

The role of cultural and legal factors in shaping strategies for transferring human resource management practices in multinational companies: A case study of Holcim Algeria

Mustafa Mekki ¹, Hadjira Betka ², Louiza Bouchair ³, Fetah Merzoug ⁴

¹ Doctor, Laboratory of Change Management in the Algerian Institution, University of Algiers 3 (Algeria). Email: mekki.mustafa@univ-alger3.dz

² Doctor, Laboratory of Economic Strategies and Policies in Algeria, University of Mohamed Boudiaf – M'sila (Algeria). Email: hadjira.betka@univ-msila.dz

³ Professor, University of Algiers 3 (Algeria). Email: mbouchairlz@yahoo.fr

⁴ Doctor, University of Mohamed Boudiaf – M'sila (Algeria). Email: Fetah.merzoug@univ-msila.dz

Abstract---This study explores a key strategic challenge faced by multinational corporations: the transfer of human resource management (HRM) practices across different cultural and legal contexts. It focuses on the case of Holcim Algeria. The research adopts a case study approach and uses qualitative data collection tools, including document analysis, field observation, and semi-structured interviews. The data was organized and analyzed using the qualitative analysis software NVivo 14. Findings show that local cultural and legal factors serve as major constraints, compelling the company to adopt adaptive strategies. These strategies aim to preserve corporate identity while responding to local requirements. The legal framework was created to play a particularly influential role. This study offers both practical and academic insights into how HRM practices are transferred. It provides recommendations to help multinational firms succeed in emerging markets by striking a balance between global standards and local specificities.

Keywords---Multinational companies, HRM transfer strategies, cultural factors, legal factors, Holcim Algeria.

I. Introduction

In a world shaped by rapid globalization, multinational companies face increasing challenges in expanding and maintaining their presence in diverse local markets. One of the key aspects of this

How to Cite:

Mekki, M., Betka, H., Bouchair, L., & Merzoug, F. (2025). The role of cultural and legal factors in shaping strategies for transferring human resource management practices in multinational companies: A case study of Holcim Algeria. *The International Tax Journal*, 52(3), 541–554. Retrieved from <https://internationaltaxjournal.online/index.php/itj/article/view/81>

The International tax journal ISSN: 0097-7314 E-ISSN: 3066-2370 © 2025

ITJ is open access and licensed under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License.

Submitted: 16 January 2025 | Revised: 19 March 2025 | Accepted: 21 May 2025

expansion is the transfer of HRM practices from headquarters to subsidiaries. This transfer is essential for maintaining consistent performance and strengthening competitiveness across borders. However, it is not a straightforward process. It requires a careful balance between maintaining global standards and adapting to local conditions, which often differ significantly in terms of cultural and legal frameworks.

As multinationals grow and expand globally, understanding the influence of local environments on HRM transfers becomes increasingly important. This understanding is vital to ensure long-term success in target markets. Algeria presents a unique context for such a study, given its deeply rooted cultural norms and complex legal structures. These factors directly influence resources how multinational companies manage their human resources. Holcim Algeria serves as a practical example, showing how local cultural and legal factors interact with global management practices. This highlights the need to examine how these factors shape HRM transfer strategies.

The aim of this study is to explore how cultural and legal factors in Algeria affect Holcim's choice of strategy for transferring HRM practices. The study seeks to identify both the challenges and opportunities the company faces in aligning global practices with local requirements. To achieve this, the study raises three key questions. First, how do Algerian cultural factors influence the design of HRM transfer strategies at Holcim? Second, what is the impact of the Algerian legal framework on these strategies? And third, what type of strategy does Holcim adopt to transfer HRM practices to the Algerian market, and how well does it fit the local environment?

Based on these questions, the study proposes three main hypotheses. The first suggests that local cultural factors limit Holcim's ability to fully transfer its HRM practices to Algeria. The second hypothesis posits that Algeria's legal environment also restricts full transfer, requiring the adoption of adaptive mechanisms. Finally, the third hypothesis assumes that Holcim follows a balanced adaptation strategy. This approach helps maintain the parent company's identity while meeting local requirements, improving the transfer process's effectiveness and sustainability.

To test these hypotheses, the study uses a case study methodology with Holcim Algeria as the research model. Data were collected through the review of company documents, semi-structured interviews with HR managers, and an analysis of applied policies and procedures. The study uses a descriptive and analytical method to examine the relationship between cultural and legal factors and the company's chosen strategies. The data were analyzed using NVivo qualitative analysis software for accurate classification and interpretation.

