

<p>تواريخ البحث</p> <p>تاريخ تقديم البحث : 2022/1/10</p> <p>تاريخ قبول البحث : 2022/2/3</p> <p>تاريخ رفع البحث على الموقع : 2025/6/15</p>	<p>The impact of organizational culture on international human resource management in multinational companies: an analytical study</p> <p>Researcher: Hiba Yousif Abad</p> <p>Prof Dr. Rasha Mahdi Saleh</p>
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Abstract

The study aims to: Identify the impact of organizational culture on international human resource management in multinational companies in oil licensing companies in Basra Governorate.

In this study, the analytical approach was used because the study is applied in more than one company, and a special questionnaire form was developed to ensure that there is an impact and correlation relationship between the main variables of the study and its sub-dimensions. Therefore, the researcher distributed an electronic questionnaire form via e-mail to a sample of managers and officials in Oil licensing companies, which reached (200) respondents out of 422 managers and officials, which were analyzed and the most important findings of this study were clarified.

The most important conclusions: The results of the analysis showed a statistically significant correlation and influence between organizational culture and international human resources management.

The most important recommendations: It is possible to benefit from the results of the current study by work to remedy and reduce cognitive biases in relation to (organizational culture) because international companies have managers, officials and employees from different countries and they have different values, customs, traditions, customs and beliefs, which requires solving problems, making decisions and negotiating between individuals within the companies concerned, through communication with each other Through digital platforms that help negotiation and discussions, and their acquisition of new cultures by communicating with each other.

Keywords: Human Resource Management, International Management, Organizational Culture, Multinational Companies.

1.Introduction

Many researchers paid attention to the concept of organizational culture (Zaid, 2015:89). As each organization has its own culture (Liu et al, 2021: 244). *Organizational culture* is a set of shared global standards, values and visions that develop within business organizations as members interact in their environments. Organizational culture serves its intended function when it aligns with the organization's environment, resources, and values (Okatan, 2017: 3). Culture can be a source of controlling the behavior of individuals in organizations through which we can perceive their environment (Ismail, 2020: 62). Organizations do not exist in a vacuum but in a specific culture or social and cultural environment that influences the way their employees think, feel and act. Workplace culture is a very pervasive force that affects an employee's work life. In addition, organizational culture has the potential to enhance organizational performance, employee job satisfaction, and problem-solving potential (Kotter, 2012:32). It is also defined as a system of shared meaning in which members share different points of view and thus distinguishes an organization from other organizations (Robbins & Judge 2013:10). Organizational culture is of great importance in shaping the identity of the organization, which distinguishes it from other organizations (Marwa, 2020:89). Also, (Lilja, 2013:6) highlights the importance of organizational culture in terms of innovation and the promotion of positive behavior that helps promote innovation. In the field of scientific research since the late twentieth century to the present day, interest in research in international human resource management has grown (Ferner et al., 2011; Schuler & Tarique, 2007; Brewster et al., 2005; Sparrow & Braun, 2006; Taylor et al., 1996) where international recruitment and selection and global staffing have become critical factors for the success of foreign operations of multinational corporations (Ge, Ando & Ding 2020:15). *International Human Resource Management* (IHRM) is a mixture between international management (IM) and human resource management (HRM), as it is considered a relatively new scientific field (Bjorkman & Stahl, 2006: 1). The importance of international human resource management comes from the pivotal role in the management of subsidiaries of company's multinational (bos-Nehles et al., 2017: 515). *Multinational corporations* is known by economists and international organizations. The United Nations Conference on Trade and Development defined multinational companies as an economic entity that practices production and international trade operations across continents and has subsidiary companies in two or more countries and is controlled by the parent company (John, 2016: 810). Multinational companies are formed through methods, including: International merger of companies. It is the merger of two or more companies, or the establishment of a new company to represent them together. Or by forming companies at the international level.

