td>21. July 13th</td>
<td>Invitation - 455-466 - Organization - 497-517, 539-545, 569-573</td>
<td>Two people leaving the company send a video to inform the team and organize a dinner. People send messages telling that they will miss them. “Really 😊 to hear, but Good for you guys, Im innnnnnｍｍｍｍｍ. I love you both 😊😊 And I am going to really miss you Because a great team is what makes a good company and you are gonna be really missed” “Oh G., you are leaving too!! . Gonna miss you both! :(&quot;</td>
</tr>
<tr>
<td>22. July 14th</td>
<td>469-496</td>
<td>Member of the team shares an achievement in a Kungfu exam and people congratulates her. “Congratulation RWiki” “Thank youuuu!!! 😊” “Congraaaats!!!” “Congrats!!!! Now go for the black one ;)” “👏ly congratulations” “Sorry…I don’t know what was this…” 👀 “It was a exam she had dor kung du I created A new language 😂😂 For kung fu”</td>
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<td>Interaction Details</td>
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<tr>
<td>23. July 19&lt;sup&gt;th&lt;/sup&gt;</td>
<td>554-567 577-583</td>
<td>Sharing pictures of one of the colleague s with the witch of the game of thrones. Many members of the team interact “Enjoyyyyy!!!” “Where are the restos?? VID-20180720-WA0033.mp4 (video of people enjoing the dinner) “Who is joining?????” “&lt;Multimedia file&gt; “Have fuuuuuun guys!!!!” “&lt;Multimedia file&gt; “Manager 2 veeeeeeneen” “Te queremos manager 3” “Read A book for Sam and put him to bed and come” “ 있게” “Are you going to get a virgin tan?” “Manager 3 comeeee I Will buy you one too, Just cone Come’’” “Mr ni adiós me dijiste en nuestro último dia juntas ☺” “Amiga” “Que feo mas grande” “Como que no me di cuenta” “El lunes vuelvo” “A decirte adios” “Me sigues queriendo 😍🤔???” “No me compre la ropa al final” “Así q vuelvo seguro 😎” “Mr we need Google translate here”</td>
</tr>
<tr>
<td>24. July 20&lt;sup&gt;th&lt;/sup&gt;</td>
<td>599-637</td>
<td>Sharing photos and video of the good bye dinner for two members of the team. switching languages “Enjoyyyyy!!!” &quot;Where are the restos?? VID-20180720-WA0033.mp4 (video of people enjoing the dinner) “Who is joining?????” “&lt;Multimedia file&gt; “Have fuuuuuun guys!!!!” “&lt;Multimedia file&gt; “Manager 2 veeeeeeneen” “Te queremos manager 3” “Read A book for Sam and put him to bed and come” “ 있게” “Are you going to get a virgin tan?” “Manager 3 comeeee I Will buy you one too, Just cone Come’’” “Mr ni adiós me dijiste en nuestro último dia juntas ☺” “Amiga” “Que feo mas grande” “Como que no me di cuenta” “El lunes vuelvo” “A decirte adios” “Me sigues queriendo 😍🤔???” “No me compre la ropa al final” “Así q vuelvo seguro 😎” “Mr we need Google translate here”</td>
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<td>25. July 21st</td>
<td>638-655</td>
<td>A comment saying goodbye from a colleague, she thanks everyone and refers to the team as &quot;her family there.&quot;</td>
</tr>
<tr>
<td>26. July 23rd and many other times</td>
<td>656, 231</td>
<td>People informing the managers about switching schedule with other member of the team.</td>
</tr>
</tbody>
</table>
| 27. Often | 263, 280, 281, 321, 374, 378, 657 | People informing they are few minutes late. If they do not inform managers will give them a warning. | "My tram has stopped, will be there in a couple of mins" ___________________________ 
"I am Missing one person!! R Where Are you" 
"You Are scheduled at 12" 
"Im upstairs" 
"Ok" 
"You Are late, Next time call in or text us" | No interaction normally, just few times jokes. Manager explains that people coming late should inform on Whats app |                |
| 28. Often | 526-537, 660, 664-666 | Manager shares funny videos | "Whuahahaha" 
"Hahahah!" 
"Have you seen the original one?" 
"Hahahaha kikiileşmiş 😂" 
"No there is No original Wright??" 
"There’s this black American guy who dances with the song and this guy is kinda imitating the scene" 
"Yeah is saw an african one 😁" | Tact – The video Intraverbal behavior in some cases. People comments or send emojis. In other cases they didn’t | For interviews when do you react to a video share in the group? Which criteria do they use to share things in this group? |

