

Language Management in Multilingual Workplaces: Challenges and Barriers

إدارة اللغة في أماكن العمل متعددة اللغات: التحديات والعوائق

La Gestion des Langues dans les Lieux de Travail Multilingues : Challenges et ObstaclesChahida, HADEF^{*1} ; Ghania, OUAHMICHE²

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ملخص: شهد القرن الحادي والعشرون زيادة غير متوقعة في عدد الشركات ذات التنوع اللغوي، حيث أدى التنقل إلى خلق قوة عاملة تم تجنيدها من خلفيات وطنية مختلفة. ونتيجة لذلك، ظهرت الحاجة إلى حل مشكلات الاتصال في أماكن العمل التي لا تشترك في اللغة الأم. تشير الأبحاث التجريبية في هذا المجال إلى أن عددًا كبيرًا من المنظمات تلجأ إلى حلول لحل المشكلات في المواقف. السياقات اللغوية المتنوعة يجب أن تكون هناك إدارة لغوية محددة. تم استخدام دراسة استقصائية وملاحظة شاملة وتم أخذ شركة دولية كدراسة حالة. كشفت النتائج أن هذا القطاع الفرعي متعدد اللغات من الأعمال الجزائرية يواجه صعوبة في التغلب على مشاكل اللغة ومحاوّل التكيف إن التبنّي الذي يساعد الموظفين وأصحاب العمل سيكون الطريقة الفعالة للتعامل مع التنوع، يجب أن تكون هذه الأساليب مرنة وفعالة.

الكلمات المفتاحية: مؤسسة؛ تنوع؛ تسيير؛ فرع مؤسسة؛ عمال.

Abstract: The 21st century knew unexpected increase in the number of linguistically diverse companies, as labour mobility creates workforces recruiting from different national backgrounds. Consequently, the necessity to resolve the communicative issues emerged in workplaces that do not share the first language. Empirical research in this field mentions that great number of organisations resort to specific solutions to solve communicative issues in linguistically diverse settings. However, there must be a specific language management in order to facilitate various working processes. In order to achieve best management, a survey and an observation were used and an international company is taken as a case study. Results have revealed that this multilingual company subsidiary in Algeria find difficulties in overcoming linguistic issues and try to adapt itself. Adopting various methods that help employees and employers would be the efficient way to deal with diversity, supposing that these methods have to be flexible, useful and helpful.

Key Words: organisation, diversity, management, subsidiary, employees

Résumé Le 21^{ème} siècle connut une augmentation inattendue du nombre d'entreprises ayant une diversité linguistique, car la mobilité a créé une main-d'œuvre recrutée à partir de différents milieux nationaux. Par conséquent, la nécessité de résoudre les problèmes de communication est apparue dans les milieux de travail qui ne partagent pas la langue maternelle. La recherche empirique dans ce domaine mentionne qu'un grand nombre d'organisations recourent à des solutions pour résoudre des problèmes dans des contextes linguistiques divers. Il doit y avoir une gestion linguistique spécifique. Un survey et une observation ont été utilisés et une entreprise internationale est prise comme un cas d'étude. Les résultats ont relevé que ce sous-secteur multilingue de l'entreprise Algérienne éprouve des difficultés à surmonter les problèmes linguistiques et tente de s'adapter. L'adoption qui aide les employés et les employeurs serait la façon efficace de traiter la diversité, ces méthodes doivent être flexibles et utiles.

Mots clés : organization ; diversité ; gestion ; filiale ; employés.

Introduction

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In a globalised world full of technological and business advancement, the exchange of goods and services is no more limited to regional or national borders but rather cross the territories, thus, local markets and business affairs had grown together and allow trade and work-contracts between nations all over the world. In this respect, international businesses are major driving forces for the development of the global economy.

