

**PEOPLE'S DEMOCRATIC REPUBLIC OF ALGERIA
MINISTRY OF HIGHER EDUCATION AND SCIENTIFIC RESEARCH**

**SETIF 2 UNIVERSITY
FACULTY OF LETTERS AND LANGUAGES
DEPARTMENT OF ENGLISH LANGUAGE AND LITERATURE
EDOLAS – POLE DE SETIF**

DISSERTATION

Submitted in Partial Fulfillment of the Requirements for the Degree of

MAGISTER

Langues de Spécialité: Business English

BY: BEDDIAF Abdelghafour

**The Market Value of Multilingualism within Multinational
Companies**

The Case Sahara Well Construction Services (SWCS)

BOARD OF EXAMINERS

Chairman:	Prof. Saïd KESKES	Prof.	Sétif 2University
Supervisor:	Dr. Naouel ABDELLATIF Mami	M.C.'A'	Sétif 2University
Examiner:	Dr. Amel BAHLOUL	M.C.'A'	BatnaUniversity
Guest:	Dr. Hammoudi Abdelhak	M.C.B	Sétif 2University

DEDICATION

To :

Whom serves as a symbol of intelligence and a fountain of success . . .

Him, my master, my unimaginably dear FATHER

Whom serves as an Icon of beauty and an example of tenderness . . .

Her, my inspiration, my adorable MOTHER

The wings whom serve as Signifier and Signified . . .

My Siblings, my shoulders, my support

Friends of knowledge . . . Readers of this work,

I dedicate this work,

ACKNOWLEDGEMENT

I would like, first and foremost, to address my extreme and hearty gratitude to **Dr. Naouel ABDELLATIF Mami**, for her incessant moral support and continuous encouragement, her guidance and patience, her endless aid in terms of administrative matters; for all the qualities it takes to be a committed supervisor with adequately competent expertise transcending the age coefficient, fulfilled with an incomparably overtly optimism and a personality full of courtesy.

I wish, equally, to introduce my thanks to **Pr. KESKES Said**. I find in him an example of knowledge; so many thanks sir for the encouragement and constant insistence for me to accomplish this dissertation.

I would like also to extend my heartfelt gratitude to two with-no-frontier friends: **Mr. MOSBAH Rafik** –the head of the department of English Language and Literature at Sétif 2 University– and to him I am endlessly indebted for the ceaseless support ever since I knew him. Likewise, to **Mr. CHAIRA Farid** I should nominate really deep thanks for all the help, and above all for the careful proof reading of this work.

We are very much, indeed, indebted to Sahara Well Construction Services. Deep thanks are specially for **Mr. KAMOUCHE Amine** – Director of Human Resources– for all the help and perseverance throughout the accomplishment of the present work; without their assistance the task at hand would literally has never come into shape.

Needless to say, special thanks are for the members of the board of examiners and guests for taking the trouble to examine the present dissertation.

Finally, many thanks should go for all friends whose names would have been absent of the list, but undoubtedly always in mind; for those who took part in whatever way to give advice so as to come up with this project.

ABSTRACT

This study seeks to explore multilingualism at work and its contribution to value creation. Starting from the assumption that language and economy are interrelated, the research endeavors to examine linguistic diversity from an economic perspective. Multilingualism was adequately addressed at length by abundant texts coming from linguistics and its sub-fields. Far from it, the study at hand approaches multivariate linguistic skills as a commodity. Apparently, the dissertation will comprise four chapters; two descriptive chapters immediately followed up by a pair of analytical chapters. As for the theoretical part of the dissertation, the two chapters are meant to elaborate, respectively and separately in turn, significant issues and background content for languages –multilingualism restrictively– as a market attribute, and economic force as a determinant of the multilingual market value from the business viewpoint. The practical part of the dissertation combines the two last chapters. The first of these will primarily be concerned with methodological framework for the study, as well as other issues have to do with ethical considerations and the like. Comes as a second chapter of the practical part, chapter four, and the last actually, is assigned to data analysis, interpretations of results and finally findings reporting. The last chapter of the dissertation will be equally nominated to such considerations as recommendations, study implications, and prospective dimensions of the study. As a necessary integrative segment of the overall dissertation, a general conclusion will be provided most likely in an evaluative format of the study and its outstanding merits.

Key words: multilingualism; linguistic variables; economics; value; and international business.

LIST OF ABBREVIATIONS

FL: Foreign Language

GDP: Gross Domestic Product

L2: Second Language

SWCS: Sahara Well Construction Services

LIST OF FIGURES

Figure 1: Foreign language (FL) skills and the production process.....19

Figure 2 : Multilingualism at work : general analytical framework48

TABLE OF CONTENTS

General Introduction	1
1. Statement of the Problem.....	1
2. Research Questions and Hypothesis	2
3. Aims of the Study	2
4. Background for the Study	4
5. Summary and Significance of the Study	7
Chapter One: Economics and Language Interaction	8
I. Economics and Language Interaction	9
Introduction	9
I.1. Determinants of Language Proficiency: an economic perspective	10
I.2. Language as a Human Capital	13
I.3. Language and Earnings	15
I.3.1. The Role of Formal Education	15
I.3.2. Language Skill and Wage	17
I.3.3. The Economic Explanation	20
I.4. Education: A manufacture	22
I.4.1. Educational Investment in Foreign Language	22
I.4.2. Language Policy and Planning	25