This research sheds light on the challenges and opportunities multinational companies face when transferring HRM practices to local markets. It provides insight into how cultural and legal factors in Algeria affect these strategies. The findings can help companies improve their performance and align better with local contexts. Moreover, the study serves as a valuable reference for firms considering entry into the Algerian market.

Previous Studies

- **Song (2021):** This study examines how multinational companies transfer HRM practices, focusing on IKEA branches in culturally and legally distinct environments. It emphasizes cultural adaptation as a key factor in successful HRM transfer. IKEA's case shows that balancing global integration with local responsiveness improves HR effectiveness. The study recommends flexible strategies that consider both cultural values and legal norms.
- **Noluthando et al. (2024):** This research highlights the importance of cultural adaptation in cross-cultural business development, especially in the US and African contexts. It uses literature reviews and case studies to evaluate the impact of cultural and economic variables on corporate strategies. The findings stress that deep understanding of cultural and legal differences is essential for local

acceptance and organizational efficiency. The study points to innovations like mobile payment systems and stresses the role of local partnerships in building trust.

- **Sadikin et al. (2023):** This study focuses on adaptive HRM in the face of globalization. It notes that complex and dynamic business environments demand flexible strategies to maintain competitiveness. Key findings show the value of technology in managing employee performance and support decision-making. The study also underlines the importance of cultural diversity management and adaptive leadership to foster innovation and sustainability.
- **Volkov & Cherré (2023):** This study analyzes how strategic and institutional factors interact in HRM transfers. It highlights the need to balance global strategies and local conditions, including cultural and legal aspects. The findings suggest that firms use a mix of global and multi-local approaches, depending on organizational and international contexts. Senior leadership and technology play a crucial role in the success of these transfers.
- **Lertxundi & Landeta (2011):** This research explores the dilemma faced by multinational firms between global standardization and local adaptation of HRM systems. The sample includes companies operating in diverse cultural and legal settings. It employs qualitative and quantitative methods, including interviews and surveys with HR managers. The study finds that firms adopting flexible strategies that combine global consistency with local adaptation perform better in managing legal and cultural differences.

In summary, previous studies agree on the importance of adapting HRM practices to local cultural and legal environments. All recommend flexible strategies that balance global integration and local responsiveness to enhance organizational efficiency. However, most focus on varied geographic contexts such as Africa, America, Asia, and Europe. Few have given specific attention to the Algerian context, where cultural and legal complexity is significant.

Despite previous efforts, there is a clear gap in the study of HRM transfer strategies in Algeria. Cultural depth and legal particularities create unique challenges. This study seeks to fill that gap by providing an in-depth analysis of Holcim Algeria's experience. It contributes new academic insights into how companies can reconcile global standards with local requirements in a context shaped by distinct cultural and legal dynamics.

I.1. Human Resource Practices in Multinational Corporations

Asfahani (2021) highlights the critical role of human resources as a vital component within organizations. Human capital is considered one of the most important assets for ensuring organizational stability in rapidly changing external environments. He emphasizes the need to develop modern HRM practices. These require a supportive work environment and strategic tools to retain talent. The development and effective management of HR activities play a key role in achieving sustainable growth (Al-Qubaj & Asaad, 2024).

I.1.1. Human Resource Practices

Human resources are defined as the body of individuals employed by an organization. This includes both administrative and operational staff responsible for carrying out the organization's tasks. Human resource management, in turn, refers to the administrative function responsible for the effective use of human talent. This is achieved by designing policies, implementing programs, and setting procedures that meet the organization's needs for qualified personnel. It covers recruitment, hiring, development, and motivation (Faraj & Al-Bahloul, 2021).

HRM practices are a set of administrative activities aimed at executing HR strategies and improving workforce performance. They help build the capabilities of employees in alignment with the organization's strategic goals. These practices include job analysis, workforce planning, performance appraisal, training and development, salary and benefits design, employee motivation, and problem-

solving. The purpose of these activities is to align individual goals with organizational needs. This takes place within a specific organizational and social framework, ensuring a balance between the objectives of the individual, the company, and the broader community (Chaadri Maamar & Jemayat, 2024).

I.2. Multinational Corporations

Many legal scholars prefer the term “multinational enterprise group” over “multinational company.” They argue that the structure consists not of a single entity, but of a group of legally distinct companies operating independently in different countries. Each branch abides by the laws of the host country, while the parent company follows the regulations of its home country. From this perspective, a multinational group is legally a collection of separate companies that belong to different national systems but operate as a unified economic entity. These companies engage in coordinated international activities under the control of the parent firm (Gouati, 2013).

