# Transfer of the Organizational Culture of Multinationals in Algeria Case : Schlumberger NAG

**Dr. Kerbouche Mohammed**
Assistant Professor
University of Mascara –Algeria

## Abstract

*The aim of this article is to understand the problem of transferring the corporate culture of the parent company to its subsidiaries, particularly in Algeria. First, we tried to determine the mechanisms and the different practices used by the multinational Schlumberger to transfer its organizational culture to all of its subsidiaries, in order to ensure strategic and behavioral congruence, thus guaranteeing a universal and standard. We also tried to detect the different factors that could influence the transfer process of the corporate culture. Finally, to come up with some suggestions and recommendations that aim to strengthen the practices of the human resources function.*

**Keywords:** Intercultural management, corporate culture, transfer of organizational culture, the parent company, subsidiaries.

## Introduction

In recent decades, the company's environment has become more complex, evolving in a context of increasing competition, a review of its management structure, its hierarchical structure and the organization of work are essential to its being accustomed to change, the adoption of development strategies including internationalization is one of the solutions that the company will have to resort to in order to expand its global coverage. Beyond the advantages that this phenomenon "internationalization" can bring to the company, challenges are to be overcome especially those related to the relational aspects of the parent company and its subsidiaries. Indeed, the complexity of this (relational) aspect is manifested in the fact that multinationals must both satisfy the local demands of geographically separate subsidiaries and achieve a comprehensive integration of the latter in order to ensure congruence and strategic compatibility Between the parent company and its subsidiaries.

The intercultural problem is one of the relational aspects to which the multinational is confronted on daily activities. This implies the obligation to consider the specificities of the host countries and to transfer effectively its corporate culture while preserving its organizational identity, its cultural heritage and the values defended, factors that define the operation mode of any enterprise.

Indeed, organizational culture is part of the cultural heritage, it represents a vulnerable component that each entity must preserve in order to differentiate itself from others and ensure its perenniality, the latter being specific to the company and therefore not reproducible. Through this concept, the company plans to create a "common state of mind" that guarantees the synchronization of the behaviors and attitudes of all its subsidiaries.

Nowadays, this notion has a crucial dimension, explaining the day-to-day life and the strategic choices of the companies. It contributes to a common vision of all the internal stakeholders, thus provoking their involvement and the development of a Feeling of belonging to the company, this can have positive repercussions on the achievement of the objectives and thus the enjoyment of an overall performance.

These are the reasons that led multinationals to deploy human and financial efforts as well as all means and resources contributing to the transfer and dissemination of its culture to all its subsidiaries. It is in this perspective that our article is articulated, whose ultimate objective is to understand the issue of transferring culture from the parent company to its subsidiaries. This topic will be dealt with empirically using the case of Schlumberger, a multinational oil, and gas company. This in order to clarify the mechanisms and practices put in place by the latter to transfer its culture and to know the brakes and the limits of this process. The main question that will guide our quest will be: "How does the multinational transfer its organizational culture to its subsidiaries in Algeria? ".

Our problems will focus on answering two key questions: - are the transfer mechanisms and practices used by the multinational sufficient ?, and - What are the obstacles encountered by the multinational when transferring its culture ?. In fact, the answers to these questions come from a selection of literature review (managerial and social), which will propose at the end of the article some suggestions and recommendations.

In order to facilitate our task, and in line with our previous questions, we assume that the mechanisms and practices that we are going to raise at a later stage and which are put in place by the multinational to transfer its culture are satisfactory. They realize the transfer of culture). We also admit that the obstacles faced by the multinational are much more cultural and regulatory.

To answer our questions and assumptions, two research methods have been adopted: descriptive and analytical. The first serves to conceptualize the notion of "corporate culture" according to different aspects of the review of the literature, which makes it possible to clarify and understand the framework of our article. The second analytical method is used to explain the different links existing between the elements of our research thanks to a qualitative study based on data collection tools: participatory observation, documentary sources, and semi-directive interviews.

## Organizational culture: Birth of the Concept.

Culture as a concept has a long and turbulent history. It has been used by anthropologists by referring to the customs and rituals that societies develop during their history. Over the last few decades, it has been used by some researchers and managers to describe the climate and practices that organizations adopt in relation to staff and how to behave towards employees, or the values defended and Credo of an organization. In this context, managers encourage the development of the "right kind of culture", a "culture of quality" or a "culture of customer service" (Shein, 2004), suggesting that culture has to do with Values that managers try to inculcate in their organizations.