I.4.3. Screening Theory	28
I.5. Economic Pluralism	31
I.6. Language Dynamics	32
I.6.1. Why Language Dynamics?	32
I.6.2. Network Externalities: From static to dynamic	35
I.7. Implications for Linguistic Diversity	38
Conclusion	39
Chapter Two: The Market Value of Multilingualism	41
II. The Market Value of Multilingualism	42
Introduction	42
II.1. The Value of Languages	42
II.1.1. “Market” and “Nonmarket” Values	43
II.1.2. The Snowball Effect	44
II.2. Language and Economic Activity in Business	46
II.3. Languages at Work	50
II.3.1. Principles of Economic Approach to Value of Languages	52
II.4. The Contribution of Linguistics	54
II.5. Linguistic Territories	54
II.5.1. The Implications of the Expression	55

II.5.2. The Inside and outside: benchmarks and milestones	56
II.5.3. Linguistic Spaces and Zoning	56
II.5.4. Linguistic Territories Violation	58
II.6. The Bi- or Multilingualism as a Management Strategy	59
II.6.1. Centrality of English	59
II.6.2. The Strategy of Firms	60
II.6.3. Language Requirement Between Regional and Global Economy	61
II.7. The Costly Price of Linguistic Diversity	62
II.8. Language and Value Creation	66
Conclusion	67
Chapter Three : Methodological Framework	69
III. Methodological Framework	70
Introduction	70
III.1. An Organizational Remark	71
III.2. Methodological Remarks	73
III.3. Selection Criteria	74
III.4. The Approach Adopted	75
III.5. The Methodological Approach	77
III.6. The Principles of Confidentiality and Ethical Issues	79

III.7. Research Methodology and Tools	79
III.7.1. The Setting and Population	79
III.7.2. Sampling	81
III.7.3. Methods of Data Collection	82
III.7.3.1. Questionnaires	83
III.7.3.2. Observation	84
III.7.3.3. Informal Interviewing	84
III.8. Data Treatment	85
Conclusion	86

Chapter Four: Results Presentation, Analysis, Interpretation, and

Findings Reporting	87
IV. Results Presentation, Analysis, Interpretation, and Findings Reporting	88
Introduction: Presentation of the Setting and the Sample	88
IV.1. Results Presentation and Analysis	89
A. Questionnaire for Employees	89
B. Questionnaire for Bosses	110
IV.2. Results Interpretation	126
IV.2.1. Languages and an Operating Company	126
IV.2.2. A Continuum of Attitudes	127

IV.2.3. An Imperfect Market (Oligopoly)	130
IV.2.4. Encouraging Multilingualism	130
IV.2.5. The Market Value of Languages	131
IV.3. Synthesis to Interpretation	132
IV.4. Recommendations and Future Prospects	134
IV.5. Limitations of the Study.....	137
General Conclusion	138

Bibliography

Appendices

Appendix A: Questionnaire for Employees

Appendix B: Questionnaire for Bosses

Appendix C: A First Request to SWCS

Appendix D: A Reply to the First Request: Training Attestation

Appendix E: A second Request to SWCS

Appendix F: Abstract in French

Appendix G: Abstract in Arabic

General Introduction

1. Statement of the Problem

While at the workplace in one company, we started to come close of so many insightful ideas. The staff of the employees over there seemed to have a common denominator nominated in an acute desire to learning foreign languages –English is definitely to the fore.

Roughly wholly, the personnel in a nearly general consensus were remarkably much inclined towards the view that success in business for the company is admittedly bound to success in communication skills; strictly speaking linguistic competency. Out of it emerged an insistent readiness –on the part of the employees– to express the fact of how communicative problems lead more often than not to undesirable disastrous inconveniencies. Though the setting was to admit English as a language of mediation amongst the workers nearly at all respects, a liking towards being more than a monolingual or even a bilingual poses itself at a highest level. *“If you like to have a respectable position over the company, or if your wish is to earn much or enhance your wage, do then strenuously strive after learning more languages than you already did . . .”*, comments one trilingual (an employee, September 4, 2012). The value of languages was reckoned crucially exceeding that of the very business the company is all about making. Multilingualism jointly with company interests is what brings profits around in market.

In effect, that such an overlap between a multilingual background and an economic context is apparent leads towards an assumption of an undeniable inherent effect. There seem to be two central variables insofar as our study would exclusively make allowances for, and upon which it is meant to cast light. These are *economic variables* along with *multilingual variables*.

2. Research Questions and Hypothesis

Given that the study will be restrictively meant to investigate the value of multilingualism within an economic context while at multinational companies, the query then goes as:

- Should multilingual variables link to economic variables?

A set of no less significant sub-questions emerge:

- to what extent can such a link (if any) relate these variables?
- Does multilingualism have a value in an economic sense?
- To what extent can multilingualism affect economic success?
- To what extent can business contexts affect linguistic diversity and language choice?

As tentative answers to the above raised question and sub-questions, a hypothesis along with a body of assumptions accordingly come up, and which range as follows:

- If multinational companies promote multilingualism prevalence, and mainly in the presence of English, this would facilitate their economic success.

The assumptive statements, thus, would be put in the following order:

- Because there is an overlap between economy and linguistic diversity, the choice of what languages be used depends on economic factors.
- Because there is an overlap between linguistic diversity and economy, success in economy could be dependent on multilingualism.
- The economic context is what determines the value of the language; hence, of multilingualism.

3. Aims of the Study

Building upon a strong conviction that multilingualism is most likely a fact compulsorily imposed upon multinational companies, the present study above all is essentially intent upon endeavoring to come up with significant findings with respect to the value of multilingualism as related to multinational companies. While much remains far from comprehensively disclosed in an explicit mode by previously existent literature, the study aims at demonstrating whether multilingual multinational companies earn gains in light of the impact exerted by such a requirement of involving a number of languages, thoughtfully possessing a **market value** *per se*, not to mention their own being as merely tools for production.