84
<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event Description</th>
<th>Tact</th>
<th>Social Cohesion</th>
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</table>
| 29. July 26th | 670-687 | Manager sends instruction s to order the new uniforms and send a photo of the location and form that needs to be filled. With capital letters "DON'T* explaining how this needs to be done. | "Dear team  
It's time again to order the new uniforms.  
In the kitchen you can write down all the sizes and we need these before next Saturday 04/08.  
Before you write down your size try the reference numbers of each items which will have a similar fit.  
"DON'T**just write your old size because the fit off each item can be different then the previous uniform from last season" | Tact - The photos of the letter and form that people needs to fill in  
Mand – It is softened by the language use of the manager.  
Intraverbal behavior. People answer and make jokes and comments. He answers. Emojis are used to share feelings and reactions that otherwise by written communication would be difficult to express. It is to notice that in this conversation people motivate each other. | Even though it started as a mand the conversati on end up being a motivation al and also funny chat. |
<p>| 30. Often   | 226-229, 242, 243, 285, 286, 347, 350, 370, 372 | Door pls, door please, let me in please, could someone open the door please, door ola. 68 messages requestin g to open the door | &quot;Good morning. We are outside&quot; &quot;Good morning. We are here inside&quot; &quot;In please&quot; | Mand |
| 31. July 27th | 725-736 | People sharing looking at the moon, being | Intraverbal and written echoic behavior | Social cohesion |</p>
<table>
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<tr>
<th>Date</th>
<th>Timeframe</th>
<th>Description</th>
<th>Tact – the photos Mand - warning. To stop with that bad practice</th>
<th>Task cohesion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aug 3rd</td>
<td>805-807</td>
<td>Colleague sends photos and text of something that was wrongly done in stock and requests to stop with that bad practice</td>
<td>VID-20180729-WA0001.mp4 (archivo adjuntado)</td>
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<td>33. Aug 1st</td>
<td>765-768</td>
<td>Sending a message to the managers, explaining he thinks it won’t be possible to achieve a task. Manager replies to solve the problem. To complete the task more members of the team need to be involved.</td>
<td>“Dear managers the plan of transferring all sale items till today is not realistic with this situation in the stock. I will try to transfer as much as possible”</td>
<td>Intraverbal behavior. Task cohesion</td>
</tr>
<tr>
<td>32. July 29th</td>
<td>740-748</td>
<td>A team member is on holidays and he shares photos and videos of shops of the same brand in different countries in Europe.</td>
<td>“Kleding co Switzerland, lugano 😍 Amazing one”</td>
<td>Tact –Videos and photos. Intraverbal behavior - In this case team members and also the managers reacted. This conversati ons shows some admiration for the company.</td>
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<td>“That’s it…..I’m moving”</td>
<td>Social cohesion</td>
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<td>Date</td>
<td>Time</td>
<td>Time</td>
<td>Topic Description</td>
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<td>Aug 4th</td>
<td>815-832</td>
<td>Manager organizing the team to go for dinner. Most people apologize because they can’t join.</td>
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<td>“Who wants to join after work for food and then later drinks” “We are planning to go to sumo so who wants to go please let us know so we can order a table” “I’m in the city…what time you gonna be there? I’m not gonna eating (I’m on diet) but I’m going to say hello for you, guys 😊” “Hey guys, Im not gonna make it 😢 I have A headache drawable emojis must get some rest” “Have fun” “We are going to have diner now first We let you know where we go after this 824.”</td>
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<td>Written echoic behavior – people apologizing. Intraverbal behavior</td>
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<td>Social cohesion</td>
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<td>Aug 6th</td>
<td>838-850</td>
<td>Organizing a raffle of some presents</td>
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<td>“We have these gifts already for a long time and they where forgotten by a customer” “We are going to raffle these out with a lottery today so we will announce the winner later” “There are to packages so there will be also two winners” “😭😭” “😕” “So team.....” “Drum roll please 😃😃😃” “The first winner is!!!!!” “&lt;Multimedia file&gt;” “And second winner is!!!” “&lt;Multimedia file&gt;” “Congratulations and you pick your price the next time you are working”</td>
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<td>Intraverbal behavior. Group cohesion</td>
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<td>Social cohesion</td>
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<td>Aug 9th</td>
<td>868-872</td>
<td>Manager explaining the procedure to get ready to use the uniforms that arrived. Organizing the team to have them ready</td>
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<td>“Dear team!!! The uniforms came in today 😵 The deadline that everybody needs to wear it is the 20th of August. Please make sure you try everything on and if anything need to be altered do this before Tuesday the 14th of August so we can give it to the tailor. Collect all the price tags and give this to one of the managers or to G so we can book it out.”</td>
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<td>Mand request – softened</td>
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<td>In interviews to ask how do they act from a mand? Have they forgotten sometimes? Do they always understand or language causes them any trouble?</td>
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<td>Task cohesion</td>
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<td>Aug 10th</td>
<td>880-882</td>
<td>Welcoming new members of the team to the chat</td>
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<td>“Welcome to the Kleding co group chat R” “&lt;Multimedia file&gt;” “Hi R Welcome!”</td>
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<td>Just few people answered</td>
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<td>Social cohesion</td>
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<td>Aug 11th</td>
<td>884-887</td>
<td>Member of the team saying good bye.</td>
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<td>“&lt;Multimedia file&gt; - photo saying goodbye” “Bye G” “Enjoy the drink and don’t be a stranger!!!” “G salió del grupo”</td>
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<td>Tact – he sends a photo, he is having a drink and reading the letter from his colleagues. Intraverbal behavior.</td>
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<td>Social cohesion</td>
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<td>Time</td>
<td>User</td>
<td>Message</td>
<td>Analysis</td>
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| 40. Aug 12th | 893-897 | Asking the other members to charge the equipment because she couldn't find a charged iPod. Manager answers with a solution and support for the claim of the other person. | "Dear colleagues. Can you please plug the iPods at the end of the day, they're all empty!"  
"Really!!! Please use the pda for the ITX app and the 25. They charge really quick, in a half hour. And yes, it's everybody's responsibility to put it back to charge."  
"And the bluebirds as well make sure they are charging when you switch them."  
"And don't leave them in the fitting room."  
"Use mine, it's under the till." | Mand / Intraverbal behavior. Task cohesion | Texts in which team members talk about work related tasks are reinforced by managers. Task cohesion |
| 41. Aug 20th | 914-915 | Manager asking people to buy their clothes before the deadline. | "Dear team!!!  
If you have put something on hold still from the sale period please purchase these before the end of the month!" | Mand. | No cohesion |
| 42. Aug 22th | 917-924 | Manager sending photos of things wrongly done in stock again. | "I think everyone already know, but I will do a reminder. This can't happen anymore. Everyone has to collaborate with the stock to make the work of the stock employees easier, and easier also for us to find something." | Tact – The photos, they are a reaction of the manager to the environment and she shares it. Mand – It is a warning. | The consequences here are to be confirmed by the interview. Why people still do not do it. Are there other tasks that do not allow people to collaborate with that? Task cohesion |
| 43. Aug 23rd | 926-931 | Manager asking kindly with emojis if someone can work extra because they are short of people. He receives some answers. | "Morning team! Due to sickness we are short on hands. When the store opens it's just going to be me and Haya on the shopfloor. Is there anybody who can help us out and come asap... Thank you 🙏🏻😊" | Mand: Is a softened request. Intraverbal behavior people reacts. | Social/Task cohesion? This was an optional request and people reacted. Is this a combination of social and task cohesion. |
| 44. Aug 26th | 935-938 | Manager sharing photos of something funny. | "<Multimedia file> IMG-20180826-WA0001.jpg (archivo adjuntado)"  
"😂😂😂"  
"🤣🤣🤣🤣" | Tact – The photos Answers with emojis | Social cohesion is fun to work in the shop. |
<table>
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<tr>
<th>Date</th>
<th>Time</th>
<th>Text</th>
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<tbody>
<tr>
<td>45. Aug 27th</td>
<td>942-944, 954-958</td>
<td>Someone sharing videos of her holidays. People answer next time they go together. &quot;Greetings from Greece&quot; &quot;It looks amazing. Next time I go with you!&quot; Emojis and &quot;come it is very beautiful&quot;</td>
</tr>
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<td>46. Aug 27</td>
<td>957-959</td>
<td>Reminder to check the new schedule. People send a question, she answers. That is the correct email. &quot;Just a reminder: Please for this week you can already check your new schedule of September (it might be some changes from the previous one). Thanks! &quot;Did you send a new email or the one sent on 18/08 is still ok? &quot;It's still the same&quot;</td>
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<tr>
<td>47. Aug 27th</td>
<td>976-981, 987-990</td>
<td>Celebrating a Birthday, she brings cakes for everyone and put them on the table. People congratulate her with words and emojis. &quot;The cake is ready, enjoy&quot; &quot;Happy birthday A Happy birthday!!!! A &quot;Happy Birthday A!! 🍰 &quot;Happy bdayケーキケーキ&quot; &quot;The cake is ready! Enjoy!&quot; &quot;🎉&quot;</td>
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<tr>
<td>48. Sep 3</td>
<td>995-1015</td>
<td>Sharing a photo of the team taken outside the shop and also some luxurious cars that were parked outside. Many Photos &quot;Wat mooi!” &quot;These Are My cars😍&quot; &quot;Next time I Will give you guys a ride🚗&quot; 😎👍🚗طرف &quot;Hahaha&quot; &quot;We are waiting so😃&quot; &quot;Wow 😏😏&quot; &quot;I'll join for sure!&quot; &quot;&lt;Multimedia file&gt;&quot; 😇🎵롬보 &quot;Hahahahaha&quot;</td>
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</tbody>
</table>