Although authors of best-sellers in management claim the creation and emergence of the concept of "corporate culture", the question about this concept is apparently far from new, in the sense that this concept previously existed but Presented in different terms, as follows:

− Chester Bernard in 1938, distinguishes between the formal structure of organizationsAnd informal norms driving the behavior of individuals.
− Mayo in 1933 and the duo Roethlis Berger & Dickson in 1939, following their famous studies at the Hawthorne factory of Western Electric in the 1930s, refer to the "irrational social system" and the "ideological-symbolic systems" without never use the term "culture" by name.
− Selznick in 1957, argues that organizations "Can develop emotional dimensions, acquire character, ideology, distinctive competence, and generate the identification and commitment of their members "(Pettigrew, 1979).

However, in his work in Tavistock, England, Jaques was the first researcher to use the term "Culture" to describe an organization in his book **« The Changing Culture of a Factor »** (1951) the concept of corporate culture as follows: « *corporate culture is the usual and traditional way of thinking and action, more or less shared by all its members, which must be learned and at least partly, by the new members to be accepted into the company ... For those who have been part of the company for some time, culture is a part of their second nature. They are unaware of the culture of the company, the inadequate ones, the fact that they reject it or are unable to use it* »(Jaques, 2001).

Pettigrew (1979) revived the debate on the issue of corporate culture, which almost completely disappears from the writings on management and work organization. He proposes the following definition: « *Culture is a system of meanings publicly and collectively accepted, Within a given group, at a given moment. "This system of expression, configuration, category, and image provides individuals with an interpretation of their own situation* ».

Lemaitre (1984) analyzed the definition of Pettigrew (1979) by highlighting three essential characteristics of the corporate culture as follows:

− It is a system of meanings that provide actors with an interdependence in their actions.
− These meanings are collectively accepted: there is, therefore, an adhesion on the part of the whole group concerned.
− These meanings are operational: they actually influence the acts and the decisions.

On the other hand, Ouchi, (1980) thinks that organizational culture is a set of symbols, ceremonies, and myths that convey intrinsic values, behaviors and attitudes to employees.Sarthe and Wallach, (1983) believe that this concept has a shared understanding respecting beliefs and values. And according to Maurice Thevenet (2006), corporate culture is a set of shared references in the organization, built throughout its history in response to problems encountered in the company.

As a result, the review of the literature has enabled us to identify common elements of these definitions, for example, the notions of beliefs, values, sharing and transfer that constitute determining elements of the notion of organizational culture. Definitions that we have been able to identify through our reading of the review of the literature, were diversified and enriching. But in order to delimit the scope of our approach, we have adopted a definition that is important and that best responds to our problem. The definition of Maurice Thevenet (2006) through which he mentioned "shared references", which encompasses the values, behaviors, attitudes, the state of mind and mode of thought shared among all employees of the organization. In fact, this definition summarizes what the other authors have mentioned.

Finally, and in agreement with our approach, we will be able to synthesize what we have presented upstream.

Organizational culture or corporate culture is a set of values, behaviors, attitudes, the state of minds, and way of thinking. The latter is shared between the employees of the organization irrespective of their professional status, religion, culture or nationality, thus ensuring coherence and internal cohesion that allow the company to have an organizational identity and a feeling of belonging to his collaborators. It can be transferred through standardized practices and mechanisms.

**Transfer of Organizational Culture.**

The transfer of the corporate culture from the parent company to all its subsidiaries is crucial to preserve the organizational and cultural identity of the company and ensure its proper functioning. To do this, the company sets up different means and practices to communicate and disseminate its corporate culture. There are few authors who have addressed this issue and this is due to its complex and ambiguous nature.

However, despite the fact that there is no concrete definition of the transfer of culture. Based on the work of Kostavo, it can be inferred that this process is manifested in the transmission of the organizational values of a mother company to various subsidiaries all over the world. These values are conveyed through the so-called formal organizational practices. According to Kostova, (1999) « *Formal practices (code of ethics, rules, procedures, standards ...) are particular ways of conducting organizational functions that have evolved over time under the influence of history, people, interests, and Actions of an organization and which have become institutionalized within the organization. Practices reflect the shared knowledge and skills of the organization; They must be accepted and approved by the employees of the organization* » (WANBERG, (C), 2012).