Additionally, along with trying out to come close of discerning out what effect such a value multilingualism practices upon the socio-economic status, one far oriented objective would be to come out with significant contributory findings as to how multilingual backgrounds work on creating a market value within business contexts, strictly speaking multinationals as a by far hitherto inadequately explored arena in this respect.

Most of all as such, the study in question is *exploratory*¹ in perspective. The fact that added to the obvious lack of literature relating to linguistic-economic interconnection that seems to offer no far-determined comprehensiveness, language as an economic factor of a market value stands a distance away from unfolded; this latter appears to have been cautionary laid out merely as a metaphor rather than a significant topic for research (e.g. Bourdieu, 1982). Our position is a one of striving against making overt some of yet uncovered facts lurking behind mutually socio-economic and linguistic exercised effects, and the secret practiced exertions upon linguistic diversity in business contexts in a manner of more than just meets the eye.

¹ In this section, the terms of methodology being employed throughout are highly either adopted from or adapted to the terminology used by Colin Robson in his book "Real World Research: A Resource for Social Scientists and Practitioner-Researchers"; second edition, 2002.

4. Background for the Study

‘Economics of language’ emerges as a discipline of a relatively short history back to mid-sixties (Grin, 2003a). It has been recognized that language in an economic context represents more than just a medium for communication. Thereupon; a language takes on so many forms apart from being a minimal intrinsic attribute available in a social existence. Crucially, monolingual skill does have such an equally extrinsic tenet for economy. So too does multilingualism. By definition, socio-linguistically,

multilingualism involving balanced, nativelike command of all the languages in the repertoire is rather uncommon. Typically, multilinguals have varying degrees of command of the different repertoires. The differences in competence in the various languages might range from command of a few lexical items, formulaic expressions such as greetings, and rudimentary conversational skills all the way to excellent command of the grammar and vocabulary and specialized register and styles.

(Sridhar, 1996: 50)

The approach addressed to multilingualism along the present study is nonetheless from an economic consideration. Thus, multilingualism will at certain levels be taken as interchangeable and synonymous to expressions like *linguistic diversity*, *multivariate or multiple linguistic variability*, etc. In a valuable chapter of his book “Language and Economy” Coulmas (1992) strikes attention to the bearings of multilingualism on economy, and the investments devoted by governmental systems aspiring to establish a socio-economical society with a multivariate linguistic background (p. 119). On the social level, it is no doubt that being a bilingual/multilingual gains prestige and status. Economic expenditure over adopting a policy towards *importing* (a) certain language(s) apart from the homeland tongue is

by no means fee-free, and undoubtedly a one worth spending time and money let alone a high priority on equal terms with the other economic issues (Djite, 1990).

More often than not, language in connection with economy is viewed as more than merely an asset in its own right; not only a tool for productivity or even a product *per se*. The issue lies in the ways how a language, say, English would come of valuable market traits as such (Heller, 2002). Added to the functional value language appears to possess a “market value”. In this respect, an analogy could be driven between money and language: while money and language seem to be by far most prevalent above all organizational social systems, the linguistic means affords to alleviate increasingly social complexities as a certain discorsal community displays more demanding needs and exigencies. Coins serve as a give-and-take tool in following up the selling and buying activities; and so too does language, it is much like a minimum capital everyone should have so as to do the exchange of *commodity*, so to speak. Where language excels over money besides the functional value is in its fact being a possession owned for free while at exchange –at least at a monolingual level– (Coulmas, 1992). Taking it for granted, then, if a language is an asset of *valuable* significance, possessing –if to avoid the term ‘acquiring’– a set of languages is doubtless *invaluable*. This is, perhaps, an individualistic approach to multilingualism in a social dimension, yet an economic approach would have been carrying a lot to uncover and reveal.

Whereas adequately covered in linguistics and its related interdisciplinary branches, rather a little, indeed, is thoroughly unraveled as regards language in connection to economics. This is, perhaps, partly because the interface of economics and language is less apparent and was only recently acknowledged on one hand; and on the other, for there are no solid foundations for the discipline to stand as one looks to its fresh historical review, particularly in the heydays of a globalized new economy. Likewise, while against ‘expectations’ on the ways of how English exquisitely gained a position to come up as a

*lingua franca*¹ especially in trade, linguistic diversity and multilingualism appear to offer sound grounds to come of a vital consideration (Heller, 2005: 1).

Advocates of assimilating bilingualism in education frequently argue for their case resorting to supportive economic arguments in belief that arguments based on cultural or emotional factors can just do a little for their cause (Coulmas 1992). Fishman (1985a) goes so far as maintaining that the biggest revenues in sectors as civil service, business and industry, and military go for individuals being multi-linguals at the first place.

While in the flourishing days of linguistics founded as a scientific autonomous field of research, Ferdinand de Saussure (1916) –the father of linguistics– metaphorically on an abstract level, talked of the linguistic value emerging out of the combination of the signifier/signified dichotomy (see e.g. Baskin,1974). In effect, language, now, came to be viewed not merely as a valuable mental asset, but as an entity of an economic value. Languages of the world appear to be *commodities* exposed in a linguistic market. What determinants of such an economic value of language is obviously a wide range of intricate, yet definitely sometimes unclear and hidden, factors.