This study is an extension of several studies on the impact of the dimensions of organizational culture on the management of international human resources in multinational companies. This study attempts to address some of the potential issues highlighted by previous studies and try to provide some solutions. In addition, this study focuses on bridging the knowledge gap regarding multinational companies that have diverse

orientations and cultures, adopting two variables in one model and conducting research in Iraqi oil companies, with a relatively large sample, to obtain clear results, with the aim of generalizing Results. This study was conducted in the oil sector in southern Iraq.

This study uses a sample of individuals working in the international subsidiaries of the Basra Oil Company, namely **BP**, **Baker Hughes**, and **Eni** (southern Iraq), to examine the impact of organizational culture on international human resource management. The main objective of this study is to develop a measurable model that can be generalized to the large-scale sample under investigation.

2 THEORETICAL DEVELOPMENT AND HYPOTHESES

In terms of organizational culture, the beginning of research in it appeared at the beginning of the thirties through studies (Howthorn) in the twenties of the last century. However, the interest in organizational culture increased rapidly in the 1980s due to the competition of American companies that compete with Japanese companies in the field of electronics. A structure of basic meanings that persists over time and restricts the perception of workers and sometimes affects their behavior (Schermerhorn, 2010: 32). Shared norms and values lead to an innovation-oriented culture which can be explained as the pursuit and experimentation of innovative ideas, the search for new business opportunities and the acceptance of higher levels of risk (O'Reilly, 1991:1). Effective international HR managers need to share core cultural values and learn interdisciplinary and tetrafunctional problem-solving. (Lapsley and Rekers, 2017; Cadez Guilding, 2008; Tillmann and Goddard, 2008; Emsley, 2005) Competitive culture theory is one of the components of the new international dimension of multicultural human resource management (John, 2016: 810). Cultural and institutional forces interact with international human resources (Sparrow & Makram, 2015: 867). The management of international human resources is a complex process that becomes increasingly complex as the number of workers in multinational companies increases, and their dispersion and spread in large geographical areas and different countries increases, and all of them may be of the nationality of the parent company or of different nationalities (Dmour et al., 2017: 144).

Also, previous studies focused on the prevalence of human resources incentive policies and practices in Chinese multinational companies in the United States (Zhang & Edwaed, 2007:65). Previous research also explored the influence of Confucian culture on human resource management practices in China and other countries around the world (Cooke et al., 2012: 1852) and the influence of cultural values on Western human resource practices in African organizations (Warner, 2010: 2078). From the foregoing, we note that there is a positive effect between organizational culture and international human resource management practices. On the basis of the previous discussion, the following hypotheses were proposed:

H1:- There is a correlation and impact of organizational culture on international human resource management

A number of sub-hypotheses emerged from the first main hypothesis:

H1a: There is a correlation and impact of organizational values on international human resource management

H1b: There is a correlation and impact of organizational beliefs on international human resource management

H1c: There is a correlation and impact of organizational norms on international human resource management

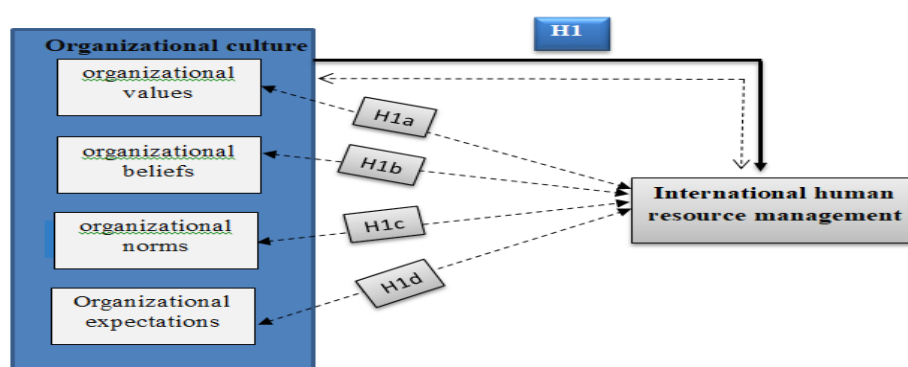
H1d: There is a correlation and impact of organizational expectations on international human resource management