In another definition, a multinational corporation is described as a group of businesses operating across different national jurisdictions, where one entity—the parent company—exercises control and supervision over the others, namely its subsidiaries or branches (Nasri, 2020).

I.2. Strategies for Transferring HR Practices in Multinational Corporations and Their Determinants

“Think globally, act locally” is a phrase that reflects the approach of international human resource management. One of its core concerns is finding a balance between the benefits of global standardization and the need to adapt to local conditions across various geographic regions. Local factors can significantly shape how business is conducted within multinational firms. These factors influence the international transfer of HR policies and practices, the structure of HR in different branches, the available talent pool, and even decisions about office locations. In some cases, the form of work organization applied to multinationals varies in an unofficial but observable way (Phil, 2011).

I.2.1. Strategies for Transferring HRM Practices

Western multinational firms often adopt a strategic approach when transferring HR practices from headquarters to local subsidiaries. The aim is to maintain control and promote organizational consistency. This transfer is frequently facilitated by expatriates from the parent country, who help implement the HR standards followed at the company's main office. Such companies usually adopt a centralized model that promotes unified HR practices. They also encourage staff mobility among subsidiaries and align HR operations with overall corporate goals (Phil, 2011).

Multinational firms typically adopt one of three main strategies for transferring HR practices. The first is the home-country strategy, where HR practices are replicated from the parent company to its subsidiaries with little to no modification. The second is the host-country strategy, which involves adapting HR practices fully to suit the cultural and institutional context of the host country. The third is the transnational or multi-centered strategy, which seeks a balance between standardization at the global level and adaptation to local circumstances (Khasro & Hossain, 2014).

I.2.2. Determinants of HRM Transfer Strategies in Multinationals

The choice of an appropriate HR transfer strategy in multinational firms depends on several key factors. Among the most influential are cultural, legal, and economic aspects that define the local environment of each country. As a result, selecting the right strategy requires comprehensive analysis to ensure that transferred practices are both effective and suitable for the local context. The goal is to achieve operational excellence while respecting the specifics of each market.

Local conditions can act as constraints during the transfer of HRM practices across borders. These include laws, norms, and socio-cultural characteristics that may prevent firms from applying a single,

standardized approach. Therefore, it becomes essential for companies to examine each market in depth and choose strategies that align with the local subsidiary's environment (Khasro & Hossain, 2014). Companies react differently to these challenges. Some prioritize local adaptation to meet market demands, while others aim to preserve internal consistency across all branches. Still, some firms prefer to adopt HR practices that reflect those commonly used in the host country (Khasro & Hossain, 2014).

The key factors that shape these decisions fall into several broad categories. These include the strength of research and infrastructure development, the influence of political and legal systems, the level of technological advancement, and the national and individual income levels. Other important factors are cultural values, social customs, and their influence on workplace behavior, as well as the general cultural outlook and its impact on corporate activities. Additionally, the role of labor unions and their ability to influence decisions is a significant consideration (Phil, 2011).

II – Methodology and Tools

This study falls within the scope of qualitative research, using a field-based case study approach. The research was conducted in one of the branches of the Holcim Group in Algeria, a global leader in cement production and distribution. The main objective of this study is not to generalize results, but to gain a deeper understanding of the phenomenon within its specific context. For this reason, a purposive sampling method was applied. The sample included three experts specialized in human resource management within the company.

II.1 – Study Population and Sample

Holcim was established in 2015 following a merger between the French company Lafarge and the Swiss company Holcim. The group brings together over 180 years of experience in the construction materials industry. Its mission focuses on promoting innovation and applying modern technologies to address the challenges of the 21st century.

The company's main headquarters is located in Rapperswil, Switzerland, with a secondary base in Paris. Its annual production capacity reaches 368.5 million tons. Holcim employs around 90,000 staff members across more than 2,300 operational sites in 80 countries. Emerging markets account for 60% of its total sales, positioning Holcim as a key global player in the construction materials sector.

The following figure presents key statistics related to the global LafargeHolcim Group.

Figure No.(01): Key figures for LafargeHolcim Global Group



Source: Company Intranet

In Algeria, the group employs approximately 5,500 individuals. Of these, around 3,500 work under subcontracting and outsourcing arrangements, while roughly 2,000 are direct employees of

LafargeHolcim. Within the direct workforce, 10% hold managerial positions, 20% are skilled workers, and 60% are operational staff.