Remarkably, whether learning an additional language is a gain and, aspirations to be a bilingual/multilingual are all what saves the day, should multilingualism enjoy an equivalent market value in a newly globalized economy? It is in this light where our study gears an endeavor towards unveiling what relational bonds multilingualism constitutes with business contexts; namely within multinational companies, and the contribution of the former into value creation within such environments.

¹ There are as many definitions for *lingua franca* as extravagant texts treating it. While these may be holding divergent views into defining *lingua franca*, they all, however, agree in essence that it is a ‘language’ that is arbitrarily composed of a variety of languages (see e.g. Lang, 1992). As to House (2003): “a *lingua franca* speaker is not *per definitionem* not fully competent in the part of his or her linguistic knowledge under study” (p. 557).

5. Significance of the Study

Language amid economic environments would count doubtless crucial. As a matter of fact, business dealings, in a way, are all about communication. The linguistic medium would at best serve the purpose. In effect, multilingualism appears to hint much more than just a tool for correspondence at an abstract level; yet, added to being an intrinsic attribute of functional value, language diversity in business carries with it another dimension as being an essence of a market value; in a manner of speaking a commodity for sale and buy.

Viewed in this light, linguistic facilities and economy prove inseparable. Enterprises such as multinational companies take adventure in going ahead and indulge in bearings on an international level. This, indeed, brings multifaceted decisive factors into play. Whether broad the list or limited, all these factors seem to rely on multilingual means in this respect. Within themselves, multinational companies realize the necessity of the linguistic diversity catering for their needs. What contributes to favoring (a) certain language(s) over another or others, and what brings such and such languages to be deemed more important than their peers is all the matter. The concern of the study is primarily making allowances to such considerations in attempt to find out the facts making it be so. Apart from investigating the issues hitherto raised, the aspired findings would be of utility to uncover essential tenets benefiting linguistic sciences as a whole, and particularly disciplinary applied investigation around languages and their being. The significance of the study, perhaps, lies in its pursuit after striving against tracking down how multilingualism within multinational companies would gain considerations, and how it actually would have to be viewed under the light of a market value on equal terms with other economic cargo.

CHAPTER

ONE

Economics and Language Interaction

I. Economics and Language Interaction

Introduction

As noted in the introductory part (p. 4), economics of language emerges as an outstanding field of pursuit among spheres of research combining, in one way or another, insights from a medley of disciplines. Interestingly, such a variety of grounds in favor of shaping economic theory are deemed conveniently critical in current investigation. On the other hand, language has doubtless been a seizer of lion's share insomuch as it fills out almost an incomparable space in today's inquiry in human and social sciences; hence, apparently, there is barely a stream of thought in such or such a discipline where language takes no window of opportunity to compulsory intrude itself or be voluntary invited in. This said is by any means a consciousness-raising of the centrality of language around our forthcoming discussions, but an indispensable admission of the communicative linguistic mediums significance and, an appreciation of research effort in marrying different language questions with economics.

Crucially, with combinational ties holding language to economics, this chapter attempts to offer coverage for a body of as yet interesting issues. It starts up via set sailing into establishing a worthwhile setting of basic conceptual framework, and notions necessary for the subject hitherto and future held discussions. The views built and the assumptions erected will flow into a consistent proceeding of different issues. This will take us to the consideration of surveying the importance of knowing about what is "language economics" as a field of research, which in turn opens up the gate for hauntingly related elements overriding the concern of the present chapter. These range from the developmental scope of this area of research into conjuring valuable ideas up out of inevitable regard as shaping cornerstone for the discipline at hand.

As such, the organizational frame of the chapter, then, will combine a survey of the following components: economics and language interaction, education a manufacture, language dynamics and, ending up with economic pluralism; immediately followed up by, an admittedly no less paramount, closing ingredient (entitled the “implications of linguistic diversity”) in a swift discernment of gist from the afore-said scheming ideas, as it were, insofar as the bearings that language-economic interconnection imply for linguistic diversity; this last that virtually constitutes the core theme of our research project.

I.1. Determinants of Language Proficiency: An economic perspective

Researchers have been assigning relevant concerns to such matters as “human capital” (see p.13) and language proficiency determinants. Indeed, much of the work in this respect was thoroughly devoted to probing these issues in relation to immigrants towards new alien settings (Portes and Rumbaut, 2006). Undoubtedly, Canada comes to the fore as a welcoming cradle for considerable waves of newcomers every year (see e.g. Coulmas, 1992).

Canada is renowned as a representative federation of quite two rivalry languages, as it were: English and French; more or less, each with certain privileges. Formerly, French seemed to have occupied such far an extent of status to be the language most prevailing in the world, and in Canada more specifically, before regressing backward the position of warding off threats exposed by English; mainly due to economic reasons in principle. In favor of saving French a revered position, the church resorted to the utility of the educational system so as to keep French-speaking individuals from involvement in large-scale industry, trade and wealth, as well as corporations codes. Rather, individuals were highly encouraged instead to confine themselves to agriculture and private enterprises (Breton, 1978). If it means something, it is merely that the church was quite conscious that having a communicative skill in the north American language, namely English, is doubtless a must so as to go about the aforementioned grand business practices. Bilingualism, as such, must be avoided at all costs

to come out against the linguistic change threat; hence religious faith. French was announced to be the official mother tongue in Canada, and by the mid-nineteenth century was acknowledged by Canadians as a full-fledged language of identity (Coulmas, 1992). Yet, fairly steadily from then on, French seemed to deteriorate in status with more willingness for Canadians to learn and use English (Ridlers and Pons-Ridlers, 1986). Along with issues related to identity, the socio-economic force seems to have an apparent contributive impact on inviting or dismissing such and such (a) language(s) at the detriment of the other(s) (Janne and Heiko, 2012).