Today's globalised world calls for a multilingual workplace, with employees who can communicate effectively and efficiently with their colleagues and clients around the world (Angouri & Miglbauer, 2014). (Angouri J. , 2014) maintains that **“the modern workplace is international and multilingual”**, i.e today's workplaces are almost full of linguistic variety. Communication in the sense of real language use and of language management, is an essential but usually forgotten part of performance and productivity in multinational corporations (MNCs) and small/medium enterprises (SME) (Angouri J. M., 2014) . Furthermore, Welch, Welch & Piekkari, 2005 consider language as the core of international business (Welch, Welch, & Piekkari, 2005, p. 11)

According to the nature of MNCs of being geographically scattered over several national states, they are influenced by a high degree of language diversity (Tietze S. , 2008). However, multilingualism – in the sense of language diversity – can become a major obstacle in company-wide operations (Ehrenreich, 2010). In order to eliminate the linguistic problems resulted by the existence of various languages within the same setting, organisations and corporations are putting language policies in place, such as using corporate languages, to regulate and facilitate functional communication (Van den Born & Peltokorpi, 2010).

The importance of language management in multilingual companies has never been greater than today. In this respect Multinationals are becoming more aware and conscious about the necessity to manage language diversity so as to preserve working harmony within the workplace. In this article, we will discuss “how best to manage communications across the language barrier”?

From a management perspective introducing English as a corporate language to minimize language barriers may be perceived as a pragmatic solution, since it referred to as a lingua franca (ELF). ELF may be a prerequisite to achieve communication, and acts as a contact language (Jenkins, English as a Lingua Franca: attitude and identity, 2007). The description of ELF concentrates on communicative effectiveness, validation and accommodation skills instead of narrow notions of correctness related to native English varieties, and **“enables its users to express themselves more freely without having to conform to norms which represent the sociocultural identity of other people”** (Howatt & Widdowson, 2004, p. 361). The concept of ELF can, thus, serves to describe the usage of non-native speakers who are language users “in their own right” rather than being conceived as “defective” native speakers, (Jenkins, Cogo, & Dewey, 2011) .In order to have an international career, the present group of knowledge workers, have to be able to express themselves using ELF.

However, the challenges of interacting in cases when the workforce does not share a common language are often neglected or underestimated. It must be pointed out that language issues did not come to gain priority in management research until the mid-1990s involving a number of meta-studies that give summaries of the issue of language in international business as mentioned in previous studies and papers such as : (Marschan & al, 1997), (Piekkari & Welch, 1999), (Harzing & Feely, 2008), (Piekkari & Tietze, 2012) , (Harzing & Pudelko, Language competencies, policies and practices in multinational corporations: A comprehensive review and comparison of Anglophone, Asian, Continental European and Nordic MNCs, 2013), Gunnarsson 2014.

1. The Dimensions of the Language Barrier

Multinationals turn to be more conscious of the significance of global co-ordination as a source of competitive advantage, however, language remains the decisive barrier that hampers international harmonization as a result, there is an urgent need to establish and adapt a suitable language management for each MNC taking into consideration the codes used by the headquarters subsidiary and division, local employees and the linguistic profile of the country where it operates

Managing language in a MNCs requires a specific and flexible strategies however, before attempting to consider those strategies, companies will have to evaluate the amount of the language barrier challenging them and to do so, they will need to examine it in three dimensions. The first one is the number of various existing languages the company has to manage (the Language Diversity). The second is the number of functions and the number of levels within those functions that are involved in cross-lingual communication (the Language Penetration) and the last one is the complexity and improvement or modification of the language skills required (the Language Sophistication). These three dimensions are:

2.1 Language Diversity

One of the fundamental aspects of globalisation is the issue of language diversity. The various languages of the world are pulled closely on different levels and settings. Consequently, this may raise either a fruitful chance or a great challenge especially for workplaces which operate in different parts of the world and they are supposed to achieve their business goals and satisfy their customers and clients.