- **Social cohesion**
- **Intraverbal behavior and written echoic behavior**
- **Intraverbal behavior**
- **Task cohesion**
- **Social cohesion**
- **Intraverbal behavior**
- **Echoic behavior / Intraverbal behavior**
- **Social cohesion**
<table>
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<th>Time</th>
<th>Event</th>
<th>Text</th>
<th>Social cohesion</th>
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</table>
| 49. Sep 4th| 1022-1040 | A person informing that she will leave the team for some time.  
People answers with many expressions and emojis  
“Nooooo”  
“Oh no” “I will miss you”  
“I’ll miss you young lady” | “I have just found out from IND that due to my visa procedure I temporarily can not work, before I get a new one. So all this bureaucracy will take from today till mid October the latest. In the meantime I will drop by some day to say goodbye and share some sweets before we meet again (hopefully soon) 😊”  
“Nooooo”  
“Noooooo”  
“Nooooo” 😱  
“They will miss you!!!”  
“I’ll miss you, young lady!”  
| Written echoic behavior – people reacts to what they read  
Intraverbal behavior – She answers |                      |
| 50. Sep 6   | 1048  | Informing about the procedure s to ask for meal expenses.  
Open to questions in case of doubts. No replies. | “Dear team, from now on if you want to declare your evening meals you will have to fill the form yourself and by the end of the month when is complete you give it to me and I will send it to the office. Thanks for the follow up and if you have any doubts don’t hesitate to contact me. Have a good day :)” | Mand – It is softened  
No cohesion  |
| 51. Sep 6   | 1052  | Send a photo and informs about a new poster in the kitchen that presents important policies and procedure s of the company.  
It is to notice that she mentions “(now in English)” it has a lot important and useful information that you should know. | IMG-20180906-WA0008.jpg (archivo adjuntado)  
1052. We have a poster in the kitchen with the Inditex Policies and Procedures (now in English) please take a look at it. It has a lot important and useful information that you should know.  
| Tact –  
Visual reference  
Mand –  
Advice and warning | Task cohesion –  
it has a lot of useful information that you should know.  
Writing the document in English considers now language diversity.  
Diversity handled at the team level.  
Is the comment“( Now in English)” an indicative that the company not always |
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<th>Date</th>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>52.</td>
<td>Sep 10</td>
<td>Manager shares a video in Arabic of a song. The other person who speaks Arabic answers positively. The one who doesn't understand asks about the meaning? After she explains the meaning then she reacts: “Omgoshhh wanna go exactly to these destination❤❤❤❤❤. “The song amazing 🎾” “In❤” “Let me meet my future wife and I’ll sing it for her❤❤❤” 😂❤❤ “What is he singing about?” “About a long life honeymoon” ❤❤❤❤ ❤❤❤❤</td>
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<td>53.</td>
<td>Sep 14</td>
<td>Send photo and a warning. “Good morning guys “please respect the iPods and the way you leave it, it is your responsibility to leave it as you got it”</td>
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<td>54.</td>
<td>Sep 14</td>
<td>Kindly saying hello and sending the photo of the schedule of evaluation that will happen next week. Hi guys, hope you are all doing well? We have some evaluations planned the next week and the week after that. Please this picture I send you with the times and dates. Thank you and have an amazing weekend.</td>
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<td>55.</td>
<td>Sep 18</td>
<td>A team member sending a photo about the new layout for the clothes in the shop. &quot;IMG-20180918-WA0008.jpg 🎁for women's section” “From point 2 and on it’s the amounts for the tables and the folding items in the walls”</td>
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<td>Date</td>
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<td>Sep 28</td>
<td>1111-1124</td>
<td>After that, manager send an extra explanation.</td>
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<td>continues explaining about the same topic</td>
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<td>Member of the team shares her bike got stolen outside the shop. Team shows empathy with emojis and ask for the description of the bike. Further, they send jokes and cheer her up.</td>
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<td>“Someone stole my bike in front of the store 😭😭😭”</td>
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<td>“I don't know if someone knows how it looks like but see it nearby the store because it was moved and not stolen please let me know”</td>
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<td>“Can you describe it”</td>
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<td>“Black, the brand is cortina”</td>
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<td>The saddle and the handlebar is in brown, with a black plastic basket. Two yellow elastics at the back. And a sticker also at the back that says “save the orangutans” 😃 “😃”</td>
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<td>“Very unique!” “Very specific and not very common” “Omg Pamela” “I let you know if I find it” “Good luck with finding it”</td>
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<td>“Can you describe it”</td>
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<td>Tact - the GIF and emojis</td>
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<td>Intraverbal behavior</td>
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<td>Oct 7</td>
<td>1150-1153</td>
<td>Informing she took the equipment by mistake with her. Manager answers with a funny GIF which says nooo. She sends another emoji of being ashamed.</td>
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<td>“I took the iPod with me! 😃 thought it was my phone in my pocket! &lt;Multimedia file&gt;” “头皮”</td>
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<td>Tact - photos. Written echoic behavior</td>
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<td>In all communications sent by managers regarding task cohesion, there was no answer from the team. In this case even though the communication is about task cohesion, there was no answer from the team. In this case even though the communication is about</td>
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<td>New member of the team is added to the group. He is informing about and changes in the stock.</td>
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<td>“Hello everybody! 😃 Thats me G We’ve done 2 little changes in woman stock today, first 1: those shoes that was on the floor next to the kitchen door is now moved to above the hanging dresses, Second change: the shoes empty boxes we now have a place for it, in that room were we keep the wood hangers and the shopping bags, the idea is every time that some shoes goes to the shopfloor os comes back from the shopfloor it goes first back in the box, or if it goes to the shop you guis take the shoes out of the box and place the box in that room. Have a nice night everyone! 😃” “Thanx G” “Oke”</td>
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<td>Mand advice is a softened mand. He informs about the changes but with a smile, his introductio and more emojis. Textual behavior</td>
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<td>In all communications sent by managers regarding task cohesion, there was no answer from the team. In this case even though the communication is about task cohesion, there was no answer from the team. In this case even though the communication is about</td>
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<tr>
<td>“You’re welcome!”</td>
<td>“Thank you Glenn!”</td>
<td>“You’re welcome!👍💪🏽”</td>
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<tr>
<td>“👋🏻👍🏻”</td>
<td>“👍🏽💪🏽”</td>
<td>where thinking</td>
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<td>and welcoming</td>
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<td>answers. Mands</td>
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<td>from managers</td>
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<td>do not use emojis.</td>
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Appendix 3 – Interview Protocol