3 | METHOD

3.1 Sample and Procedures

The data were obtained from three international oil companies affiliated to the Basra Oil Company in Basra Governorate southern Iraq. This is due to the fact that the three companies contain international human resources of different nationalities. Through a questionnaire distributed to 200 managers and officials out of 422 managers and officials of the mentioned companies of the distributed questionnaires. The sample was selected randomly, and it was confirmed that the rights of the respondents and the confidentiality of their answers in the questionnaire were protected. And six demographic variables were used (sex , age, educational qualification, years of service, job position , nationality). The data collection period was about 40 days. Participants were instructed about the contents of the questionnaire. A random selection method was used to form the study sample. In order to obtain valid, measurable and generalizable data, the variables of the study and its dimensions were clarified accurately and in detail by interviewing the participants and interacting with them directly for each part of the questionnaire, answering all their questions directly and ensuring the confidentiality of their answers to eliminate or reduce biases. Furthermore, issues of potential biases in the data and participants not taking their answers seriously were addressed.

Figure (1): Hypothetical model of the study



Source: Prepared by the researcher

3.2 | Measures

two variables were used in this study, with a total of 7 dimensions. To shorten the questionnaire, short scales were adopted as well as questionnaire elements that can obtain a high loading coefficient (Rhoades & Eisenberger, 2002:1).

Independent variable

Organizational culture (OC), organizational values [OV], organizational beliefs [OB], organizational norms [ON], organizational expectations [OE]: A scale was adopted (Almutairi, 2014: 60).

Dependent variable

International human resource management (IHRM), international human resource planning [IHRP], international human resource recruitment and training [IHRRT], incentives and rewards for international human resources [IHRIR]: A scale was adopted (Omar, 2017:250 ; Feng, 2016: 42).

4 | Theoretical Framework

Concept of Organizational Culture:

Organizational Culture refers to the values, beliefs and underlying principles that serve as the basis for an organization's management system, as well as a set of management practices and behaviors that reinforce these basic principles. Culture is defined as information capable of influencing people's behaviors that they acquire from other people through learning, imitation and other forms of social learning, and includes (information) knowledge, beliefs, values and skills that affect people's behaviors. (Laland et al., 2010: 138). (Ibidunni & Agboola, 2013: 117) described organizational culture as the personality of an organization. (Tong, 2015: 635) explained that organizational culture is related to the behavior of individuals working in organizations and their interaction with each other within the organization. Organizational culture is a set of basic principles invented, shaped or discovered by a particular group with the aim of getting used to solving some problems in terms of adapting to its external environment and harmony or integration with its internal environment, which has proven effective and then taught to new members as the best way to feel, perceive and understand problems (Schein, 2010: 18).

The Importance of Organizational Culture:

The organizational culture is of great importance in shaping the identity of the organization and distinguishing it from other organizations, so the importance of organizational culture can be summarized from the point of view of both (Al-Ghalbi and Idris, 2007: 296):

- 1- Building a sense of history (History) Culture with ancient roots represents a historical approach in which tales of performance, hard work and prominent people in the organization are told.
- 2- Creating a sense of autism (Oneness) Culture unifies behaviors, gives meaning to performance, strengthens communication processes and promotes common values and high-performance standards.

3- Developing a sense of membership and belonging (Membership) and strengthening this membership through a wide range of work systems and gives job stability and decides aspects of the correct test for employees and their training and development within the organization.

4- Increasing the exchange between members (Exchange) and this is slow through participation in decisions, the development of work teams and coordination between different departments within organizations, groups and individuals, and that the first letters of each of the four words are the word (HOME) considering that the strong culture gives a sense and a sense of family autism

Dimensions of Organizational Culture:

The use of organizational culture to make comparisons between organizations and study the relationship of organizational culture with other organizational variables requires the identification of common organizational dimensions to be able to evaluate organizational culture (Delobbe et al, 2002:3). The current study adopted the model (Almutairi, 2014: 60), which included four dimensions (organizational values, organizational beliefs, organizational expectations, organizational norms).