The level of language diversity will clearly depend on the extent of the company's global network of subsidiaries, customers, suppliers and common projects, though even the most international companies will embrace only some fraction of the world's 5,000 plus languages. Global giants like Microsoft have certain strategies to manage around 80 diverse languages. But, this is seemed to be an unrealistic target and hard if not impossible mission for the majority of companies.

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Global corporations will be able to manage their global networks if they establish capacities in the leading European languages, engaging some from Eastern Europe, in Japanese, Chinese, Arabic and in selected Asian languages particularly Malay, Urdu, Hindi and Bengali. An Expository study recognised the top dozen or so language precedences for European companies (Hagen, 2005). This number is proposed also by the Engco model (Graddol, 1997), which uses population, demographic and economic data to place languages on a scale according to Global Impact. Beyond the chief 15 or so languages on this scale none can actually be maintained to have any important global effect.

2.2 Language Penetration

The level of language penetration will rely on the number of functional areas within a MNC that must operate across linguistic boundaries. Perhaps, there have been a time when cross-lingual communications could have been oriented through a small, limited and exclusive troupe of language specialists, but, as we've already discussed the modern incorporated systems of global coordination now touch nearly every function of the business and at various levels, for example : R&D (Co-design), Production Engineering (Concurrent Engineering), Logistics (Supply Chain Management), Sales (Global Account Management), Finance (Global Treasury), Purchasing (Global Sourcing), Human Resources (Global Management Development) and MIS (Global Systems Integration) are all directly charged with coordinating activities which cross national and linguistic boundaries. Besides, corporate level functions like Legal and Public Relations need the same linguistic flexibility to be able to support them.

2.3 Language Sophistication

It is obvious that complexity, improvement, refinement and type of the needed language skills will differ from post holder to the other post holder, within an organization. A receptionist will need basically speaking-listening proficiency and might be sufficient with the restricted skills required to distinguished demands and to exchange Courtesies. A logistics scribe will require to get a major foreign language ability containing reading and writing, but will at least have the advantage of being capable to operate with a restricted vocabulary. An engineer acting as part of an international design team represents a further advancement in language sophistication. They will be needed to develop concepts and solve design problems in both spoken and written forms without any linguistic barriers and at the top of the scale the international manager attends. He will require exceptional language proficiency fostering the entire range of rhetorical skills like negotiation, persuasion, motivation and humor. At this level the ability level might well override that of a representative Masters graduate in modern languages.

2. Measuring The Language Barrier Dimensions

The tools used for measuring these three language barrier dimensions are presented by Linguistic Auditing. (Reeves & Wright, 1996) The methodology is planned to permit international companies to assess their foreign language needs and to measure these against their abilities herewith recognizing areas of strength and weakness. It continues to evaluate the company's language training and recruitment requirements and assesses the usefulness of these programs. At the end, it gives the means to correspond the organization's foreign language ability against its strategic aspirations.

However, research proposes that Linguistic Auditing has not been broadly fostered (Randlesome & Myers, 1998) and that the majority of companies must develop language strategies (Hagen, 1999). The problem lies in the fact that a complete audit is an expensive and time-consuming process demanding inclusive support from external language evaluators. So to fight these critiques an easy, simpler, less costly system called Language Check-up has been improved as a front-end to the Audit methodology (Reeves & Feely, 2001). Though lacking the firmness, rigor, accuracy and reliability of the whole Linguistic Audit, the check up provides some prominent advantages. For instance, it is self-managed averting the cost of external language specialists, it generates results fastly and it adopts a wider array of language issues than the audit. Especially it assesses the position of Corporate Language standardization, the availability of computer systems, publications and web sites with various language interfaces, the abilities and commands on external language sources and the utilization of machine translation tools. Although that it is not only the cost that has prevented companies from auditing their language skills and developing language strategies. In addition, we mostly believe that companies underestimate the significance of language as a management issue. In this respect, it is obligatory to explore the effect of the language barrier on international business.