Agenda

Personal Introduction (5 min)

Study Introduction (5 min)

General questions (10 min)

Study questions (40 min)

Personal data

1. Where were you born? And in which countries did you live?

2. For how long have you lived in the Netherlands?

3. What is your mother tongue?

4. Do you speak other languages?

5. In what environments (e.g., at work, at home, while going out) do you speak them?

6. What is your education:

   Secondary school
   High school
   Bachelor’s degree
   Master’s degree
   Other....

   Company level to analyze the context of where the team works

   7. How long do you work for Inditex?

   8. How long do you work in this shop?

   9. What is your position at work?

   10. What are you work activities on a regular working day?
11. Is there any official policy on language use at the company? If yes, are you familiar with this policy?

**About tongues mingling in business daily communication**

12. Which languages do you speak during your working hours?
13. With whom do you speak those languages? Why?
14. Which languages do you speak during your breaks at work?
15. If you speak other language during the break at work, with whom do you speak them? Why?
16. Could you think of an example where you were speaking a language at work, and then you switched to another language? What motivated you to change the languages?
17. While you are working, which language is easy for you to use? Why? Could you give me examples?
18. While you are working, which language is difficult for you to use? Why? Could you give me examples?
19. Which language do you find as the best to communicate a goal or task to your team? Why?
20. During working hours, do you hear people in your team having conversations in languages that you don’t understand? How do you feel about it?
21. During the breaks at work, do you hear people in your team having conversations in languages that you don’t understand? How do you feel about it?

**Task cohesion**

22. How specific are your managers when they tell you, your goals and tasks for work? Do you understand everything? Do you prefer him/her to explain to you in any language in particular? Why?
23. Which work-related tasks do you plan with your colleagues? In which language do you do it?
24. Let’s imagine: your manager gives your teams a task to bring back the stock of all clothes from the fitting room, where they were left by people who did not buy these clothes. How do people in your group organize their activities to complete this task?
25. Do you have any language preference when you talk about work-related tasks? If so, why do you have this preference?

26. Have you experienced any obstacles to reach the team’s goals? Could language differences have been an obstacle in achieving team’s goals? If yes, could you elaborate on it? Could language differences could have been a facilitator in achieving team's goals? If yes, could you elaborate on it?

**Social cohesion**

27. Do you consider yourself emotionally close to your colleagues? Why?

28. Do people in this team get along each other? If yes, in what ways they do get along each other?

29. How often do you socialize with members of your team? Do you like socializing with your colleagues? Why?

31. Could you think of an example where language differences among colleagues have helped socialization in your team?

32. Could you think of an example where your language differences among colleagues have obstructed socialization in your team?

**The relation between social and task cohesion**

33. Do you consider that if the members of your team feel emotionally close, it can ease the completion of work-related tasks? Is it the case also at team at work?

34. Do you think that if your team reaches its goals, their members become emotionally closer? Is it the case also at team at work?

**WhatsApp group**

35. Do you think the (current/existing) WhatsApp group helps the group to achieve work-related tasks?

36. Do you consider that the (current/existing) WhatsApp group can help to create an emotional bond?

37. In your opinion, which language is useful to use in the WhatsApp group? Why?

38. Have you seen people using different languages the current Whatsapp group? If yes, what do you think is the motivation?
38. Do you sometimes read the chats in the group and answer verbally either to your managers or your colleagues? If yes, why do you do that?

39. What do you think is the benefit of having the current WhatsApp group?

40. Do you like sharing something in that WhatsApp group? If yes, what would that be and why?

41. Do you like to use emojis in the interactions taking place on WhatsApp? Why?

42. Do your team members sometimes share, videos, photos or comments that you don’t understand? How do you feel about it?

**For the managers**

43. In your view, how committed is your team to reach their goals and to complete their tasks? What do you think are the key factors of such commitment (or lack thereof)?

44. Do you think their language differences have an impact on reaching their goals? If yes, in what way?

45. In your view, are people in your team emotionally close to each other? Could you elaborate on why you think so?

46. Do you think their language differences of your team have any relevance to the way on how they socialize? Why?

47. As we talked about before, your team is composed by who speak different languages do you think it has some influence on the team functioning for clearly work-defined goals?

**Question for everyone at the end.**

48. What is your general experience with working in a team formed by people coming from so many places in the world.
Appendix 4 – Representative quotes language switching