The group operates three cement plants in Algeria. The M'sila plant has a production capacity of 5.2 million tons per year. The Oggaz plant produces 3.6 million tons annually. The Biskra plant, operated jointly with the Souakri Group, has a capacity of 2.7 million tons. Together, these facilities contribute to a total annual production capacity of 11.9 million tons (Company Intranet).

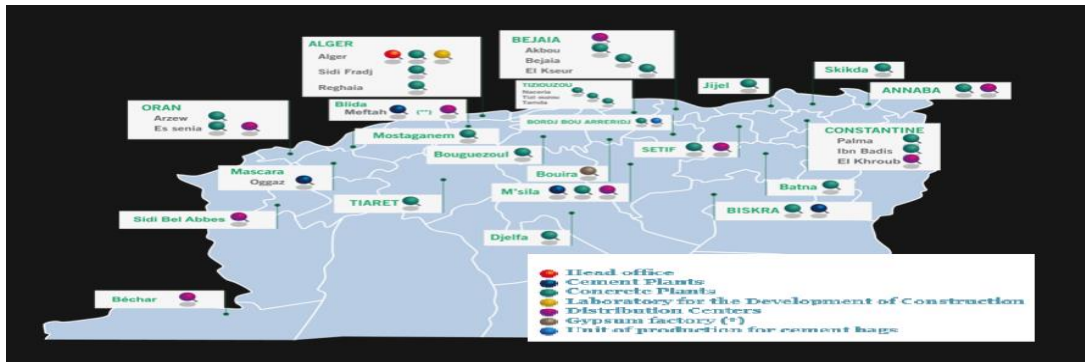


Figure 2: Geographical Presence of the LafargeHolcim Group in Algeria

Source: Internal documents provided by the Holcim Group

In probabilistic or statistical research, sampling aims to generalize results based on criteria such as representativeness and statistical saturation. In contrast, qualitative research focuses on achieving a deep and comprehensive understanding of the phenomenon under investigation. In this context, samples are selected based on their capacity to represent cases or events that contribute to generating rich data and deeper insights.

Since this study adopts a qualitative approach, a purposive sampling technique was applied. The selected participants were individuals with relevant expertise and knowledge, enabling them to answer interview questions and contribute meaningfully to the discussion. To ensure precision and objectivity, three experts specialized in human resource management within the Holcim Group were chosen, in alignment with the study's objectives and methodological requirements.

II.2 – Data Collection Tools

The case study method allows researchers to examine real-life phenomena within their actual context. It uses a variety of tools to gather the necessary information and data. These include personal interviews, questionnaires, documents, and publications. This aligns with the perspective of Bryman (2005), who defines qualitative research as an approach that involves participant observation, interviews, and document analysis as primary techniques for data collection (Al-Qasim, 2021).

The tools used in this study were as follows:

- **Document Analysis:** This involved reviewing various documents available on the official website and internal platform of Holcim. These included the company's vision, values, and strategic goals, in addition to materials shared by the experts during and after the interviews.
- **Field Observation:** Site visits to different Holcim branches in Algeria allowed for direct observation of key HRM practices implemented within the group.
- **Semi-Structured Interviews:** After preparing the interview guide and identifying the purposive sample, three semi-structured interviews were conducted with HR experts and senior staff at Holcim. The interviews were analyzed using the qualitative analysis software Nvivo.

II.3 – Data Analysis Techniques

Following the presentation of the data collection tools, this section outlines the data analysis techniques employed in the study. Content analysis was used to examine documentary sources, including books, journals, newspapers, and both spoken and written transcripts. The interviews, which served as the main data source, were analyzed using Nvivo, a qualitative research software developed by QSR International. This software supports the collection, organization, and interpretation of qualitative data, such as interviews, surveys, audio files, social media content, and web pages. It also allows for the extraction of quantitative indicators that enhance content interpretation, enabling an integration of qualitative and quantitative approaches.

NVivo is based on four core analytical approaches, which offer a structured and academic method for interpreting complex phenomena (Mekki, 2022):

- **Lexical Approach:** Focuses on what is being discussed, through frequency analysis and word repetition patterns.
- **Linguistic Approach:** Examines how content is expressed, using grammatical classification and semantic structuring.
- **Thematic Approach:** Aims to interpret content by systematically analyzing the document part by part.
- **Cognitive Mapping:** Seeks to structure specific ideas through visual representations of conceptual frameworks over a defined time span.