3. Language Management and Practice

3.1 Language Management

(Sanden, 2015) regards language management in instrumental terms as a '**business strategy tool**'. From here, the strategy as practice perspective is directly relevant here, unlike sociolinguistics approaches to language management which Sanden 2016 indicates, are less interested in big issues of organisational management and performance.

On the other hand, (Hagen, 2005, p. 4) considers language management as : '**The planned adoption of a range of techniques**'. Techniques like training, use of translators, use of local agents and use of linguistic audits and resemble what (Harzing & Magner, 2011, p. 281) call 'structural solutions at organisational level' to language barrier problems (Harzing & Feely, 2008). However, Harzing and his colleagues also regard contextualised individual behaviours like code switching and linguistic accommodation as solutions, proposing that they perceive language management as involving micro-level practices. Usually, language participants enter the various situations with different levels of competence (Ehrenreich, 2010). The core topic of language management refers to strategies considering the choice of functional language for international or national companies with a

multilingual workforce, and constructs the fundamental amount of research which has been performed with regard to language divergences and choice of corporate language in multinational companies (MNCs). (Bjørge & Whittaker, 2015, p. 138). A comprehensive view of the global situation is existed in (Harzing & Pudelko, 2013) , who institute country clusters based on the proportional significance of the local language worldwide related to the level of English language skills.

4.2 The Need for Language Management

Increasing globalisation has made the use and management of languages an important component of international business activities (Duchêne & Heller, 2012) ; (Lauring & Selmer, 2012).However, (Bergenholtz & Johnsen, 2006) discover that not all multinational companies (MNCs) adopt formal language policies. Instead, a number of companies adopt communication policies or a communication manual which can involve some guidelines on the selection of language in internal or external communication.In addition ,the choice of corporate language is regarded as a matter of communication style.i.e. how to enhance the company's public image and brand ,rather than a decision on language position, (Sanden, 2015, p. 203). Alongside, the number of international business and management researchers for whom the management of language is a precondition for effective and efficient internal and external communication is increasing (Brannen & al, 2014). Actually, the sights towards language management in MNCs have shifted from being just a virtually absent topic (Marschan & al, 1997) to what is called now 'language-sensitive research agenda' (Sanden, 2015). So, this means a better awareness of language being not only a means of interaction but even a compound, value-laden marker of social and cultural identity (Hinds & al, 2014) . Researches on language management in MNCs ,revealed that language must be understood as system of meanings that are vital to understanding organisational,social and global realities (Tietze & al, 2003).On the other side, avoiding the term language management can itself expose a willingness to remain simply instrumental and to avoid taking an ideological status in preferring one language rather than an other (Lønsmann, 2011).Moreover, many MNCs used to Select English as a corporate language ,this could be presented as a pragmatic choice to facilitate cross-border interaction and reporting to headquarters, in addition to ease access to technical literature and pertinent state documents and arrangements in the area (Piekkari & al, 2014). However, even pure instrumental language selections could be made with identity goals in mind, such as, to indicate belonging to an international community (Piekkari & Tietze, 2014). 'Englishization' has for years considered as a creation for global expansion. (Piekkari & al, 2014).Since, most MNCs operate in nation-states where English is not an official language a hands-off attitude towards language use (like a deficiency of an

official corporate language policy) is even a decision (Fishman, 2006) taken to avoid possible contradictions with national policies on language status and use.

The appeared 'language sensitive approach' considers language as an integral part of international business management processes that creates and reflects organisational realities (Piekkari & Lena, 2005). Even where there is a deficiency in language strategy, LM is generally present in communication practices in MNCs (Golsorki, 2010). The language sensitive approach, thus, insist on individual language strategies and how they depend on work functions, in other words, whether one belongs to the staff headquarters or whether one works on 'the (front) line' as an operator.