This appendix includes quotes that were used and not used in the thesis

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Interview quote</th>
<th>Nature of language switch</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fashion Co 3</td>
<td>“Oh what motivated me to switch is customer complaining that I can’t speak Dutch, that was the biggest motivation and just me trying to be a little bit more friendlier and accommodative to the customer needs”</td>
<td>Switching for Dutch customers</td>
</tr>
<tr>
<td>Fashion Co 4</td>
<td>“With Russian customers when I switch to Russian they become more active and communicative and then they become more happy and they buy more. If it is in English they just don’t talk. They just don’t communicate back”</td>
<td>Switching for international customers</td>
</tr>
<tr>
<td>Fashion Co 5</td>
<td>“I like to switch when I feel I’m comfortable to switch. Actually to be honest depends about the mood, depends on how busy it is, So depends about the time, if it is very crowded, depends also about the customers, if they are nice, then I’m more open to speak the language with them”</td>
<td>Switching for customers</td>
</tr>
<tr>
<td>Fashion Co 5</td>
<td>“So when I am communicating in their language that makes them more happy for the company I’m doing my job in the highest level”</td>
<td>Switching for customers</td>
</tr>
<tr>
<td>Fashion Co 6</td>
<td>“But the more the conversation goes ok and then I’m still learning Dutch I have to ask them if it is ok if I switch languages because it would be easier to explain for me everything”</td>
<td>Switching for customers</td>
</tr>
<tr>
<td>Fashion Co 8</td>
<td>“Well like I explained before about a customer sometimes they assume that I’m English and sometimes I assume that they are English because they start talking to you or to you or talking about something with a colleague so we switch to English and then at the end we find out that they are Dutch so I switch over to Dutch”</td>
<td>Switching for customers</td>
</tr>
<tr>
<td>Fashion Co 8</td>
<td>“We have H. who can speak Russian, Spanish, English, she can switch very easy between languages and make customers to feel very comfortable which can be that they can buy easier or that they come sooner so it is very positive and of course everybody speaks English of course”</td>
<td>Switching for customers</td>
</tr>
<tr>
<td>Fashion Co 1</td>
<td>“With my manager I speak English because we don't want misunderstandings”</td>
<td>English as a common language</td>
</tr>
<tr>
<td>Fashion Co</td>
<td>“The easy things that I already know in Dutch, we go in Dutch.</td>
<td>English</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
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<td>------------------------------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>4</td>
<td>When they ask more specific questions I always switch to English”</td>
<td></td>
</tr>
<tr>
<td>FashionCo 4</td>
<td>Problem and they want a solution I normally switch to English to understand better the problem</td>
<td>English for solving problems</td>
</tr>
<tr>
<td>FashionCo 5</td>
<td>“When we are working we use English especially the most easiest language to communicate”</td>
<td>English</td>
</tr>
<tr>
<td>FashionCo 2</td>
<td>“Most of us are international and the common language that we all speak is English”</td>
<td>English</td>
</tr>
<tr>
<td>FashionCo 8</td>
<td>“But it is again a bit difficult to switch also for us because we also speak English so much, it automatically goes to English because you are already working with that person for so long in English so it is strange to switch”</td>
<td>English</td>
</tr>
<tr>
<td>FashionCo 1</td>
<td>“At some point there are so many conversations that we all come to the conclusion that we need to speak English”</td>
<td>English</td>
</tr>
<tr>
<td>FashionCo 1</td>
<td>“In general people try to make the moment the most comfortable for others”</td>
<td>Good manners</td>
</tr>
<tr>
<td>FashionCo 5</td>
<td>“It would be not nice to speak in other language, so most of the time if all of us have break we speak English, only English”</td>
<td>Good manners</td>
</tr>
<tr>
<td>FashionCo 8</td>
<td>“When they want to include me they always switch to English”</td>
<td>Inclusion</td>
</tr>
<tr>
<td>FashionCo 4</td>
<td>“We just immediately switch to English because then the other one also becomes part of the conversation”</td>
<td>Inclusion</td>
</tr>
<tr>
<td>FashionCo 9</td>
<td>“If I have the need to be included in the conversation then I make them speak English. But it is normal sometimes people need to speak their mother tongues”</td>
<td>Inclusion</td>
</tr>
<tr>
<td>FashionCo 4</td>
<td>“Yes I come across mostly in Dutch. That is a bit annoying when you are there during your break and they just go speaking in Dutch”</td>
<td>Exclusion</td>
</tr>
<tr>
<td>FashionCo 1</td>
<td>“I do not pay attention, if I do not understand what they say, I feel the persons do not want me to understand what they talk about, so, I just ignore”</td>
<td>Exclusion</td>
</tr>
<tr>
<td>FashionCo 6</td>
<td>“Yeah at my work I come across a lot of Spanish communication and that is hard for me”</td>
<td>Exclusion</td>
</tr>
<tr>
<td>FashionCo</td>
<td>You feel excluded that you cannot participate, because for</td>
<td>Exclusion</td>
</tr>
<tr>
<td>FashionCo 11</td>
<td>example in Dutch, I can understand and catch a bit of the conversation, and participate a bit, but in another language not</td>
<td>Lack of skills</td>
</tr>
<tr>
<td>FashionCo 11</td>
<td>“I try to use Dutch the maximum possible, especially with older persons, I speak the maximum Dutch I can. Then, think is that you reach a point where you can't anymore. And then you say, I want to explain it to you but I do not do well in Dutch anymore and then you switch”</td>
<td>Lack of skills</td>
</tr>
<tr>
<td>FashionCo 2</td>
<td>A short response in Dutch, but then she was asking me something a bit more complicated, in Dutch but I responded in English because I didn’t know all the words in Dutch.</td>
<td>Lack of skills</td>
</tr>
<tr>
<td>FashionCo 6</td>
<td>“If I am really struggling I call my colleagues who are very fluent in Dutch and we always have one in the shop floor who is speaking Dutch, so I call that one to continue the communication”</td>
<td>Lack of skills</td>
</tr>
<tr>
<td>FashionCo 1</td>
<td>It is difficult to use Dutch because is not a language that I, absolutely not. I can’t pronounce exactly as I want, or I tangled up in my own world of wanting to speak well”</td>
<td>Lack of skills</td>
</tr>
<tr>
<td>FashionCo 4</td>
<td>“When customers start to ask more specific questions and then I think “now I already don’t understand you because I’m not that further””</td>
<td>Lack of skills</td>
</tr>
<tr>
<td>FashionCo 6</td>
<td>“No, no it is not so much struggle, it motivates me to learn the language”</td>
<td>Learning</td>
</tr>
<tr>
<td>Fashion Co 5</td>
<td>“To practice and make it like fun and practicing together all of us sometimes we use Dutch”</td>
<td>Learning</td>
</tr>
<tr>
<td>FashionCo 8</td>
<td>“To people who really want to learn Dutch I try to speak with them but I don’t know why but sometimes you just switch right away back to English and you just continue in English”</td>
<td>Teaching</td>
</tr>
<tr>
<td>FashionCo 1</td>
<td>“During my break times I can express myself with more passion, because maybe in other languages you can express what you want with the same strength as you can do with your mother tongue, During my breaks I want to be totally me”</td>
<td>Mother tongue</td>
</tr>
<tr>
<td>FashionCo 8</td>
<td>“For socialization is better, people can also have the chance to speak their language and is very positive when someone lives abroad”</td>
<td>Mother tongue</td>
</tr>
<tr>
<td>FashionCo 2</td>
<td>“Sometimes when you make a joke is not that easy to translate it to English”</td>
<td>Mother tongue</td>
</tr>
<tr>
<td>FashionCo 4</td>
<td>“I think most of the time they are specific and communication is mostly in English so they never actually use another language when they want to say something job related”</td>
<td>Task cohesion common language</td>
</tr>
<tr>
<td>FashionCo 11</td>
<td>“Eso pasa muchísimas veces, clientes que se enfadan, clientes a los que no les gusta que tu no hables su idioma, se cabrean, se</td>
<td>Customers</td>
</tr>
</tbody>
</table>
van con otra persona. Eso pasa muy frecuentemente y desafortunadamente pierdes una venta y un cliente”
Appendix 5 – Coding

This appendix includes data from the interviews which was coded.