For immigrants looking forward to either enhance their financial situation while in a host country or whom wish to linger for a long stay, skill in the destination¹ language seems crucial (Shields and Price, 2002). Recently speaking, as combinational questions linking language to economy in immigrants' milieu are gaining a great many attention, several researchers (eg; Bean and Stevens, 2003; Portes and Rumbaut, 2006) came to recognize the primacy of socio-economic melting within the destination nation; they remarkably notice the paramount relatedness of these aspirations to different linguistic skills as a decisive force. Thus, increasingly, language proficiency determinant factors were called into extensive scrutiny and meticulous questioning from a variety of perspectives (see e.g. Chiswick & Miller, 2007).

Furthermore, while this was viewed as so, research has demonstrated that an important aspect comes into play, however, as a crucially contributive fact for precision in defining linguistic proficiency. This primarily has to do with personal properties of immigrants, such as, for instance, psychological characteristics, educational attainment in the origin country

¹ *Destination, receiving and host* are interchangeably used terms. Destination is specially employed with the national language of the country in which an immigrant arrives. With relevance to a context where discourse is about a nation or country all three terms can be used in the same meaning to signify the new location other than the origin homeland (see e.g. Chiswick and Miller, 2007)

and a few different incentives (say, for example, intentions for acquiring another language) originally standing behind migration (Espinosa and Massey, 1997; Stevens, 1999). Likewise, studies show that whatever it is the initial linguistic competency of the immigrants in their immediate arrival at the host nation, they do not command the language of destination as they would wish (Portes and Rumbaut, 2006). That this holds true generally speaking, of course, apparently, immigrants who afford more formal education achievement seem to excel over whom with lesser levels (Plaug, 1972) even if sometimes the difference tends to be dull and not easily discriminated.

In a survey of an international level as regards decisive factors with relation to foreign linguistic skill amongst immigrants, Chiswick & Miller (2007) distinguish between three ‘fundamental variables’ playing an active role as determinants of language proficiency (p. xxii). These are *Exposure*, *Efficiency* and *Economic Incentives*. Noticeably, although not clearly pronounced, several other preceding studies (e.g. Stevens, 1999; Mesch, 2003) have struck similar attention to such variables while with no apparent separation of these. Exposure, according to the body of researchers, is the extent to which individual immigrants may come under circumstantial encounter with the language of the receiving country, and how much effect this can bring about along their linguistic skill. Viewed in this light, presumably, the higher the chance of such an exposure, the more destination language handling is expected to be mastered up; hence language skills¹ are dependent upon how often individuals come to utilize their opportunities to meeting the language and, so, enhance their linguistic asset (Stevens, 1992). Similarly, as to efficiency, studies refer to the intrinsic readiness and aptitude of individuals regarding their abilities and speed in acquiring the language of the host country; doubtless in presence of ‘exposure’ as a matter of fact. In this

¹ It is significant to realize the distinction between the different usages of the term ‘*skills*’. Uniquely in the present context it is meant the four skills; primarily of these reading, listening, and speaking while writing is not of direct relevance. Yet, whenever employed in context of workplace the term signifies linguistic proficiency in general.

sense, efficiency has roots into psychological characteristics as well as cognition and affect. Last and not least, by economic incentives, research attaches importance to language as a field for investment worth pursuing for immigrants. This attributes respectable consideration to economic expense in favor of language learning (Chiswick & Miller, 2001). The devotion of efforts and means to proficiency in language does not seem to be futile nor come around all of a sudden. The roles of economics and language towards each other manifest themselves as deeply reciprocal and mutually effective (Chiswick & Miller 2007; Grin *et al.*, 2010). This dimension of reciprocity leads to assess that language affords certain attributes existent in economic drives. Language constitutes a ‘human capital’.

I.2. Language as a Human Capital

While the concern here is more apt towards a briefly reviewed account about ‘human capital’, the term ‘capital’ is far from addressed in comprehensive individualistic coverage. It would be, however, usefully relevant to point out to what bearings the word might imply insofar as it is used in its general scope; be it purely economics, or interdisciplinary connections weaving economics to other fields such as linguistics or the like; hence, as such, a single definition be offered would be adequately sufficient. In this direction Saad-Filho (2002) claims that ‘Capital is often defined as an ensemble of things, including means of production, money and financial assets’ (p. 39)

The definition offers good framework. Something that is a ‘capital’ appears to have to bring closely certain composing elements at a time, and these seem to essentially display intrinsic valuable markers as worth for gaining. In this respect, capital assembled with human factors or else would be better off than if framed alone.

Broadly speaking, and jointly with accompanying linguistic items, the term ‘capital’, then, tends to encompass three basic concepts: *natural capital*, *human capital*, and

manufactured (or physical) capital (Garnett *et al.*, 2010: 165). Obviously, this section is meant to elaborate on language skills constituting a form of capital as a significantly powerful force in deciding crucial directions in economic affairs.

Although several researchers consider Jacob Mincer (1922–2006) –a founding Father of “modern labor economics”– to have ‘systematically developed the empirical foundations of human capital’ (Teixeira, 2007: vii) the concept was often employed in literature, usually attributed to Becker 1975, to refer to skill in language as a capitalist substance, amongst a range of economic gains, owned by individuals. Besides the fact that language represents an ethnic attribute, it constitutes an essence as a human capital (Grin, Sfreddand & Vaillancourt, 2010; Ricento, 2006).