Communication and language strategies are even particular to business areas like manufacturing production or financial services and the product fabricated, that Conversely dictates the characteristics of workers (Sanden, 2015). In this regard we should study internal interaction and language strategies in an institution which has no explicit language strategy or has adopted English as a corporate language (language of internal communication).

4. Methodological Challenges

How things are discussed is one of the main discursive processes by which our worlds are built, permitted, approved and contested, (Scollon & Scollon, 2004). For this reason language management as a practice in MNCs can stay invisible and hidden because it is not verbalised by managers at administrations, and this needs a Cautious approach at the same time as negotiating access to the firm. In our context, this means that in order to discover language management activities and discourses in the company, it is obligatory to gather and find much information through observations interaction, interviews and analysis of mediated discourses in existing policy texts, documents or regulations before asking informed questions.

Corporate language management as a field of study aims to propose insight into globalised modern economies and into the way language in interaction displays in who gets to decide what and how things must be done in MNCs (Lauring & Selmer, 2012). The concentration in such studies is usually on how macro-level decisions on language impact micro-level language practices: a study focus that is ingrained in most LPP research (Hornberger & Johnson, 2011). The issue of hyper-control or organised management from above versus non-organised, non-management, or on-site management of language on the grass-roots level, and the results of these selections, is thus, fundamental to language management studies in MNCs. But, as explained in the latest advancements in LPP research, comparable to the ethnographic approach to LPP (Hornberger and Johnson 2011), this two scale, micro-macro grasp of the complicated social phenomenon of managing multilingualism is really narrow, because it eliminates the potential of studying language management like a multidimensional phenomenon, for which information from various scales require to be collected and digressive links between these scales analysed.

Moreover, (Spolsky, 2012) has observed that instead of proposing handy solutions, language policy as a field that deals with dynamic and variable systems has to re-evaluate its methods and

theories, for this reason researchers can best explain the interacies of human behaviour considering language.

Embracing and adopting a lingua franca such as English in communication between employees with diverse linguistic and cultural backgrounds can serve various purposes (Cogo, 2012), several of them may stay unobserved and hidden owing to the processes that lead to the decision to use English are complex and sometimes contradictory, furthermore, because they are not indicated, explained or articulated, they even stay hidden from investigators searching for signs of organised management, and researchers, therefore, stratify analytical tools that are not appropriate for stripping the covert language policy and planning processes (Spolsky, Language Policy, 2004). Representation of established policies can also vary with personal, dynamic and fragmented statuses, individual representations; an ethnographic approach is more convenient for plotting these oppositions.

In 2006-2011 the research project DYLAN³ examined how linguistic diversity in Europe influenced the progress of knowledge-based societies. Researches on multilingual practices in EU institutions and MNCs were widely accomplished by applying ethnographic methods. Thus, DYLAN's study findings show at which extent and how well-established policy concepts like multilingualism interference with real language choices like attitudes towards languages, on the micro level of daily language use (Grin & Gazzola, 2013). Multilingualism is estimated as a tool of internationalisation on the administrative level in multinational companies and institutions, while, ethnographic remarks, observations and interviews have found that the use of various languages is essential for employees in MNCs for a number of other reasons, from socialising to be capable to structure and transfer complex knowledge. These pressures exposed language management in companies to be difficult, complex and contextual social phenomenon that various workers in diverse situations have different perceptions of. (Witz & Jacobberger, 2013)

There are two concurrent research findings which were very influential in such studies:

- a- The fact that language choice tends not to be neutral and usually reflects power relations (Lüdi et al. 2016).
- b- The fact that real communicative requirements in business and workplace situations need practical solutions, sometimes framed as 'language strategies', which involve the choice of only a single lingua franca for predefined situations.

5. Language Management and Companies Benifits

A large number of studies revealed that the knowledge of various languages other than a lingua franca hold economic benifits and the success of companies of all kinds depends on, as well as knowledge of the common language, planned and systematic attention devoted to those other languages. In this respect, (Hagen, 2005, p. 6) indicate in summarising their ELAN research, that directed the question of the link between language knowledge and profits in both mutinationals and small and medium-sized enterprises (SMES).