<table>
<thead>
<tr>
<th>Participant</th>
<th>Quote</th>
<th>Coding 2nd order theme</th>
<th>Aggregate Dimension</th>
</tr>
</thead>
<tbody>
<tr>
<td>FashionCo6</td>
<td>Yes it happens a lot it really happens a lot especially with Turkish and Arabic also so I start English with them and then after 5 min I discover between each other that they speak Turkish.</td>
<td>Customers - discovering their language</td>
<td>Conditioner</td>
</tr>
<tr>
<td>FashionCo6</td>
<td>But the more the conversation goes ok and then I’m still learning Dutch I have to ask them if it is ok if I switch languages because it would be easier to explain for me everything.</td>
<td>Customers: Required</td>
<td>Conditioner</td>
</tr>
<tr>
<td>FashionCo8</td>
<td>Well like I explained before about a customer sometimes they assume that I’m English and sometimes I assume that they are English because they start talking to you or talking about something with a colleague so we switch to English and then at the end we find out that they are Dutch so I switch over to Dutch.</td>
<td>Customers: Finding out they both speak the same language</td>
<td>Conditioner</td>
</tr>
<tr>
<td>FashionCo8</td>
<td>Sometimes I’m speaking to a person in English for a long time and then at the end we discover that we both speak Dutch but I do not speak in Dutch but only in English because so many people in the shop speaks English.</td>
<td>Customers: Inertia for language switching</td>
<td>Conditioner</td>
</tr>
<tr>
<td>FashionCo9</td>
<td>If they approach me and ask me English or Dutch then I say both are fine. Also, then they start speaking Dutch with me, but for me my main working language is English.”</td>
<td>Customers - agreed</td>
<td>Conditioner</td>
</tr>
<tr>
<td>FashionCo4</td>
<td>I think most of the customers react good, but I had a couple of customers who were angry about it, or one customer even told me “this is Holland, and this is Dutch”</td>
<td>Customers - forced</td>
<td>Conditioner</td>
</tr>
<tr>
<td>FashionCo9</td>
<td>If I have the need to be included in the conversation then I ask them to speak English</td>
<td>Good manners requested</td>
<td>Conditioner</td>
</tr>
<tr>
<td>FashionCo1</td>
<td>Con mi jefe hablo inglés porque no queremos mal entendidos . With my manager I speak English because we don't want misunderstandings.</td>
<td>Common language : Efficiency</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo1</td>
<td>Ingles se hace mucho mas facil de utilizar porque como he dicho todos en esta area todos entendemos ese idioma y si es mas facil.</td>
<td>Common language - easy</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo1</td>
<td>Llega el momento en el que hay tantas conversaciones que todos llegamos a la conclusion de que hay que hablar inglés</td>
<td>Common language - one conversation</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo3</td>
<td>English for sure because is more easier for me and because I think everybody understands as well and is quicker that way also</td>
<td>Common language - fast and understandable</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo4</td>
<td>I think I feel more comfortable using English and then I do not miss some words</td>
<td>Common language - easy</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo4</td>
<td>Is easier to communicate and to be part of the conversation in general.</td>
<td>Common language - easy</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo4</td>
<td>The easy things that I already know in Dutch, we go in Dutch. When they ask more specific questions I always switch to English.</td>
<td>Common language for specific things</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo4</td>
<td>Problem and they want a solution I normally switch to English to understand better the problem.</td>
<td>Common language solving problems</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo4</td>
<td>to make a decision or be helpful to say something important. I do not make a mistake in that.</td>
<td>Common language avoid problems</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo4</td>
<td>I think also English because most of us are from different places and it is a language that all of us understand more less</td>
<td>Common language Switch</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo5</td>
<td>To communicate I speak English</td>
<td>Common language Switch</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo6</td>
<td>When we are working we use English especially the most easiest language to communicate</td>
<td>Common language : Easy</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo5</td>
<td>English because I can show everything I have in English now.</td>
<td>Common language good skills</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo5</td>
<td>With my colleagues, with the managers and also in the store I listen only English</td>
<td>Common language Switch</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo2</td>
<td>English because most colleagues are international so yeah I think we speak English</td>
<td>Common language Switch</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo2</td>
<td>At work the easiest language for me to use is English because we use it a lot</td>
<td>Common language - easy</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo2</td>
<td>Most of us are international and the common language that we all speak is English.</td>
<td>Common language-international</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo2</td>
<td>Enfrente de algún manager o alguna persona que venga de fuera, si el Inglés es el idioma que debo usar.</td>
<td>Common language Switch</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo2</td>
<td>Algo dicho en Inglés puede llegar al receptor en una forma más clara.</td>
<td>Common language straight communication</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo6</td>
<td>With my colleagues I speak English because we talk a lot and English is easier and no one else speaks Dutch.</td>
<td>Common language Switch</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo6</td>
<td>During my breaks I speak English</td>
<td>Common language Switch</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo6</td>
<td>I’m fluent in English, I’m always happy when someone says “I do not speak Dutch and I speak English”</td>
<td>Common language Switch</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo6</td>
<td>English I am super easy and I find it super and I know I will be able to communicate if I speak English.</td>
<td>Common language Switch</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 9</td>
<td>Because my English is better than my Dutch. I can express myself better.</td>
<td>Common language: Having better skills in certain language.</td>
<td>Switch</td>
</tr>
<tr>
<td>-------------</td>
<td>-----------------------------------------------------------------------</td>
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<td>--------</td>
</tr>
<tr>
<td>Fashio nCo 11</td>
<td>Porque a veces si hablan Ruso y otra cosa, intento ponerles algún compañero con el que puedan comunicarse.</td>
<td>Customers: Trying to speak Dutch/English and offering help in other languages.</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 11</td>
<td>El holandés lo trato de usar lo máximo posible y en especial si es una persona mayor, hablar el máximo holandés que puedo, lo que pasa es que llega un punto que ya. Y ya tu dices es que te lo quiero explicar pero ya no me sale bien en Holandes y ya tu tienes que cambiar.</td>
<td>Customers and lack of skills</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 1</td>
<td>Con los clientes trato de hablar lo más que se pueda Holandés porque ellos se sienten cómodos de que son Holandeses y hablen su idioma</td>
<td>Customers: Making them feel good</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 3</td>
<td>Oh what motivated me to switch is customer complaining that I can’t speak Dutch, that was the biggest motivation and just me trying to be a little bit more friendly and accommodating to the customer needs</td>
<td>Customers: Complaining accommodating to their needs</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 4</td>
<td>Customers: “this is Holland and this is Dutch, English ok we can go in English”</td>
<td>Customers making people to feel bad</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 5</td>