In this sense, and according to Chiswick & Miller (2007), language skills appear to presumably afford satisfying at least three requirements all together so as to be viewed as a human capital. These range as (a) productivity means (in a host country, for instance, for an immigrant the better the skill in the destination language one can have the more accessible a chance is offered for a certain job in which one may be skillful), (b) cost entailment for acquisition (time and efforts placed on language learning for example) and finally (c) language skill embodiment in a person. The last, however, is of crucial importance above all others in its own being a skill rather than any componential possession of a human; i.e., we may, for instance, detach a person out of a property, say a tract, while it appears quite intangible to separate language from them (Chiswick & Miller, 2007). This approach goes so far as to deal with linguistic skills, particularly as bond to *labor market*, and their efficiency in matters as giving better chances for employment, hereupon earnings.

On the other pole, amongst useful approaches to language, apart from being much of an ethnic marker in its similarity to race, is highlighting such its characteristic to be a human

capital as regards the communicative facilities; disregarding the functional property in being solely a tool conveying traits pointing affiliations of identity (Grin *et al.*, 2010).

How human capital is crucially vital in determining the extent to which language skills impose a factual exertion in limiting or delimiting earnings is increasingly receiving immense attention of research efforts, especially in the few last decades (e.g. Grin *et al.*, 2010; see also Ricento, 2006). It is, then, perhaps, the reason why institutional organizations, labor corporations in particular, come to recognize such a property as by far important (Parker, 2005). Hence, such these giant enterprises endeavor to come up with inventory paths through which this characteristic can be enriched.

I.3. Language and Earnings

I.3.1. The Role of Formal Education

In what follows is an attempt made to shed some light on a well essential element continuously addressed by literature of economics of language; namely, the correlation between education and earnings. This includes up-to-date views of literature towards bonds between linguistic skills in line with what this might comprise along some such other potential traits of human capital. Approaching it as an unquestionable matter, several studies (e.g. Blaug, 1972; see also Stigler, 1962; Lee & Miller, 2004; Grin *et al.*, 2010) show that an increase in years of schooling positively results in higher opportunities for better employment positions.

Thorough surveys about this question recognize the proportionate relationship holding education with chances of higher incomes and better received wage premiums (Blaug, 1972; Chiswick & Miller, 2002; Silles, 2007).

However, this particularly has to do with language proficiency in respect to its dominance. And thus Chiswick & Miller (2002) note that individuals with such a better

educational attainment as regards the language dominant in the context of employment seems to clearly earn higher returns than whom are educationally less in status. Remarkably, not only does this suggest that outcomes of years of education for future employment manifest themselves positively as clearly as such, but interestingly it also demonstrates the complementary nature of skill in language with the different forms of human capital (Chiswick & Miller, 1995). Correlational mutuality with labor market as to achievements in education, and language proficiency in particular, in expecting higher earnings has recently been by far interested in immigrants, noticeably the United States and Canada (e.g. Chiswick & Miller, 2007; Grin, 2010). In whatever view held, there is usually a commonly reference to two aspects in this sense: *internal efficiency* and *external efficiency* (Grin 2008). By internal efficiency researchers refer to the exclusive practices run in the educational system from within; thus, pedagogical concerns and all that it covers is the focal point. External efficiency, in contrast, places the largely held views that education is not upraised at this level *per se*, but rather that it gives yield of advantages from within to outside when operated in the labor market. An abundance of reviews in this respect have largely been focusing on well-known destinations for immigrants all over the globe such as Canada and Australia.

Though literally somewhat scantily explored by literature, some other contexts which may be considered as poor destination countries for immigrants were of significant insights as well regarding language ability and incomes interconnection. Chiswick, Patrinos, and Hurst (2000), for instance, for establishing a comparison with more developed countries, they investigated this issue in different countries in way to development. To their astonishment the result was that, unlike favorably commonly destined countries for immigrants, individuals with high skill in the dominant language afford to earn higher as compared to whom are monolingual of the original homeland language. In roughly all of these countries the dominant languages are a bequest of once a conquest or colonization. A significant implication was that

no matter if speakers master either language —indigenous or received— or even whether they are bilinguals in both, the dominant language-only-speakers, very often, seem to make relevant differences in payment.

I.3.2. Language Skill and Wage

Significant amount of currently ongoing research (e.g. Chiswick & Miller, 2007; Grin *et al.*, 2010) has been intent upon exploring issues related to economy in connection to language skills. It is remarkable that the coverage in literature concerning this issue has particularly focused on destined immigrant contexts. There is, however, a sharp thinness of any considerable exploration of indigenous people's languages skills in connection with economic attainment (Chiswick *et al.*, 2000). The mainstream departure in approaching the question at hand is usually via attributing it to widely pervasive views about language as a form of human capital (Grin, 2008). At nearly all respects, research has long determinedly argued that interactions between economy and education products are undeniably by far firm (Chiswick & Miller, 2007; Grin, 2008; Grin *et al.*, 2010). Language, particularly, had attracted a chief concern not only as a core issue, but a one that had been, over years, strongly behind any so far achievements in the field of language economics. Interestingly, by adequately assigning substantial effort to unveil baffling facts, the questioning of the linguistic skills effects on wage and premium in the interested studies has been specifically aimed at immigrants' foreign language¹ proficiency.