This author explains that practices consist of rules, standards, and written or implicit guidelines that reflect the intrinsic values, behaviors, and attitudes of members of the organization. These practices are defined by concepts that help to anchor them in the minds of employees, for example, the definition that a company gives to the concept of total quality or the history and foundation of the company.

Indeed, the transfer of culture through these practices allows the parent company to define standards and rules of conduct to coordinate processes and activities at the global level.

Sainsaulieu proposed in 1997 three modes of transmission of the corporate culture presented as transmission by the elders, learning from professional experience, and finally ideological prescription. Within the company, the transmission by the alumni can be done at the time of the training sessions and the reception seminars. The latter are indeed a privileged place of transmission of a culture. They are becoming more common and even become mandatory in some companies. The seminars cover all categories of employees.

They allow the meeting of people from various poles of the company but also individuals of all nationalities. The company also seeks to interact with the generations. Indeed, according to the culture of enterprise spreads and asserts itself through the "network" that each individual can build. Once the candidate is hired, the candidate will participate in integration seminars which will allow him to discover the group, his organization, his culture but also to meet his peers and start to build a network. Indeed, the role of the elders in the transmission of corporate culture is fundamental and it is essential, through contact that a culture persists. This transmission by the elders is done in a very natural way insofar as they represent (the elders), in the eyes of new recruits, the model to follow.

The second mode of transmission is based on learning from professional experience. Indeed, the analysis of a new environment in a professional setting remains an essential first step for a successful integration without constraints in terms of policies and Internal systems but precisely the corporate culture that is usually in the form of ethics, values as well as symbols.

Culture also incorporates the vision that leaders seek to give in the future. This is done through charters, projects, plans, leaflets and brochures to promulgate written recommendations and orders to the entire company. This ideological prescription can also be expressed through other means. Thus, the speeches of a leader who comments on the event or the messages expressing strategic orientations are also considered as vectors of culture.

Beyond what Sainsaulieu and Kostova underlined, resource practices are predominant vectors of the transfer of corporate culture, since this function is considered as the first representative of the human resource within the organization and an element of social cohesion.

Among these practices of the HR function is recruitment. Today, multinationals are becoming aware of the importance of recruitment in contributing to organizational performance. It is no more than a simple selection process to fill vacancies, but it is heavily used as a mechanism to preserve the organizational culture and ensure its international and intergenerational transfer. In this case, candidates will be selected not only on the basis of their competencies but on their personalities, to ensure their adaptation to the corporate culture. So a very important criterion for selecting new members is what Greenberg (2002) calls the « Person-Organization Fit », that is, the affinity of employees with the values promulgated by the company.

The traditional recruitment model is based mainly on the compatibility between the person and the position "Person-Position fit", and does not take into account the dimension of corporate culture and its adequacy with the characteristics of individuals, which has conflicts and difficulties in the management of human resources as well as the adaptation with the organizational culture. These shortcomings have encouraged the organization to adopt an effective « Person-Organization fit » model, which ensures the congruence of an individual's beliefs and values with the culture, norms, and values of the organization (Cheng, 2014 ).

This model is often used by organizations with a strong organizational culture so that they can be retained and transferred by selecting the best candidates that are in perfect alignment with the practices, standards, and values promulgated by the company. It is important that candidates recognize and project themselves into these values, such as commitment, ambition, responsiveness or creativity. Moreover, and beyond these values, other key elements are also taken into account in the process of recruitment, namely team spirit, adaptability and ability to convince.

By selecting staff who in advance carry a certain number of cultural traits of the company, it is possible to solve the problems of adhesion to the culture of the company and the possible conflicts between the members of the organization. Many companies have, among their recruitment criteria, this kind of prior compliance index.

**Organizational Socialization**

Since the late 1960s, socialization in organizations has continued to attract researchers in terms of harmonization and perpetuation of the company's relationship with its new recruits. Challenges on the part of the company can be the costs associated to the inadequacy of new members with the organizational culture, ideology and value system of the company.

Van Maanen, (1976) considers organizational socialization as a « *process by which a person learns the values, norms, and behaviors required to enable him/her to participate as a member of the organization* ». (Quotedin Delobbe and Vandenberghe, 2001). It is a strategy established by the company to shape the (future) employee and inculcate the culture and philosophy of the company.