<td>Yes I use the four languages. Sometimes is just funny to use it with customers because they are in the Netherlands but they speak Arabic or Turkish if they are Turkish Turkish. Yeah it is nice, is fun, is really nice.</td>
<td>Customers and fun</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 5</td>
<td>so I like to switch when I feel I’m comfortable to switch. Actually to be honest depends about the mood, depends on how busy it is</td>
<td>Customers - switching depends on the mood</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 5</td>
<td>But if there’s an opportunity to speak with them… it would be nice to talk with them about why are you coming here, to work, tourist? Or something like this. So it is really nice.</td>
<td>Customers - friendly curious</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 5</td>
<td>So when I am communicating in their language that makes them more happy</td>
<td>Customers - friendly</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 5</td>
<td>for the company I’m doing my job in the highest level.</td>
<td>Customers - efficient</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 6</td>
<td>Customers I try and speak Dutch most of the time and if I start struggling I tell them yeah. That much knowledge is my Dutch and my knowledge is not so good and they are ok with that. They start speaking English</td>
<td>Customers: Agreeing</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 8</td>
<td>at the end we find out that they are Dutch so I switch over to Dutch.</td>
<td>Customers: Discover</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 8</td>
<td>We have H. who can speak Russian, Spanish, English, she can switch very easy between languages and make customers feel very comfortable which can be that they can buy easier or that they come sooner so it is very positive and of course everybody speaks English of course.</td>
<td>Customers: Language diversity also helps for selling</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 11</td>
<td>El holandés lo trato de usar lo máximo posible y en especial si es una persona mayor, hablar el máximo holandés que puedo, lo que pasa es que llega un punto que ya. Y ya tu dices es que te lo quiero explicar pero ya no me sale bien en Holandes y ya tu tienes que cambiar.</td>
<td>Customers and lack of skills</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 1</td>
<td>Se me hace difícil usar holandes porque no es un idioma que yo domino, no en lo absoluto no.</td>
<td>Lack of skills in the language</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 1</td>
<td>la pronunciación no se me da como yo quiero. O me enredo en mi propio mundo de querer hablar bien,</td>
<td>Lack of skills in the language</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 3</td>
<td>I change is mainly to Dutch to help or is back to English because they do not understand my Dutch.</td>
<td>Lack of skills in the language</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 3</td>
<td>More difficult for me to use is German actually</td>
<td>Lack of skills in the language</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 3</td>
<td>so is a little bit difficult for me to get the German words. Specially in Amsterdam is not so often that I come to speak German</td>
<td>Lack of skills in the language</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 3</td>
<td>The words I knew in German and Dutch are a bit similar languages so it is difficult for me at the end for me.</td>
<td>Lack of skills</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 4</td>
<td>About Dutch: you don’t feel comfortable with commenting, it takes a lot of time to formulate in Dutch</td>
<td>Lack of skills in the language - conversation do not flow</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 4</td>
<td>Customers: they start to ask more specific questions and then I think “now I already don’t understand you because I’m not that further”</td>
<td>Lack of skills</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 5</td>
<td>The lowest level I have in languages is Dutch</td>
<td>Lack of skills</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 2</td>
<td>When customers talk to me in Dutch I respond in English. So I understand Dutch but I speak English</td>
<td>Lack of skills in the language</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 2</td>
<td>A short response in Dutch, but then she was asking me something a bit more complicated, in Dutch but I responded in English because I didn’t know all the words in Dutch.</td>
<td>Lack of skills</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 2</td>
<td>Dutch sometimes can be difficult if I need to talk, Event tough I understand a lot I’m not able to communicate in Dutch</td>
<td>Lack of skills</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 2</td>
<td>si el Ingles también es más difícil expresarlo que entenderlo</td>
<td>Lack of skills</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 6</td>
<td>Some of the words I do not know in Dutch. And then I have to switch.</td>
<td>Lack of skills</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 6</td>
<td>If I am really struggling I call my colleagues who are very fluent in Dutch and we always have one in the shop floor who is speaking Dutch, so I call that one to continue the</td>
<td>Lack of skills struggling</td>
<td>Switch</td>
</tr>
<tr>
<td>Communication</td>
<td>Lack of skills in the language</td>
<td>Switch</td>
<td></td>
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<tr>
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<td></td>
</tr>
<tr>
<td>Fashio nCo 8</td>
<td>that us VM she has a bit of a problem with English so with her I will always communicate with her in Dutch.</td>
<td>Lack of language skills</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 8</td>
<td>When people do not speak English, there’s the option to switch to a language that they understand.</td>
<td>Lack of language skills</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 8</td>
<td>Is doing an amazing job with what he is doing. He wants to learn English, but communicating with him can be a bit difficult.</td>
<td>Lack of language skills</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 3</td>
<td>When they want to include me they always switch to English</td>
<td>Inclusion</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 3</td>
<td>I think they understand and at some point they change</td>
<td>Inclusion</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 4</td>
<td>if it is just a random conversation that in which I am not part I do not care, yeah I don’t mind</td>
<td>Inclusion</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 6</td>
<td>during the breaks when I hear them when I am the only one who does not speak the language and the rest are speaking it, sometimes I feel like they should switch to English and then I can understand.</td>
<td>Inclusion</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 6</td>
<td>If I need to say something in the conversation they switch automatically to English.</td>
<td>Inclusion Culture at work of changing automatically languages</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 1</td>
<td>La verdad no le presto atención, pues como no entiendo lo que dicen, siento que las personas no quieren que yo entienda lo que están hablando, así que simplemente ignoro. I do not pay attention, if I do not understand what they say, I feel the persons do not want me to understand what they talk about, so, I just ignore</td>
<td>Exclusion</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 4</td>
<td>I find it annoying when you are in the break and they start to speak in Dutch</td>
<td>Exclusion</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 4</td>
<td>Yes I come across mostly in Dutch, that is a bit annoying when you are there and they just go speaking in Dutch</td>
<td>Exclusion</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 4</td>
<td>Bueno si alguien quiere hablar su idioma, pues que lo hable, ellos se pierden el que yo pueda dar una opinión sabes ellos se están perdiendo a lo mejor mi punto de vista o el que yo participe en la conversación</td>
<td>Exclusion</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 2</td>
<td>Holandes entre algunos compañeros, pero eso si ellos creen que a lo mejor yo no puedo dar un comentario</td>