Much of pertinent work comes from committed studies conducted within provinces in Canada —mainly Quebec (Grin, 2008; Grin *et al.*, 2010) and other different countries which acknowledge immigration integration as a practice of governmental policy (e.g. Australia, Belgium and Switzerland)(Chiswick, 1999; Chiswick & Miller, 1995; 2002; 2007; Grin *et*

¹ according to Grin *et al.* (2010) foreign language, in this context, means 'languages *other* than the locally dominant language'(p. 55).

al., 2010). In their undertaken studies Chiswick & Miller (2007) and Grin *et al.* (2010) within various destination countries, provide interesting conclusive statistical evidence in regard liability of deep effects of actors' foreign language skill amongst immigrants. They potentially point out to an interesting fact embodied in the dynamicity of foreign language (FL) skill associated to labor market outcomes, as well as the returns it brings about for immigrant workers; significantly attached to proportionate efficiency and competent handling of the dominant language in the host country.

In line with the valuable contributions addressed to probing on the advantages of FL acquired competence, there has been a growing interest in some potential social factors thoughtfully interplaying with such an issue (Grin, 2008). Typically, viewed as prone to exert remarkable impact upon the variability of the apparent interconnectivity between the dominant language and its benefits, a respectable body of research showed that more condensed enclaves or concentrations have major effects on the rate of returns for resident immigrants (Chiswick *et al.*, 2007; Grin, 2008). This of course places both private and social levels roughly on equal terms in anticipation of any hampering hurdle towards comprehensive allowances.

Although this point is of promising paradigms and lavish empirical enquiry yet to come in prospective thought, what has been obtained hitherto sets up crucial stages for the current trends (Grin *et al.*, 2010). Concomitantly with field work attainments, research, accordingly, kept providing supportive theoretical model closely adapted to what practice is to supply. Of relevant importance one such explanatory models inspired by Grin *et al.* (2010) would be useful to look in order to set apart, partially at least, some of the underlying insights lurking behind intricacy complementary impositions relating this duality of variables (i.e. the interchangeable effects of foreign language skill and labor outcome). (*Figure 1* below).

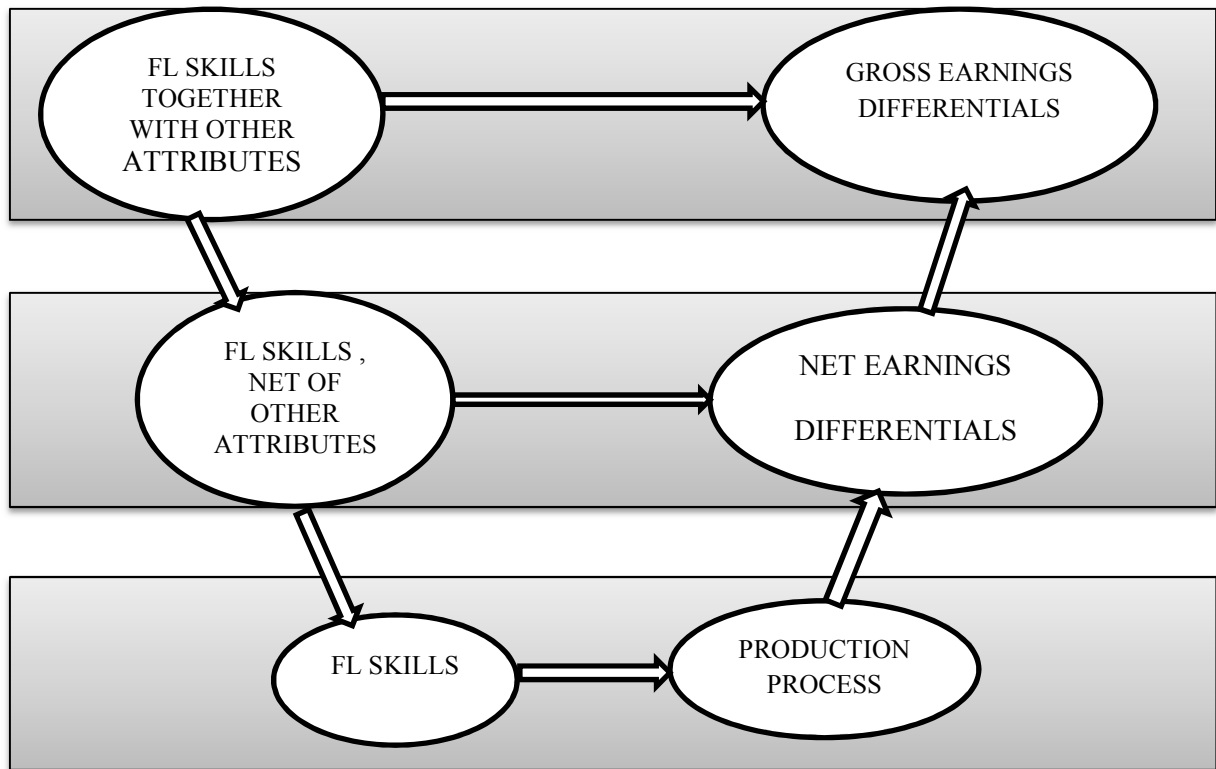


Figure 1: Foreign language (FL) skills and the production process. (Source: from Grin *et al.*, 2010: 45).