III – Findings and Discussion

This section presents the content analysis of the three expert interviews. The responses were compared using Nvivo and its range of analytical approaches as previously outlined. The analysis was used to test the three main hypotheses of the study.

III.1 – Findings of the Lexical Approach

The lexical approach relies on word frequency and the impact of repeated terms. In other words, it focuses on what is being discussed. The repetition of specific terms holds interpreted value and cannot be overlooked. An analysis was conducted at the frequency of 100 words, each consisting of four letters or more. From these, 15 keywords were selected due to their relevance to the research topic. The table below shows the most frequently used terms as identified across all interview sources.

Table 1: Most Frequently Used Terms by Experts

The number	Terminology	Repetition	Similar terms
1	Adaptation	87	Adaptation Adaptation Adaptation Adaptation Adaptation Respect
2	The company	72	Our company
3	Impact	64	affect affect improve improves influential leads
4	performance	57	Performance performance and performance
5	the job	56	the job
6	Practices	54	Practices Practices for Practices
7	Staff	52	Staff
8	Laws	48	Legal laws laws of law
9	administration	47	Administration
10	Humanity	41	Humanity

Table 2: Textual Similarity Coefficients (Expert Correlation)

Correlation coefficient (Pearson)	Source02	Source01
0.850117	The expert02	The expert03
0.845305	The expert01	The expert03
0.835087	The expert01	The expert02
0.843503	Correlation coefficient average of the three experts	

Source: Prepared by the researcher based on the output of the Nvivo qualitative analysis software.

The correlation coefficient between the experts ranged from 0.835087 to 0.850117, with an average of 0.843503. The table above shows that the correlation values are strong, with all coefficients above 0.835087. This indicates that the textual similarity among the experts exceeds 83.50%, which reflects a high level of agreement in their responses.

The highest correlation was found between Expert 02 and Expert 03 (0.850117), followed by the correlation between Expert 03 and Expert 01 (0.845305), and then between Expert 02 and Expert 01 (0.835087). Despite these differences, all values reflect a high degree of consistency across expert responses.

III.3 - Results of the Thematic Approach

The thematic approach is based on the coverage rate of each node per expert. The coverage rate is calculated as follows: Coverage rate for a node = (Number of words from one source related to that node / Total number of words in the source) \times 100. The following table and figure present the coverage rates for the node adaptation strategies.

Table 3: Node Coverage Rate for Each Expert

Coverage rate	node
32.75%	node01
30.85%	node02
36.40%	node03
100%	Average

Source: Qualitative analysis program outputs Nvivo.

III.4- Mind maps:

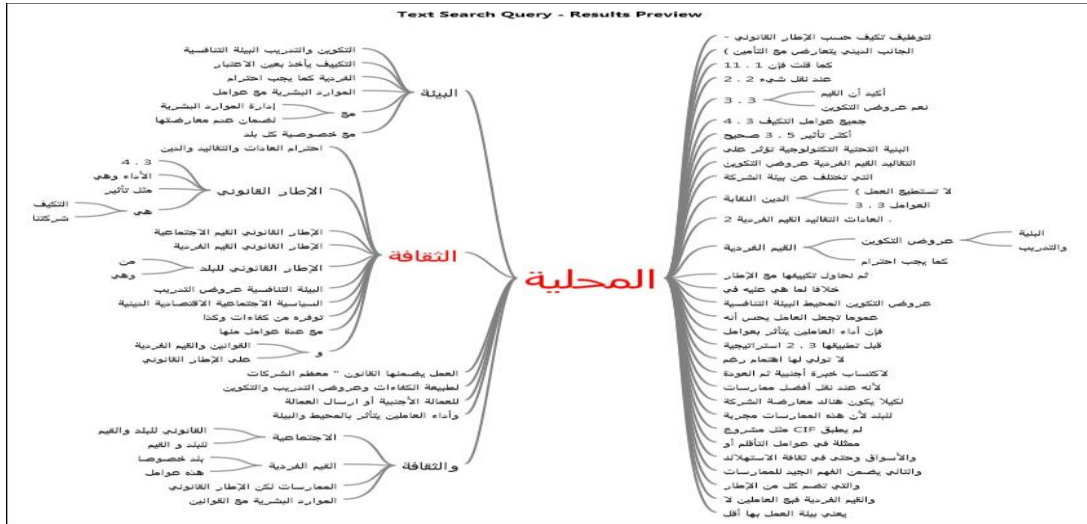


Figure No.(04): Cognitive map of the term local culture.
Source: Qualitative analysis software outputs Nvivo.