Generally, the main points of discussion in most researches revealed that:

- a- Extensive business loses referred to the lack of language skills

³ www.dylan-project.org

- b- Successful companies pay much attention to language issues and improve strategies in this area.

A research on the status of 'foreign' languages on national and international work markets and on the value of linguistic diversity/variety from the situation of companies or even the full states (Grin, Rotmans, & Schot, 2010) who focused on economic analysis, propose relations between knowledge of foreign languages and a country's economic prosperity) like individual work-searchers (Hogan, 2017) .

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The approach combines insights from strategy as practice research with organisational sensemaking. This relation is not unusual and has been used to examine a set of issues for instance : the strategic impact, involving the sense-giving of managers and how they enact their strategic roles e.g. (Rouleau & Balogun, 2011) and the significance of beneficiaries or consumers of strategy (Abdallah and Langley 2014)

The framework must base on language practices, representations policies and context implicitly proposed that these factors had mainly 'conceptualised autonomy', however empirical proofs regularly indicated to their interconnection, therefore, for instance, 'language policies, strategies and more particular prescriptions are pertinent at various levels jointly, like they are detailed, edited, devised and disseminated through institutional and administrative practices, (Berthoud, Grin, & Lüdi, 2013) .

6. Method: Community of Practice and Participants:

The data was collected through questionnaires devoted to 100 employees who work in an international company that operates in different airports in Algeria and provide different services, some questionnaires were filled online and others directly in printed papers, in addition to an observation in the subsidiary found in ORAN airport.

The questionnaire was created specifically to fulfill the needs of the current study. The questionnaire was piloted and pretested before it was administered to the sample in the company. It was written in English, Arabic and French, with a covering letter that explained the objectives of the questionnaire and how to fill it out. The questionnaire was given to employees who work in the companies. Some assistants who belong to these companies helped the researcher to distribute and collect the questionnaires. They distributed the questionnaires among their friends, people who worked with, some of their neighbours, and in some cases, they asked friends to distribute the questionnaire to some of their acquaintances who belong to the selected community of practice.

The mentioned items were designed, and others were adapted to meet the needs of the current study. The questionnaire comprised two sections; the first one dealt with language practices in the companies including: language choice, language use and attitudes towards language which aimed to find information about the respondents' choice of language in different domains. Many language choices options were given to the respondents to choose from (Arabic, English, French, dialect or others), then employees' attitudes towards the existing languages were assessed. This step aimed to explore whether the participants' attitude towards a certain language plays a role in the process of language choice. The participants were asked to report if they think a given language namely Arabic, English, French (or other mentioned language) is 'useful', 'dominant', 'important', 'poetic' and so on. Finally, the questions on factors that support the choice of a given language aimed at identifying the reasons behind the participants' preference of one language over another. For example, the