<td>Exclusion</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 6</td>
<td>Yeah at my work I come across a lot of Spanish communication and that is hard for me</td>
<td>Exclusion</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 11</td>
<td>Pues hay una parte que de alguna manera te hace sentir excluida, pero yo no me enfado, pues entiendo que te sientes como en tu propia casa y eso te gusta.</td>
<td>Exclusion</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 1</td>
<td>Por educación</td>
<td>Good manners</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 1</td>
<td>Para que todo tu entorno lo entienda</td>
<td>Good manners</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 1</td>
<td>Cívico, hablar algo que todos entiendan</td>
<td>Good manners</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 1</td>
<td>Por educación y por buen compañerismo, así no esté interesada en tu conversación</td>
<td>Good manners</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 1</td>
<td>No quiero que alguien más se sienta incómodo</td>
<td>Good manners</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 1</td>
<td>En general la gente trata de que el momento sea lo más cómodo posible para todos</td>
<td>Good manners</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 5</td>
<td>because it is more respect for me or from them to me</td>
<td>Good manners</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 5</td>
<td>It could happen when they have already the conversation and I go in, I have no problem with that.</td>
<td>Good manners</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 5</td>
<td>It is ok it could happen.</td>
<td>Good manners</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 5</td>
<td>No, if I’m in the situation and they do it on purpose I would be, I would feel bad, but for me I know that all colleagues are nice with me and they respect me so they do not do it on purpose</td>
<td>Good manners</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 5</td>
<td>It would be not nice to speak in other language, so most of the time if all of us have break we speak English, only English.</td>
<td>Good manners</td>
<td>Switch</td>
</tr>
<tr>
<td>Fashio nCo 2</td>
<td>I understand that you want to speak in the same language because is easier but when you are in the environment that is not only you, both of you for example and there are also more</td>
<td>Good manners</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo</td>
<td>people who do not speak the language sometimes I feel is not that polite,</td>
<td>Good manners</td>
<td>Switch</td>
</tr>
<tr>
<td>-----------</td>
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</tr>
<tr>
<td>FashionCo 2</td>
<td>yo tengo ciertas reglas, no son de Inditex. No me gusta hablar en Español porque también hay gente de otros lugares y siento que de cierta forma es mejor que entiendan lo que hablamos.</td>
<td>Good manners</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo 2</td>
<td>A mí no me gusta que se una persona no entienda. Por eso a lo mejor estoy hablando español y si viene otra persona podría cambiar de idioma en esa situación.</td>
<td>Good manners</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo 8</td>
<td>language I think is more polite to speak in the language that everybody understands. That is my point if you want to talk about something personal, then just go somewhere else.</td>
<td>Good manners</td>
<td>Politeness</td>
</tr>
<tr>
<td>FashionCo 11</td>
<td>Entonces ahí sí me molestaría más. Porque si por ejemplo yo estoy hablando contigo en Español y llega una persona que no habla Español. Yo intentaría hablar en Inglés, para participar porque estamos en un círculo amigable. Es una Falta de respeto.</td>
<td>Good manners</td>
<td>Make it friendly</td>
</tr>
<tr>
<td>FashionCo 1</td>
<td>Porque yo necesito aprenderlo</td>
<td>Learning</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo 5</td>
<td>To practice and make it like fun and practicing together all of us sometimes we use Dutch</td>
<td>Learning and fun</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo 5</td>
<td>Dutch is the lowest level I have so I don’t feel comfortable but I’m motivated to speak it, to learn more.</td>
<td>Learning - motivation</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo 6</td>
<td>But we are in The Netherlands so I’m learning.</td>
<td>Learning</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo 6</td>
<td>No, no it is not so much struggle, it motivates me to learn the language.</td>
<td>Learning: they have resilience</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo 8</td>
<td>To people who really want to learn Dutch I try to speak with them but I don’t know why but sometimes you just switch right away back to English and you just continue in English.</td>
<td>Learning/teaching</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo 9</td>
<td>Sometimes if she thinks that I do not understand everything then she switches to English</td>
<td>Learning teaching: Managers analyze if people didn’t understand</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo 1</td>
<td>En mis tiempos de descanso puedo expresarme con más pasión porque tal vez en otros idiomas no está expresando lo que quiere con la misma fuerza como si es tu propio idioma, y en la hora de descanso quiero ser totalmente yo. During my break times I can express myself with more passion, because maybe in other languages you can express what you want with the same strength as you can do with your mother tongue, During my breaks I want to be totally me.</td>
<td>Mother tongue to relax</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo 3</td>
<td>Mhmm yes Spanish, Portuguese now as well. Yeah. I don’t mind actually. Spanish and it is for ease.</td>
<td>Mother tongue for ease</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo 2</td>
<td>About colleagues talking different languages during working hours: Ah then if it is at work I totally understand it because it is easier for them to communicate faster what they need</td>
<td>Mother tongue - broader knowledge of words</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo 2</td>
<td>Because sometimes you don’t know the words in English but you better know the words in your mother tongue</td>
<td>Mother tongue</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo 2</td>
<td>sometimes when you make a joke is not that easy to translate it to English.</td>
<td>Mother tongue - jokes</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo 2</td>
<td>Cuando estoy en actividades del trabajo, eso depende de la persona con la que me comunique, porque si la persona sabe hablar en Español o entiende el Español pues hablo el Español</td>
<td>Mother tongue</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo 2</td>
<td>Bueno cuando trabajo el más fácil de utilizar es el Español porque realmente es el idioma en el que puedo digamos dar a entender completamente lo que quiero decir</td>
<td>Mother tongue - express himself good</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo 8</td>
<td>I hear sometimes V. speaking in Greek probably with her family. Sometimes you hear also R or R talking with their husbands in their own language. This I understand this is normal but usually while in the Kichen everybody switches to English.</td>
<td>Mother tongue: relatives and other networks outside the company</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo 8</td>
<td>again for the work environment is also good for people who are far away from home or speak with people that can speak their language and I think that can be nice also.</td>
<td>Mother tongue Positive for people to have the chance to switch to their language</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo 8</td>
<td>Socialization is better and this is very interesting perspective, people can also have the chance to speak their language and is very positive when someone lives abroad.</td>
<td>Mother tongue</td>
<td>Switch</td>
</tr>
<tr>
<td>FashionCo 8</td>
<td>sometimes in some languages the meaning is different. It is easier to say something in your own language, is better because even if you translate it does not come out so good.</td>
<td>Mother tongue: Jokes and meanings that cannot be translated.</td>
<td>Switch</td>
</tr>
</tbody>
</table>