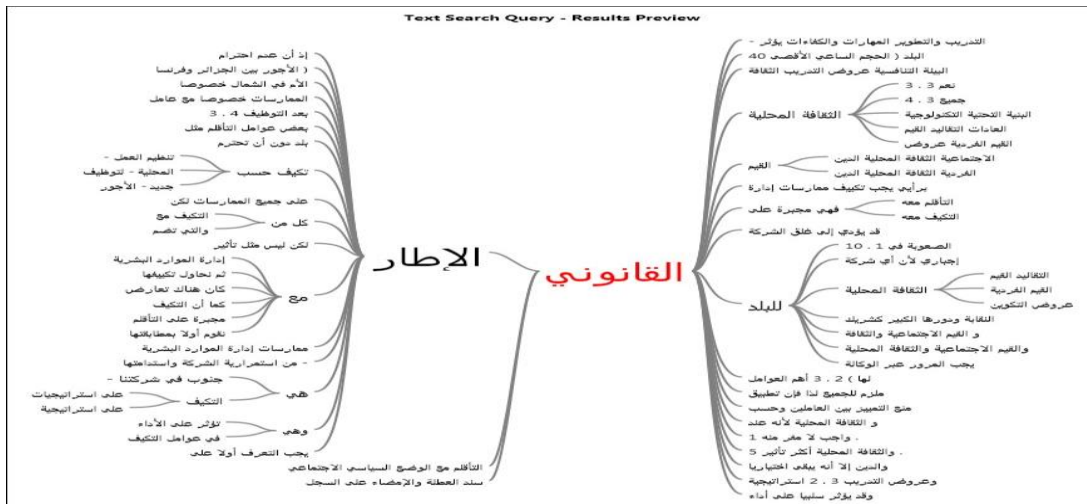


Figure No.(05) :Cognitive map of the term legal framework.
Source: Qualitative analysis software outputs Nvivo.

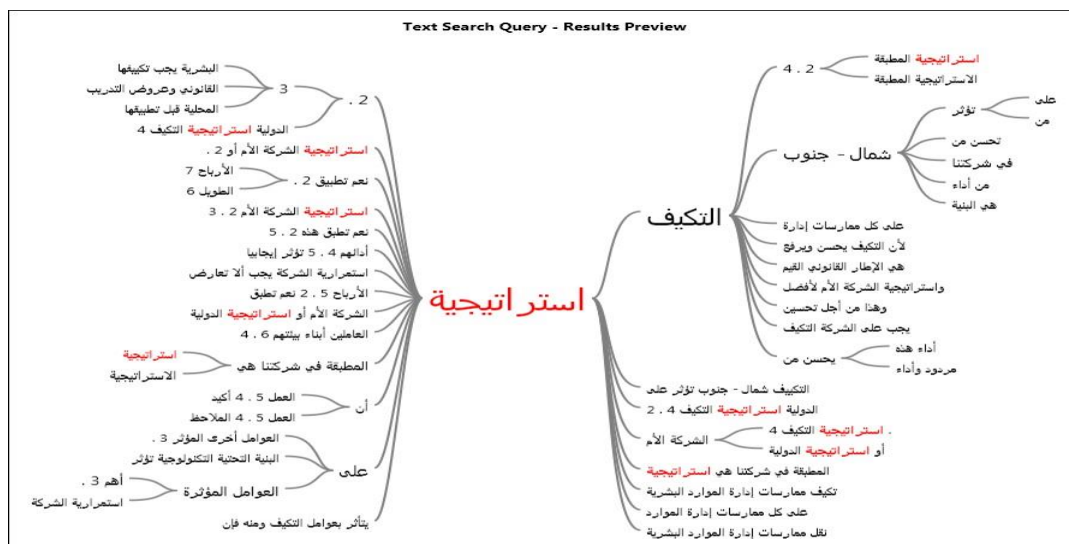


Figure No.(06) :Cognitive map of the term strategy.
Source: Outputs from NVivo Qualitative Analysis Software

III.5 – Hypothesis Validation

Based on the consistent responses from the experts regarding the cultural factors and their relationship with the adopted strategy for transferring human resource management at Holcim Algeria, along with various approaches from the qualitative analysis software, particularly the correlation coefficient of 0.843503 (very good) among the three experts, and the correlation coefficient between the legal framework node and the human resource management practices transfer strategy node, which was 0.640837 (good practices), we can affirm the validity of the first, which hypothesis is as follows: **"Local cultural factors limit Holcim's ability to fully transfer its human resource management practices to Algeria."**