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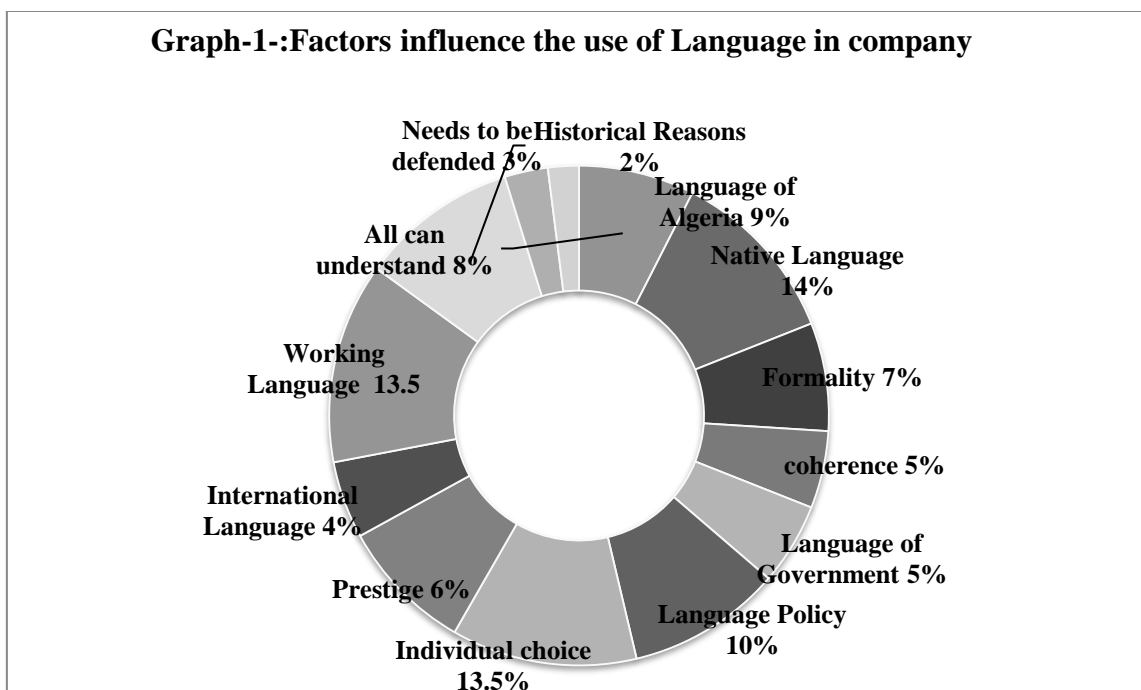
respondents were asked to choose which language expresses their native nationality which language shows their ethnic identity; which language is required for work; which language they use when communicating, writing mails, talking in phones doing work- meetings. The second part included questions about how the existing languages are managed, what are the followed and used processes to organise interactions and keep the flow of an obvious and meaningful communication out of misunderstanding or other linguistic barriers so as to preserve companies' profits.

7. Results

In an attempt to manage language in multilingual companies and firms, managers may face a set of obstacles which hinder the process of language management (LM) such as the existence of different language choices among the team or holding either positive or negative attitudes towards certain codes, those obstacles push the managers to think about various creative solutions and methods to control and harmonize the work in a way that keeps internal coherence between staff members and preserves economic profits. The present paper tries to discuss the significance of language management within a linguistically diverse workplace and the most influential barriers that obstruct the flow of the process.

7.1 Reasons for Using a Language (language choice)

Since none of the companies' headquarters discussed the reasons behind employees language behaviour and use in formal, outward communication, participants were asked to give their opinions as to why they had naturally ended up doing it in a particular manner, different reasons were given. Individual reasons such as individual choice as prestige, cultural as historical reasons and needs to be defended, institutional like language policy, language of government, coherence and formality, Defaults for instance language of Algeria and native language at the end we have business or profits reasons for example adapting language which is understood by most employees, use a working language or international language. In the graph below, those reasons were stated according to the frequency they appeared in the questionnaire filled out by participants.