Recently, new approaches concerning organizational socialization have been developed, notably by Delphine Lacaze (2010), who has studied the subject extensively. According to her, organizational socialization is a « *dual process of transmission and acquisition, between experienced members of the organization and new recruits*». (quoted by Cordier, 2013).

By summarizing the research on this approach, it can be deduced that organizational socialization is a process whereby older members of a society provide new employees with the skills, practices, and knowledge necessary for effective functioning. Similarly, organizational socialization is the systematic process by which an organization initiates new employees into its culture. In other words, it implies transferring the culture of leadership organization and high-level employees to new employees, giving them the common knowledge and skills required to successfully fulfill their roles and tasks in the 'organization.

**Expatriation: A Practice That Contributes to the Transfer of Culture.**

The tacit nature of the organizational culture makes its transfer from the parent company to its subsidiaries very difficult and complex, requiring a minimum of social interaction between members of the organization of different nationalities. Expatriation seems to be a solution for establishing this relational context.

The globalization of economic activities has given importance to expatriation, it has become even more pronounced today as an imminent concern, both for companies, which directly or indirectly carry out part of their activity outside the national territory, and on the side of employees, in order to acquire experience and bring new Knowledge, this makes it possible to align the operation of all the subsidiaries of the multinational.

Kamoche (1997) argues that the movement of employees between different organizational units corresponds to the displacement of knowledge, practices and values of the parent company. This becomes a key concern within multinationals as the effectiveness of these enterprises depends on their ability to transfer their organizational culture.

Indeed, several works emphasize that the role of expatriates is today much wider than before. Multinationals send expatriates, who are according to Romero, « *Highly skilled workers, with unique expertise, who are sent to another unit of the same company, located in another country, usually on a temporary basis* ».(Bente and Fuglsig , 2009), to develop the potential of local managers, to improve individual and collective skills, to establish trusting relationships and to bring subsidiaries closer to the parent company, and ultimately to develop a common corporate culture. Sharing the values of the organization.

The presence of these expatriates within the subsidiary is an added value perceived by the premises. They note that expatriates « have a true corporate culture » in the sense that they respect the schedules and commitments. They describe them as « mediators » in the way the parent company operates in terms of management procedures and policies.

**Learning and Communication: A Close Link to the Organizational Culture.**

The knowledge that contributes to the definition and strengthening of the corporate culture is distributed in a variety of ways. Some members and a group of staff hold more than others, some people capitalize on more specific knowledge. The implementation of a learning process for staff makes it possible to homogenize the knowledge and knowledge acquired by the members of the organization.

Learning must be at the heart of the company's cultural vision. It represents an important part in transmitting values and organizational representation that the company must consider. Learning allows employees to conform to the system, to reflect, to take into consideration certain aspects of the functioning of the organization, and to build a personal value system that is in line with that of its organization.

On the other hand, communication is the indispensable tool for the diffusion and the transfer of the corporate culture at the internal level is the internal communication, it represents a lever of action which aims to reinforce the dynamism and the transmission Of the content of the corporate culture.

As a result, internal communication is closely tied to the corporate culture, according to D'Almeida and Libaert (2007). « *Each company invents a language, a code of ethics and clothing. Each one maintains its rites, its symbols (size of the offices, attire, etc.). All these elements constitute a process of identification by which the individual finds himself in the company and adjusts his behavior.*

*Internal communication helps to build a unified and positive image of the company. The image that the employee has of his company, the qualities required to succeed and its overall functioning, conditions in large part the motivation and the implication of each one ».*

According to this passage, we deduce that the authors support the idea of the existence of a positive correlation relationship between communication and the corporate culture. It is thanks to internal communication that this strategic dimension, which is the corporate culture, exists in a real way and remains an important part of the organization.

Regarding the dissemination of the corporate culture externally, the company uses marketing, advertising or external communication. Indeed, external communication plays a fundamental role in improving the image and the reputation of the company. It is through external communication that partners, customers, and prospects form their opinion and attitude towards the company. Communicating externally with relevance and efficiency requires a set of tools and means such as visual aids, training and employment fairs, public relations, websites, mail, etc.

## Factors Influencing the Transfer of Organizational Culture

The environment in which the company operates includes elements that may have a direct or indirect impact, positive or negative, on its mode of operation, culture and organizational values. These elements may be economic, social, legislative, and cultural.