From the experts' consistent responses regarding the legal framework and its relationship with the adopted strategy for transferring human resource management at Holcim Algeria, along with various approaches from the qualitative analysis software, particularly the correlation coefficient of 0.843503 (very good) among the three experts, and the correlation coefficient between the legal framework node and the human resource management practices transfer strategy node, which was 0.721136 (good), we can confirm the validity of the second hypothesis, which is stated as follows: **"The Algerian legal framework restricts Holcim's ability to fully transfer its human resource management practices to Algeria."**

From the experts' consistent responses regarding the applied strategy, which is an adaptation strategy, along with various approaches from the qualitative analysis software, particularly the correlation coefficient of 0.843503 (very good) among the three experts, and the correlation coefficient between the legal framework node and the human resource management practices transfer strategy node, which was 0.790943 (good), we can conclude the validity of the third hypothesis, which is as follows:

"Holcim adopts an adaptation strategy that balances maintaining the parent company's corporate identity while meeting the requirements of the local environment."

IV – Conclusion

Although the results of qualitative research cannot be generalized, they provide precise and authentic insights derived from the depth of the studied phenomenon in its field context. This study aims to make a real contribution to understanding the role of cultural factors and the Algerian legal framework in shaping the strategy for transferring human resource management practices at Holcim Group in Algeria. Through this study, we reached several important findings, including:

- Cultural and legal factors limit Holcim Group's options for transferring its human resource management practices from the parent company to its branches in Algeria.
- Local cultural factors play a clear role in determining the strategy through which Holcim transfers its human resource management practices from the parent company to its branches in Algeria.
- The legal framework plays a significant role in determining the strategy through which Holcim transfers its human resource management practices from the parent company to its branches in Algeria.
- The impact of the legal framework is greater than that of cultural factors in shaping the strategy through which Holcim transfers its human resource management practices from the parent company to its branches in Algeria.
- Holcim transfers best human resource management practices from the parent company to its branches in Algeria through an adaptation strategy.
- There are internal factors that may influence the adaptation of human resource management practices, such as the importance of certain practices at the parent company, such as health and safety at Holcim, for example.
- The adaptation strategy positively influences human resource management practices.
- Other factors, such as the role of trade unions and infrastructure, may also influence the adaptation of human resource management practices.

Based on the findings of this study, and with the aim of improving human resource management practices and enhancing the adaptation of multinational companies to the economic and social environment in Algeria, we present a series of recommendations directed at various stakeholders in this field:

Recommendations for Lafarge Group:

- Lafarge should give greater attention to local cultural factors when transferring human resource management practices, including language, customs, and traditions, as they play a central role in enhancing the integration of local employees and ensuring positive interaction with them.
- Additionally, it is recommended to increase flexibility in complying with local laws by adapting to national legislation, such as labor laws and social security regulations, to ensure legal compliance and success in the Algerian work environment.
- We also believe that the company should consider other influencing factors, such as the role of trade unions, technological infrastructure, and vocational training, as these elements have a direct impact on the effectiveness of human resource management strategies.
- In this context, it is recommended to strengthen training and development programs by designing preparatory programs that adapt to the cultural and legal differences in Algeria, aiming to improve employee performance and enhance their job competency.

Recommendations for Multinational Companies Operating or Interested in Investing in Algeria:

- These companies should adopt strategies that allow them to adapt to local cultural and legal factors. A deep understanding of local culture, including language and social traditions, is essential for ensuring successful integration and fostering a positive work environment within the company.

- Moreover, these companies must ensure compliance with national legal requirements, particularly with regard to labor and social security laws, to avoid any legal conflicts that may affect the continuity of their operations.
- It is therefore recommended to establish partnerships with local entities, which will contribute to better integration with the Algerian market and facilitate multinational operations within a stable and sustainable investment environment.

Recommendations for Researchers:

- To gain a deeper understanding of the impact of cultural and legal factors on human resource management practices, it is recommended that researchers conduct quantitative studies based on research methodologies involving field surveys or large-scale research samples. This would provide accurate data on how these factors affect the work environment.
- Furthermore, we believe it is necessary to expand the scope of research to include comparative studies on the impact of cultural and legal factors in multinational companies operating in different environments. This will contribute to drawing more comprehensive conclusions about the best practices that can be adopted to enhance the efficiency and effectiveness of human resource management in diverse contexts.

