

## **From crossing cultures to straddling them: An empirical examination of outcomes for multicultural employees**

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### **Abstract**

Individuals who have internalized more than one societal culture are a growing proportion of the workplace demographic, yet they remain an unrecognized resource within their organizations. We conducted three studies to test relationships between multicultural identity patterns and personal, social and task outcomes. Consistent results across studies indicate that individuals with more cultural identities (higher identity plurality) have more social capital and higher levels of intercultural skills than those with fewer cultural identities, while individuals who integrate their cultural identities (higher identity integration) experience higher levels of personal well-being than those who separate them. Based on these results we advocate for two directions in future research on multicultural employees: moving beyond cognitive mechanisms alone, and examining monocultural and multicultural individuals along the spectrum of identity plurality.

### **Speaker Profile**

Stacey R Fitzsimmons (Ph.D. SFU Beedie School of Business) joined University of Victoria's Gustavson School of Business in 2014, after three years as an Assistant Professor at Western Michigan University. Her research objective is to improve the way people work with others across cultures. She does this by examining how bicultural and multicultural employees contribute to global teams and organizations. Stacey's research has been published in *Academy of Management Review*, *Human Resource Management Review*, *Organization Studies*, and *Organizational Dynamics*. She won the 2013 International Human Resources Scholarly Research award from the Academy of Management, for most significant annual contribution to international human resources management.