1- Organizational values: Behavioral scientists have pointed out in particular the importance of organizational values within organizations, as they include a set of common values that determine socially acceptable behavior (Slowikowski & Jarratt, 2010: 97) .It may allow everyone in the organization to participate in the evaluation and decision-making processes, as it serves as a constitution for individuals within the organization that allows the expression of good and bad perception in behaviors (Sakarna ,2009 :73).

2- Organizational beliefs: Organizational beliefs are common ideas about the nature of life in general and work in particular in the external environment, and how to accomplish organizational tasks, they are important in the processes of contributing to the collective cause and decision-making and its impact on achieving organizational goals (Al-Ayman, 2012: 312). Aligning the organization's beliefs gives employees a common way to coordinate and coherence among themselves (Steen, 2013: 256).

3- Organizational norms: Organizational norms represent a set of objective standards found in organizations that every employee must adhere to (Almutairi, 2014: 60). It is considered one of the most important dimensions of organizational culture by reflecting the behavior of individuals in organizations, and this behavior affects the personality of the individual and the pattern of his actions according to the environment surrounding him (Bilal, 2019: 54).

4- Organizational expectations: Expectations can be described as unwritten psychological contracting, as it means a set of expectations that individuals or organizations expect during the period of work inside or outside the organization (Kollingbaum, 2007: 61). Or it is the opposite of what the individual and the organization expect. For example, employees expect organizations to support their creativity, accept their

own views, or contribute to decision-making processes, and the organization can expect employees to do their best (Dalal, 2022: 31).

The Concept of International HRM:

International human resources management plays a big role today and more important than ever, through that new forms of business require new ways of communicating with people, so human resources professionals should analyze social, economic, political, legal and technological environmental opportunities to redesign personnel management processes and practices in a way that increases the success of the organization and achieves its goals (Huu, 2022: 2912). Many early studies have emerged in international human resource management, including expatriate management, for example the recent work of Ivancevich as well as large flows of joint research on multiculturalism (Hofstede, 1980) or recent comparisons in human resource management, and the increase in the literature of international business strategy, which has shown interest in managing people across international companies (Paul, 2019: 173). International human resource management is also a practice carried out by multinational companies in order to enable organizations to deal with the issues they face and control different cultures, whether internal or external (Mohamed & Belgat, 2018: 22).

The importance of International HRM:

The importance of international human resources management is highlighted through the importance (Social, Professional, Individual) as the social importance of international human resources in the proper management of employees by maintaining a balance between available jobs and making the most of human resources. As for the professional importance, it is represented by providing a healthy work environment for international human resources, because it enhances teamwork among employees, improves performance skills and develops personal skills. Finally, the individual importance through talented employees is that they will help multinational companies achieve their goals in a globally competitive environment (Al-Hammoudi, 2003: 351). The importance of international human resources management can be clarified in a number of important points, namely (Daniels, 2020: 2):

- 1- The existence of branches of international human resources management in different countries: It means that there is a need for a large number of workers in each country, and since there are differences between those countries, it is necessary to properly plan for the employment of workers in the different branches.
- 2- Investing funds in the company's branches in different countries: In the sense that it bears great risks, and therefore the interest in training and qualifying human cadres works to reduce those risks.
- 3- Different economic, social, value and political systems of the countries in which the company carries out its activity: It requires the employment of manpower at a high level of efficiency and skill. There is higher competition at the international level, which requires procedures that differ from any organization that does

not have branches in different countries, and the human element is the most important element in the success of any organization.

Dimension of International HRM:

1-International human resource planning: is a complete staff management process, as it is linked to the analysis of organizations' human resource needs in various external environmental conditions (Omer, 2017: 15). This process defines the future business requirements of organizations and works to develop them, determines the shortage in terms of quantity and type of human resources, as well as ensures the effective use of human resources operating in international companies. The international human resource planning process offers many characteristics, including (Stahl, 2006: 312):

- 1- Focusing on the optimal use of international human resources.
- 2- Significantly reduce labor costs by maintaining a balance between the demand for local and international manpower.
- 3- Determining the future needs of the workforce in terms of number and type.
- 4- Ability to adapt to changes in external environmental factors such as technological, political, social, cultural and economic forces.