Recommendations for the Algerian Government:

- Through this study, we present recommendations to the Algerian government to work towards achieving a legal and legislative balance that ensures, on one hand, the protection of local employees' rights, and on the other hand, supports the attractiveness of the Algerian market for foreign investments.
- We believe this requires periodically updating the local legal framework to ensure its alignment with the modern requirements of multinational companies, while maintaining the autonomy of national laws and protecting workers' rights.
- Additionally, it is recommended to enhance cultural understanding between foreign investors and the local community through initiatives that support mutual dialogue and interaction between the two parties. This can be achieved by organizing joint training programs or developing mechanisms to facilitate communication between foreign companies and local stakeholders, contributing to the building of sustainable collaborative relationships and strengthening the business climate in Algeria.

Although this study relied on an exploratory methodology through a case study, which may limit the generalizability of its results, it has contributed to providing a set of recommendations and practical proposals that can improve the work environment and enhance the effectiveness of human resource management in multinational companies operating in Algeria. The study confirms that achieving a balance between legal compliance requirements and flexibility in adapting to local cultural factors is a key factor in enhancing the attractiveness of the Algerian market for foreign investment, as well as contributing to the sustainability of economic and social growth in the country.

References

1. Khasro, M., & Hossain, M. (2014). A Comparative Study of HRM Practices between Foreign and Local Garment Companies in Bangladesh. *South Asian Journal of Human Resources Management*, SAGE Publications India, pp. 67–89.
2. Lertxundi, A., & Landeta, J. (2011). The dilemma facing multinational enterprises: transfer or adaptation of their human resource management systems. *The International Journal of Human Resource Management*, pp. 1788–1807.
3. Noluthando, Z., Funmilola, O., Oluwafunmi, A., Chidera, V., Titilola, F., & Andrew, I. (2024). Cross-cultural business development strategies: A review of USA and Africa. *International Journal of Science and Research Archive*, pp. 1408–1417. <https://doi.org/10.30574/ijrsra.2024.11.1.0233>

4. Phil, A. (2011). The sub-national embeddedness of international HRM. *Human Relations*, pp. 531–551. <https://doi.org/10.1177/0018726710396243>
5. Sadikin, A., Yodiansyah, H., Budiasih, Y., Sugiarti, & Kusnadi, I. (2023). Adaptive human resource management in confrontation of globalization's challenges. *Journal Economics*, pp. 1761–1767.
6. Song, J. (2021). How MNE subsidiaries transfer HRM practices in distant environments: A tale of two IKEA subsidiaries. *Journal of International Management*. <https://doi.org/10.1016/j.intman.2021.100850>
7. Volkov, I., & Cherré, B. (2023). Interplay of strategic and institutional factors in the process of transfer of human resource management practices in MNCs. *Journal of Human Resource and Sustainability Studies*, pp. 32–50. <https://doi.org/10.4236/jhrss.2023.111003>
8. Qabaj, IS, & Asaad, SAR (2024, June 30). The impact of strategic HRM practices on organizational agility: A case study of the Palestinian Central Bureau of Statistics. *Nama Journal of Economics and Commerce*, pp. 134–161. (In Arabic)
9. Ghouati, H. (2013). The impact of multinational company strategies on technology transfer in developing countries: A case study of Brazil. Biskra, Algeria: Mohamed Khider University of Biskra. (In Arabic)
10. Chaadri Maamar, S., & Jemiat, K. (2024, July 18). Improving HRM practices under digital transformations to enhance performance and service quality in universities: A case study of Mohamed Boudiaf University of M'sila. *Al Ustadh Al Baheth Journal for Legal and Political Studies*, pp. 385–404. (In Arabic)
11. Faraj, A. A., & Al-Maqduli Al-Bahlouli, N. (2021, June 30). The role of HRM in developing hotel services: A case study of the Dhaman Investment Company hotels in Tripoli, Libya. *The International Journal of Economic Performance*, pp. 01–25. (In Arabic)
12. Mekki, M. (2022, April 22). ICT as a tool to reduce local subcontracting firms' losses during the COVID-19 pandemic: A case study of LafargeHolcim Algeria branch. *Al Bashayer Economic Journal*, 08(01), pp. 436–455. (In Arabic)
13. Al-Qassem, M. (2021). Differences between qualitative and quantitative approaches in social research: A study to achieve methodological integration. *The Arab Journal of Scientific Publishing*, pp. 332–358. (In Arabic)
14. Nasser, N. (2020). Foreign direct investment and the financing of economic development in developing countries: The case of Algeria. Tlemcen, Algeria: New University Publishing. (In Arabic)