In 1989 D'Iribarne defined the national culture as follows: « *National cultures weigh heavily, even where great efforts are made to create, beyond borders, an original corporate culture ».*

There are significant differences between countries in the management and organization of enterprises, behavior at work, respect for authority or acceptance of inequalities. A national culture necessarily has its own culture, which transcends the sum of the particular cultures of its constituent groups (Meier, 2013).

Theoretical and empirical studies show that the transfer of organizational culture among the subsidiaries is influenced by the national culture of the host country. Among these authors, Hofstede (1994) was the first to measure the influence of national culture on the practices of multinationals by analyzing the differences between various subsidiaries of the IBM group. Hofstede retains five dimensions. The first corresponds to the index of the hierarchical distance which shows that the human species has innate attitudes of domination. The sources of inequality can be physical or intellectual. Some societies accept these inequalities, live with them and find them quite normal. On the other hand, there are societies that tend to minimize the domination of one part of the population over another.

The second double dimension linked to the Hofstede model concerns individualism / collectivism. According to Hofstede, this cultural dimension expresses the degree of autonomy in relation to the group and social norms, the greater or less solidarity of the group and the degree of attachment to community values. The individualistic culture emphasizes personal success at the expense of the group's objectives, which increases competitiveness among individuals, whereas in a collectivist culture the interest of the group is strong, and the links are strong between its members.

The third cultural dimension identified by Hofstede is that of masculinity / femininity. This cultural variable plays an important role in certain fundamental choices, according to O. Meier (2013), one of these choices concerns the economic growth of the enterprise which is a masculine value, opposed to the societal and social dimension which is a feminine value.

Finally, the last dimension is the control of the uncertainty which refers to the relations between the company and its environment, and its capacity to cope with the unpredictability of events, it reflects the way in which members of society approach the notion Of the risk. It measures the degree of tolerance that a culture can accept in the face of anxiety caused by future events.

Later, Hofstede adds a fifth dimension that distinguishes societies: temporal orientation. The ide ais that the researcher indicates that there are societies with a long-term orientation, unlike others who live rather in a short-term perspective. The author concludes with the "mental program" specific to each nation and which originates in various social environments.

According to the survey of Hofstede, it is essential for a company that wants to internationalize its activities to ask "in what country will we set up? What are its characteristics? And how will we adapt? ". At the end, the managerial mode, the practices and the culture of the multinationals are influenced by the national culture of the country to be taken into consideration.

## Country Institutional Profile

In his conceptual work on the transfer of strategic organizational practices, Kostova (1999) replaces the notion of "national culture" with the notion of "institutional profile". Compared to previous contributions that focused on the external context of the company, the concept of a country institutional profile goes beyond the cultural dimension. Based on the work of Scott (1991), Kostova describes this concept according to three components: regulatory, cognitive and normative.

In fact, the regulatory component of a context reflects the law and conduct of business in a given country. On the other hand, the cognitive component refers to cognitive categories adopted and shared by a population as a whole. These cognitive categories influence the perception, interpretation, and categorization of events occurring within a given organizational context. Finally, the normative component refers, on the one hand, to values and norms that govern the social life of a community by defining what is desirable in a given context and, on the other hand, And specifications on how to accomplish things (Drummond, 2015).

These three contextual dimensions will influence the transfer of organizational culture, as management practices, organizational structure, and organizational functioning must be socially legitimate. In a cultural transfer, there is always the possibility that certain practices and foundations are not socially acceptable from one country to another. The same phenomenon can be observed at both institutional and cognitive levels. If the transferred practices conflict with the regulating institutions of the host country or with the cognitive structures of individuals in that country, the transfer may become an extremely difficult task.

## The Specificities of the Local Market

The specificities of the local market cover a multitude of elements that have an impact on the strategy and the management mode of the multinationals. The latter must take account of the local characteristics of each host country (where the subsidiaries are located), in order to adapt their offers and meet local needs.

When the local market where the subsidiary is located has strong competition, the latter will need more autonomy in order to cope as quickly as possible with this competition. So the parent company must be able to support this type of subsidiary while providing the necessary flexibility for local managers to assess competitive situations and put in place relevant actions in order to compete with local competitors.

As indicated by Bartlett and Ghoshal (1998), « conventional barriers to globalization have always been linked to differences in national market structures and consumer preferences ». So some markets demand a higher level of adaptability of products/services to the specific needs and demands of consumers.