5- Identifying and identifying shortcomings in the workforce in order to avoid their occurrence in the future.

2- Recruitment and Training international HRM: After the International Human Resources Department plans, formulates and sets the conditions of the job and the qualifications of its occupants and analyzes its nature, it begins to search for a way that enables it to find its needs of human resources from internal and external sources by nominating employees for some of their acquaintances or children or through advertisements in the media, and then comes the stage of selection and appointment, which is carried out by conducting interviews and tests for job applicants (Sparrow, 2007: 845). In other words, recruitment and selection policies and practices enable multinational companies to attract and acquire global human resources to meet their specific needs and culture, helping them achieve their organizational goals (Tsui, 2007: 1353).

3- International HRM Compensation: Compensation management refers to the strategies, policies, and processes undertaken by companies to improve the value of individuals, recognize their contribution, and encourage them to achieve organizational or collective goals. The core issue of compensation management is people in an integrated and evidence-based system, with the aim of achieving the goals of both the organization and other stakeholders in a fair, equal and consistent manner (White, 2005: 40) ,They can be financial rewards, such as pay increases, bonus schemes, or stock options, as well as non-financial options, such as recognition, career development opportunities, learning, and increased job responsibilities (Garbers, 2014: 102).

5 | Data analysis

One of the most important determinants of using appropriate statistical tools is the nature of the data distribution. Parametric statistical tools will be most appropriate for normally distributed data, while non-parametric statistical tools will be most appropriate for abnormally distributed data (Field, 2009). We will do this by testing skewness and kurtosis to check the nature of the data distribution. Based on this test, and at the level of significance in this study is (0.05), the distribution is normal when the Z value for wobble and flattening does not exceed (± 1.96). The Z value is extracted by dividing the calculated Skewness and Kurtosis values by their standard error (Kerr et al., 2002). Table (1) shows the results of this test:

Table 1: Results of data distribution

	Skewness			Kurtosis		
	Statistic	Std. Error	Z Skewness	Statistic	Std. Error	Z Kurtosis
IHRM	0.096	0.172	0.558	-0.187	0.342	-0.547
OC	0.260	0.172	1.512	-0.191	0.342	-0.557

Note : IHRM= International human resource management; OC= Organizational culture

Source: Prepared by the researcher

Through the results shown in the above table, it is clear that the two main variables obtained values that do not exceed the limits of (± 1.96), and this gives an indication that the data is distributed normally, and that the parametric statistical tools are the best in the analysis process.

Validity and reliability

Depending on the confirmatory factor analysis (CFA), validity and reliability were verified. Validity will be verified by ascertaining indicators of convergent validity, which determines the extent to which the sub-concepts (dimensions) that measure a concept are close to each other (Hair et al., 2017:250). The indicators of convergence validity are: (1) The standard saturation values (Factor Loading-FL) for each question of the scale, which must exceed (0.50), and it is better to exceed (0.70). (2) The average value of the extracted variance (AVE), which should be greater than (0.50) (Hair et al., 2010: 244).

On the other hand, reliability refers to the probability or extent to which the same results appear when negative measures are used at another time. The stability will be checked by verifying the two values of Composite Reliability and Cronbach's α stability coefficient, which can be obtained through the outputs of the confirmatory factor analysis. The stability of the two measures will be achieved by exceeding the value of the composite stability and Cronbach's alpha of (0.70) (Hair et al., 2017:250). Table (2) the shows the results of validity and reliability:

Table 2: Validity and reliability

Variables	Factors	Items	Factor loading	AVE	CR	Cronbach's α
IHRM	IHRP	ihrp1	0.707	0.646	0.825	0.927
		ihrp2	0.843			
		ihrp3	0.839			
		ihrp4	0.819			
	IHRRT	ihrt1	0.668	0.622	0.860	0.882
		ihrt2	0.858			
		ihrt3	0.793			
		ihrt4	0.849			
		ihrt5	0.680			
		ihrt6	0.860			
		ihrt7	0.249			
		ihrt8	0.378			
	IHRIR	ihrc1	0.758	0.599	0.782	0.901
		ihrc2	0.803			
		ihrc3	0.763			
		ihrc4	0.771			
OC	OV	ov1	0.738	0.271	0.528	0.885
		ov2	0.519			
		ov3	0.736			
	OB	ob1	0.616	0.280	0.552	0.902
		ob2	0.725			
		ob3	0.705			
	ON	on1	0.732	0.312	0.675	0.892
		on2	0.814			
		on3	0.766			
	OE	oe1	0.734	0.334	0.728	0.925
		oe2	0.843			
		oe3	0.790			

Note: IHRM= International human resource management; OC= Organizational culture

Source: Prepared by the researcher

Depending on the results shown in the above table, the questions of the dimensions of the independent variable (organizational culture) exceeded their factors loading (0.50). Also, the (AVE) for those dimensions exceeded (0.50), and this gives an indication of the validity of the two indicators of convergence for this variable. In addition, the two reliability values exceeded (0.70), which achieves reliability for the variable. And

the questions of the dimension's dependent variable (international human resources management) exceeded their factors loading (0.50), except for two questions related to the compensation and rewards of international human resources management dimension (ihrt7 and ihrt8). Also, the (AVE) for those dimensions exceeded (0.50), and this gives an indication of the validity of the two indicators of convergence for this variable. In addition, the two reliability values exceeded (0.70), which achieves reliability for this variable.

Descriptive Statistics and Correlation:

Table (3) presents the results of the descriptive statistics and the correlation coefficient between the variables. The results indicate that most of the arithmetic mean ranges from agreement to some extent to agreement and beyond the hypothetical mean (3). On the other hand, the results indicate that the standard deviations were relatively few, which indicates a small dispersion in the data, and this supports the accuracy of the results. Finally, most of the correlation coefficients between the two variables and their dimensions were positive and statistically acceptable.

6- Discussion

The aim of this study was to test the impact of organizational culture on international human resources. More precisely, the aim was to form a model that measures the positive impact of organizational culture on international human resources. The model resulting from hypothesis testing supported most of the relationships assumed in the framework. The results highlight the clear relationship between organizational culture and international human resource management in companies in several studies (Lapsley and Rekers, 2017; Cadez Guilding, 2008; Tillmann and Goddard, 2008; Emsley, 2005)., And the results were obtained of the dimensions of the independent variable (organizational culture) exceeded their factors loading (0.50). Also, the (AVE) for those dimensions exceeded (0.50), and this gives an indication of the validity of the two indicators of convergence for this variable. In addition, the two reliability values exceeded (0.70), which achieves reliability for the variable. And the questions of the dimension's dependent variable (international human resources management) exceeded their factors loading (0.50), except for two questions related to the compensation and rewards of international human resources management dimension (ihrt7 and ihrt8). Also, the (AVE) for those dimensions exceeded (0.50), and this gives an indication of the validity of the two indicators of convergence for this variable. In addition, the two reliability values exceeded (0.70), which achieves reliability for this variable

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Table 3: Descriptive statistics and correlation coefficient

	Mean	IHRP	IHRT	IHRC	IHRM	OC
IHRP	3.480	1				
IHRT	3.584	.503**	1			
IHRC	3.258	.362**	.402**	1		
IHRM	3.440	.804**	.754**	.785**	1	
OC	2.951	.278**	.211**	.243**	.316**	1
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

Note: IHRM= International human resource management; OC= Organizational culture

Source: Prepared by the researcher

Hypothesis testing

The current study model includes two variables, international human resources management independent variable, organizational culture as a dependent variable. On this basis, the hypotheses will be tested through multiple regression analysis in the SPSS program. According to this analysis, the hypothesis is accepted or rejected based on the base values of the t and p values. To accept any hypothesis, the Critical ratio-t value must be greater than 1.96. While the p-value, which represents the level of reliability or acceptable error, must be less than 0.05. Table (4) shows the results of testing main hypotheses, while Table (5) shows the results of testing the Sub- hypotheses.