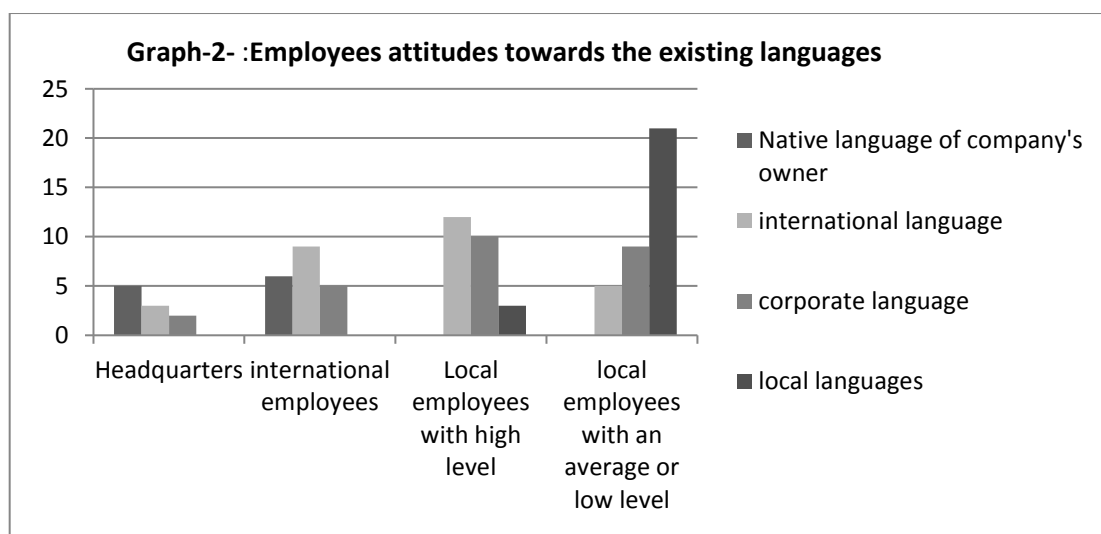


From analysing the gathered results, we notice that various reasons are present with different percentages, each employee has his own view and consideration towards a certain language and use some instead of others due to a set of reasons and shift from one to an other according to the situation, subject or the interlocutors, however the negative attitudes or the lack in linguistic capacities in some codes may widen and increase the difficulties that face the manager and influence management decisions in modern MNCs. The existence of such factors has created many language choices selected by employees (micro level) as a result, this can cause a real language barrier and we may lose mutual intelligibility during working transactionals.

8.2. Attitudes Towards Language:

Attitudes are a key factor in the perception of a language's ethnolinguistic vitality, which in turn is a good predictor of language maintenance. Language attitudes, thus, both shape and are shaped by language choice, and in this sense are closely related to norms of language use, which prescribe what choices are appropriate in a given situation as a function of factors such as formality, participants or domain.

Participants have shown a great favoritism towards a certain language(s) rather than others. In this respect they usually use the preferable varieties even out of their neutral context. However, this may create a certain communicative struggle between employees and the headquarters or even between employees themselves. The following bar graph demonstrates the divergence between micro employees attitudes and macro administrative attitudes towards the used/existing languages:



As it is shown in the graph employees hold different attitudes towards languages, the only shared opinions in the different categories are the corporate and the international language at a small rate.

Thus attitudes towards languages have a profound impact on employees use of language and the shift from one code to another since speakers find it more comfortable to communicate using the language or code they like most except in cases where they are obliged to switch to another code which serves his goals or suit the other interlocutors.

Attitudes towards languages provide a kind of richness if they are wisely exploited, however, they may state a real problem if they are not used in a way which serves the firms' profits.

8. Conclusion

The ultimate purpose of this paper is to discuss how language is used within MNCs in Algeria, what are the factors that influence those practices, the role of attitudes towards languages in language use and their impact on managing language to get a comfortable atmosphere in the work-floors. Thus, communicative systems have to be managed with organizational strategy and dynamics to leverage communication, coordination and knowledge-sharing in multinational corporations in Algeria.

In order to state the suitable language policies, it is obligatory for the manager first to state the different existing codes in the firm, choose the most workable languages which serves both headquarters and local employees taking into consideration the linguistic profile of the country where they operate. In addition, much importance should be done to certain facts such as: Pertaining to communication, language dynamics and management implicates discourse production and reception, activities aimed at discourse production and reception, problems that may arise through discourse and potential solutions to such problems.

Some experts think that recruiting workers must go hand in hand with the company needs but since they operate in different spots in the world with different backgrounds it would be difficult or even impossible, on the other hand, using interpreters' costs money and time. From this point, we can assess the important role that managers and policies maker play in the company progress and the role of language in economics.

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