Consequently, subsidiaries must have greater autonomy to study consumer specificities such as purchasing power, living standards, socio professional status, financial capacities ... and to adapt their offer to requirements and needs of consumers.

## Presentation of Results: Analysis, Discussion, and Recommendation

Our survey was based on the case Schlumberger NAG, which is the world's leading provider of technology, integrated project management and information solution to clients working in the oil and gas industry worldwide. It covers more than 140 nationalities and is present in 110 countries. Schlumberger provides the widest range of products and services from operation to production in the industry.

Schlumberger has been based in Algeria since 1955. It operates through two legal entities (branches): SPS (petroleum services Schlumberger) and COPS (oil company Schlumberger). Its main customer is the national company SONATRACH. Due to the nature of the purely qualitative subject that deals with the notion of organizational culture, our objective is not to quantify the data and analyze them statistically, but the most appropriate are to conduct a qualitative study based on participant observation, Consultation of internal documentary sources and semi-structured interviews with ex-expatriate managers.

To optimize and facilitate this exercise, an analysis grid is proposed by Meier, aiming to decipher the corporate culture from a set of more or less identifiable elements within the organizations. This grid is particularly used for two reasons. The first is that it takes up all the constituent elements of culture identified in the literature. The second is that this grid summarizes the practices and mechanisms adopted by the company in order to transfer its organizational culture. Indeed the latter are not proclaimed explicitly but it is our vocation to deduce them. In order to make our work more credible, we found it useful to use semi-structured interviews in which the interviewees undertake to clarify our questions about the obstacles to the transfer of Schlumberger's organizational culture.

## Table 01. Deciphering Schlumberger's Corporate Culture

The previous table summarized what we were able to collect and analyze within the company Schlumberger and which subsequently allows us to frame our reflections on our problem and to make clear answers to our hypotheses. On the other hand, according to our interview with the Human Resources Manager and the Project Manager, we concluded that Schlumberger has a cultural fabric of values and codes of conduct to the attitudes of employees in the workplace to facilitate their integration and membership. Indeed, the challenge of transferring Schlumberger's culture is reflected in the universal application of policies and standards dictated by the parent company. Moreover, the practices exercised by the human resources function play a predominant role in the transfer, dissemination, and preservation of corporate culture.

However, this transfer depends mainly on the complexity of the host country's environment, in particular, local culture and legislation. It is noted that the company has been able to reconcile cultural differences through the implementation of local policies tailored to each country in favor of employees and which are always part of the culture and values of Schlumberger. On the other hand, the legislation remains a weak point in the process of transferring culture. Indeed it has a negative impact on expatriation which is considered as practice favoring the transfer of culture between parent and subsidiary.

According to our empirical study, we conclude that Schlumberger forges links and forges lasting relationships with its subsidiaries. This can be witnessed through a control that is both bureaucratic and reflected in rules of conduct, policies, and universal standards applied in all its subsidiaries, and a cultural control through learning of the values and culture of the organization.

The universalization of these rules of conduct, policies, and standards is a lever for synchronizing the behavior and attitudes of Schlumberger employees around the world, which guarantees a standard mode of operation. It is then deduced that the latter serve as tools for the transfer of the company's culture. Beyond these mechanisms, the function of the human resources provided by these practices (recruitment, training and personal development, socialization and integration, expatriation ...) support for the transfer process.

The latter are a source of motivation and involvement of Schlumberger employees, they encourage them to take into interest missions and objectives of the parent company (strategic congruence) as well as to fulfill their responsibilities and the tasks assigned to them. This is explained by the effectiveness of the mechanisms and practices used by Schlumberger mother.

Indeed, Schlumberger's culture tends to be operational through this array of HR practices that remain at the service of managing human capital but also provide internal stability and a better working environment based on team spirit, initiative, and creativity, important for Schlumberger's success in his profession. This observation enabled us to confirm our first hypothesis, which states that the mechanisms and practices put in place by the multinational to transfer its culture are satisfactory.

However, it has been deduced from the interviews conducted with Schlumberger executives that the transfer of organizational culture depends on the complexity of the external environment of the company, whose legislation and local culture are elements that the multinational account. This will lead us to conclude by proposing recommendations, in particular to the HR function, knowing that it plays an important role in the process of transferring culture and the values of the company in order to strengthen its mechanisms and practices.