Table (4) shows the results of testing main hypotheses

		B	Std. Error	Beta	t	Stg.	result	R Square	F	Sig.
H1	(Constant)	5.182	0.917		5.649	0.000	Acceptable	0.169	41.228	0.000
	OC	-0.893	0.329	-1.085	-2.714	0.007				
a. Dependent Variable: IHRM										

Source: Prepared by the researcher

Results In the table 4, we can see that main hypotheses are accepted. The hypothesis that indicates a positive a correlation and impact relationship organizational Culture and international human resource management in organizational was accepted (H1: $p < 0.05$).

Table (5) Testing the sub hypotheses

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Results	R Square	f	Sig.
		B	Std. Error	Beta						
(Constant)		4.374	0.965		4.534	0.000		0.251	65.113	0.000
H1a	OV	0.187	0.071	0.222	2.628	0.002	Supported			
H1b	OB	-0.120	0.092	-0.787	-1.300	0.195	Unsupported			
H1c	ON	0.039	0.082	0.279	0.475	0.636	Unsupported			
H1d	OE	0.249	0.078	0.356	3.193	0.001	Supported			
a. Dependent Variable: IHRM										

Note: IHRM= International human resource management; OC= Organizational culture

Source: Prepared by the researcher

Results In the table 5, we can see that only sub-hypotheses are accepted, related to the first main hypothesis, indicating the existence of a positive a correlation and impact relationship between the components of international human resource management and Organizational Culture.

Conclusions

It can be concluded that the results of this study clearly supported the research hypotheses. The results were found that there is a relationship with a positive impact of organizational culture on human resource management in the model. Because the individuals working in the multinational companies are of different cultures and orientations and thus will affect the performance of the company and through the hypotheses of the study it was shown that the organizational culture positively affects the international human resources in the multinational companies. Therefore, these conclusions can be illustrated by the following:

The first conclusion related to the independent variable (organizational culture): The organizational culture is one of the ancient studies that appeared at the beginning of the thirties, which was written in many previous Arab and foreign studies as one of the important topics in organizational behavior, and it is of great importance in shaping the identity of the organization and distinguishing it from other organizations, and because the organizational culture is one of the important issues in local and global organizations, through its ability to manage the people who work in it and how to address the problems of Cultural difference between employees within the organization. In addition, organizational culture helps creativity and innovation in successful organizations by adopting the change in the environment and creating a positive climate among employees in order to achieve the goals of the organization.

The second conclusion related to the dependent variable (international human resources management): This study is according to the knowledge of the researcher that the management of international human resources of the first Arab studies because the lack of studies that dealt with the concept of international human

resources management, especially Arab studies, although it is due to its origins to the management of international business. It is a science that is somewhat modern, because it deals with the management of human resources multinational and from diverse cultures, customs and traditions, so the management of international human resources of important and complex topics at the same time the fact that the management of the company must be able to manage such various resources and maintain, develop and train them in order to achieve competitive goals in a constantly evolving environment.

Recommendations

The first recommendation related to the independent variable (organizational culture):

Increasing the awareness of officials in oil licensing companies of the organizational culture, because it can occur to them problems and crises if they are not able to understand the different cultures of individuals within the company, and therefore it can reflect negatively on the company as a whole. In light of these recommendations, there is a set of implementation mechanisms that must be carried out by the Training and Development Department with the support of senior management through holding specialized and continuous workshops and training programs, focusing on reducing excellence in the organizational culture of international human resources in the companies concerned.

