

**Legitimacy process of common corporate language in MNCs: How does it  
affect collective code-switching and organizational outcomes?**

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**An Extended Abstract of Legitimacy process of common corporate language  
in MNCs: How does it affect collective code-switching and organizational  
outcomes?**

**ABSTRACT**

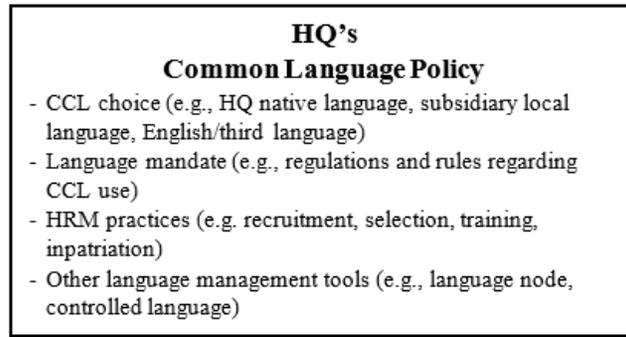
With an attempt to explain the double-edge sword effects of the common language policy in MNCs, this paper introduces and sheds light on a new concepts, that is, legitimacy of the common corporate language (CCL). Whether subsidiary employees perceive the CCL as legitimized language in the focal subsidiary determines collective language use in different occasions, and thus contributing or hindering organizational outcomes. In order to understand the factors, which may enhance the legitimacy of the CCL, a theoretical model is developed to capture the legitimacy process of CCL in MNCs (Figure 1). The collective judgement of the legitimacy of the CCL is determined by three components - the subsidiary's multilingual properties, the Headquarter's common language policy, and employee's code-switching to CCL behavior. Each component composes of different factors, which, in turns, makes every subsidiary a unique domain with blurring boundaries between multiple national languages. Among these three components, common language policy particularly matters because it triggers the legitimacy process of the CCL, leading to proximal and distal outcomes. Implications for international business studies and MNC's common corporate language practice are discussed.

**Keywords:**

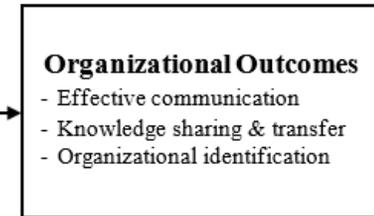
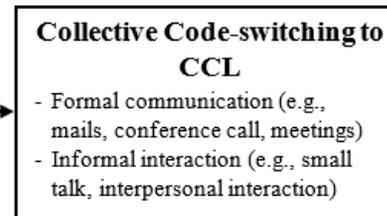
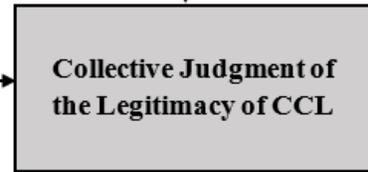
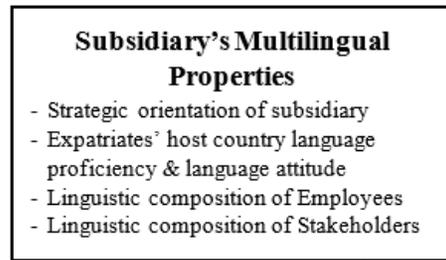
Common language policy, legitimacy, language standardization, language management, multilingual organization

**Figure 1. Legitimacy Process of common corporate language in MNCs**

Global Level



Subsidiary Level



Individual Level