**Table 02 : Critics & Recommandations**

## Conclusion

Through our empirical study, we recognize the adhesion and the positive impact on the culture conveyed within the company whenever we see a professional situation that is arranged and accommodated by appealing universal policies, guidelines, and standards that define behaviors and attitudes to ensure the synchronization of the way in which all of the company's subsidiaries operate throughout the world. These formal practices (policies, standards, and guidelines) are, in effect, tools that the parent company uses to control and coordinate its directives with the actions of its subsidiaries, particularly in Algeria, thus ensuring the transfer and diffusion of its culture and its values.

Referring to our study, we concluded that, in addition to the formal mechanisms discussed above, the practices of the human resources function are not negligible. This function plays a critical role in the transfer of the culture of the company through its universal practices of recruitment, training, and learning, expatriation and socialization ... which are integrated into its cultural vision. These last Are a source of motivation and involvement of Schlumberger employees, they (practices) encourage them ( employees) to be involved in the mission and to be interested to the parent company's objectives as well as to fulfill their responsibilities and the tasks assigned to them. This can be explained by the effectiveness of the mechanisms and practices used by Schlumberger mother.

Following our discussions with the Managers, we concluded that the degree of transfer of organizational culture is essentially dependent on several contingent factors, in particular, the legislation which is one of the major challenges that hinders cultural exchanges. This is due to the conditions imposed by the Algerian state on multinationals. It is also noted that the local culture does not have a real influence on the transfer of the organizational culture, this can be explained by the local policies and the guidelines put in place to reconcile the universal policies with the local actions, which gives employees a margin and an area of freedom, allowing them to achieve the objectives in a consistent manner. It is in this perspective that we can partially validate our second hypothesis, which assumes that the obstacles encountered by the multinational are much more cultural and regulatory.

## References

Cheng, Zhen. "Research on Recruitment Model Based on Person-Organization Fit." *International Journal of Business Administration* 5, no. 2 (2014): 126.

Cordier, Caroline. "Les Enjeux Stratégiques De L'intégration Des Nouveaux Collaborateurs." 2013.

d'Almeida, Nicole, and Thierry Libaert. *La Communication Interne Des Entreprises-6e Édition*. Dunod, 2010.

d'Iribarne, Philippe. "La Logique De L'honneur: Gestion Des Enterprises Et Traditions Nationals." *Paris, Seuil* (1989).

Delobbe, Nathalie, and Christian Vandenberghe. "La Formation En Entreprise Comme Dispositif De Socialisation Organisationnelle: Enquête Dans Le Secteur Bancaire." *Le travail humain* 64, no. 1 (2001): 61-89.

Hellriegel, Don, and John W Slocum. *Management Des Organisations*. De Boeck Supérieur, 2006.

HENRIET, Claire. "Culture D'entreprise Et Motivation Des Salariés." (

Hofstede, Geert, and Marie Waquet. *Vivre Dans Un Monde Multiculturel: Comprendre Nos Programmations Mentales*. les Ed. d'Organisation, 1994.

Jaques, Elliott. *The Changing Culture of a Factory*. Vol. 7: Routledge, 2013.

Kostova, Tatiana. "Transnational Transfer of Strategic Organizational Practices: A Contextual Perspective." *Academy of management review* 24, no. 2 (1999): 308-24.

Meier, Olivier. *Management Interculturel-5e Éd: Stratégie. Organisation. Performance*. Dunod, 2013.

Ouchi, William. "Theory Z: How American Business Can Meet the Japanese Challenge." *Business Horizons* 24, no. 6 (1981): 82-83.

Pedersen, Paul. *Multiculturalism as a Fourth Force*. Routledge, 2013.

Pettigrew, Andrew M. "On Studying Organizational Cultures." *Administrative science quarterly* 24, no. 4 (1979): 570-81.

Sainsaulieu, Renaud. *Sociologie De L'entreprise: Organisation, Culture Et Développement*. Presses de Science Po et Dalloz, 1995.

Schein, Edgar H. *Organizational Culture and Leadership*. Vol. 2: John Wiley & Sons, 2010.

Thévenet, Maurice. *La Culture D'entreprise:«Que Sais-Je?» N° 2756*. Presses universitaires de France, 2010.

Wanberg, Connie. *The Oxford Handbook of Organizational Socialization*. Oxford University Press, 2012.