The second recommendation related to the dependent variable (international human resources management):

Work to strengthen the dimensions of international human resources management in oil licensing companies, and reconsider the method of granting incentives and reward in proportion to the efforts made by the various human resources and the results achieved. Senior management should give more opportunities to employees of different nationalities to show their creativity by following digital and collective negotiation methods using digital platforms that facilitate consultation and negotiation processes among them, because such opportunities make them feel confident in their workplace and thus will reflect positively on the company as a whole. Work to encourage human resources of various nationalities (Iraqi, Arab, foreign) in decision-making and not to be biased to a specific type of individuals in the companies concerned. In light of these recommendations, there is a set of implementation mechanisms that must be carried out by the Training and Development Department with the support of senior management through holding training courses for international human resources on an ongoing basis in order to support various resources in oil licensing companies, with the support of senior management with the provision of material and moral incentives for that

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Appendix: questionnaire
Demographic information

1) Sex

- ☐ Male
- ☐ Female

2) Age

- ☐ 20-25
- ☐ 25-35
- ☐ 35-45
- ☐ 45-55
- ☐ 55-more

3) Scientific Qualification

- ☐ High school
- ☐ Bachelor
- ☐ Diploma
- ☐ Master
- ☐ Doctorate

4) Years of service

- ☐ 1 to 5 years
- ☐ 6 to 10 years
- ☐ 11 to 15 years
- ☐ 16 and more

5) Career Center

- ☐ manager
- ☐ Assistant manger
- ☐ Head of Department
- ☐ Assistant Head of Department
- ☐ Head of Division

6) Nationality

- ☐ Iraqi
- ☐ Arabic
- ☐ Foreigner

Paragraphs of the study scale

International human resource management

	Paragraphs	Standard				
		Strongly agree	Agree	Disagree	Neutral	Strongly disagree
International human resource planning						
1	Management provides an effective information system that serves the planning process Multinational HR.					
2	The company has future plans to provide human resources of their various nationalities.					
3	Management pre-determines a number of required skills that serve the business requirements of the company.					
4	Management determines its international human resource needs Multiculturalism capable of achieving competitive advantage.					
Recruitment and training international human resources						
5	The policies of attracting individuals in the company are fair and transparent.					
6	Competencies are recruited in the affiliated branches according to a policy The company's headquarters.					
7	Recruitment processes are subject to local laws and regulations.					
8	Flexible recruitment policies to gain new employees.					
9	Subsidiaries are influenced by the culture of the country in which they operate.					
10	There is a difference in employment policies compared to companies other international.					
11	Training and development programs are in line with resource qualifications human resources available in the company.					
12	The company is interested in training and development programs that increase experiences individuals to work.					
13	The employees in the company are affected by the training and development programs.					
14	Training and development programs affect employee performance company.					
Compensation and rewards for international human resources						
15	Promotion and upgrading procedures in the company are fair and transparent.					
16	The salary and wages system in the company is developed and transparent.					
17	There are various incentives and rewards according to the work he performs individuals in the company.					
18	The company gives other wages for additional work.					

Organizational culture

	Paragraphs	Standard				
		Strongly agree	Agree	Disagree	Neutral	Strongly disagree
Organizational values						
1	Employees are encouraged to develop new ideas and progress by the administration.					
2	Employees share information and knowledge with each other Some, they are open to new ideas.					
3	Management staff can be allowed to participate in proposals forms and types of society.					
Organizational beliefs						
4	There is a common belief among the employees in the company of the importance of Participation in decision-making processes.					
5	Employees trust the company's management because it gives them powers necessary to complete their work					
6	Management is concerned with challenges affecting employee relations And it works to confront it proactively					
Organizational norms						
7	The prevailing norms among the employees facilitated the transition from Traditional business to business.					
8	Staff between the staff are seeking adaptation to the technological developments in the working environment.					
9	The norms prevailing among employees help create a climate Promotes creativity and innovation.					
Organizational expectations						
10	Employees expect management to delegate the necessary authority To solve the problems that hinder their work					
11	The administration is working to expand the circle of employee participation in the field management decision-making process					
12	The employee responsible for completing the work to take the most decisions.					