The implications of the analytical perspectives to the value of competence in FL affords clear-cut outcomes on wage amongst individuals, not to mention its socio-economic dimension with respect to the vital role it plays in the labor market. Hence, literature (e.g. Chiswick & Miller 2007; Grin *et al.*, 2010), in discussing the issue of concern in this section, have always realized the prerequisite FL skills in work key positions at employment. It seemed often perceptible that foreign language excellence is the decisive force in rendering occupations for immigrants, therefore accordingly, language-based earnings differentials are founded in accordance to the degree of this excellence. However, along with skill in FL people may have other assets (computer mastery, higher education, or any other form of human capital) (Blaug, 1972) that doubtless constitute another actively factor to consider (Chiswick & Miller 2007; Grin, 2008; 2010). In this sense, it is all possible to encounter cases where individuals do possess professional adequacy in some requirement remotely

apart from any FL proficiency, but they are, nonetheless, hired in favor of potentials of the other assets they have. Although this may very possibly be so, any such gains counted as human capital are frequently seated beside language attributes (Grin, 2010).(*Figure 1* above).

Indeed, the issue of FL skill and wage has always been acknowledged to be multifaceted (Chiswick & Miller, 2007). Thus, in bringing related matters to discussing these questions, so many dimensions might be disregarded. In the account provided so far, for instance, we rather favored to keep certain factors, though may be significant, out of equation. Hardly did we make any reference at all to how language enters as a mechanism of production. It is our belief that these would really matter much and be better off if awaited for future approach in the immediately following sections.

I.3.3. The Economic Explanation

The association of education to labour earnings was usually taken for granted as of solid foundation to both economists (Blaug, 1972) and specialists interested in economics of language (Grin *et al.*, 2010). Researchers reviewing the outcomes of investing in the sectors of education postulate its profitability as guaranteed. They confidently maintain that it is theoretically conceivable that, besides certain purposefully assigned values in education, individuals come to obtain extra skills significant for future employment positions (Lee & Miller, 2004). In a similar fashion, Blaug (1972) , yet cautiously in a sense, had offered an explanation to the phenomenon out of an economic dimension, and points out to the likelihood of a variety of factors insofar as handling a satisfactory argument. Accordingly, his ‘economic explanation’ asserts that earnings differentials can significantly be shrunk as gaining more extrinsic skills while, however, this can be solidified by means of natural ability. About determinant factors as for how such a correlational marker between educational characteristics of individuals and their productivity traits , Blaug strikingly puts it as

[...] Now the assertion that education renders people more productive is liable to be misunderstood. It seems to imply, first of all, that labour as a factor of production makes a definite contribution to output which can be distinguished without much difficulty from the contribution of other factors, such as management and capital equipment. But of course all factors of production participate jointly in the productive process and the separate contributions of each to final output can only be assessed at “the margin,” that is, by holding constant the quantity and quality of all the other factors.

(Blaug, 1972: 55).

On the light of the excerpt, there can be listed at least three potentially substantial insights. First, the intricate nature of the relationship bringing side-by-side schooling and probability of yield does not deter liability of relevant breakthroughs in unfolding recondite matters with regard this issue. Secondly, the labor as much equally as is, in its own right, in a position of demand of educationally qualified functioning individuals, it is in turn a determinant demand typically for such a requirement. Finally, implications of the reciprocity of effect between the two variables (education and production) is unlikely to be appreciated whether approached openly; i.e. it is a deep-effect that is not easily noted superficially (see also Grin, 2010).

The complications surrounding the entangled interfaces of these two aspects is even more largely conceived in the atmosphere of recent work. Attempts to pin down the underlying facts certainly persist in pursuit. In a number of judicious studies, researchers come to partner up previously attained findings along with indeed no less essential factors (such as literacy and numeracy skills) (Chiswick & Miller, 2007), and acknowledge the multivariate facets of a range of skills to be counted. The recognition of these issues does keep admission of modern

economy increasing demands in the debate as a necessary step towards offering any relevant insightful interpretations (Chiswick & Miller, 2007; Francois Grin 2010).

I.4. Education: A manufacture

I.4.1. Educational Investment in Foreign Language

As a starting point we will have to take for granted the assumption that education and economics policies interweave with each other at the very macro level (discussed only beforehand). It follows that this has implications as for reciprocally deposited exertions between these two variables. May it go without questioning, nations' economic status is one indicator of excellence in the modern world. So too is education, it is credited to have much more in-depth precursors as a determinant factor in labor market. That the view at hand must be approached as such, at this level, sounds actually closer to plausibility than paradoxically perceived.

Investment in education systems has particularly commanded a good many works of recent investigation. While widely prevalent to be a foremost object, FL education dominates the interest of economics of language ever since mid-1990s (Grin, 2008a). As a matter of fact, there would be much more about planning for language than would be superficially conceivable. Institutional organizations would realize, and hence take into account, anticipations of efficiency and if there may happen to alter any processions in so doing. Therefore, language policy evaluation and language planning constitute the highlights of systematic commitment that dominate such organizational groupings upon shoulders of which liability of it is assigned.

If education apparatus ceases moving ahead a moment for appraisal intentions, there may be a chance of an acknowledgement of an extremely crucial fact. Has it really brought about what was underlined as objectives within the scope of the policies set forth by the

systems responsible? Put forward so broad, in fact, such a plain question is undoubtedly intriguing in perspective. If it is just delimited to certain shrunk formats, it would be most likely plausible to treat. Education does actually cover every form of formal proceedings of investing both human and physical resources. Language is doubtless no exception. However, whether it is truly as so, a concern is that given that dedication of spatial and sequential time allotments went all as planned, the inquiry then pours onto the ratio of ultimate achievements. One simple casual, yet seemingly commonsensical, statement at the absolute would be that educational systems have, unfortunately, almost never reached accuracy in attainments as regards any originally awaited returns. While of much relevance is language apprenticeship as yet, the implications would be far compatible for all sorts of education in general.

Indeed, though theory witnesses the incompetency of educational systems to provide satisfactory outcomes, empirical research still insists on raising attention to evidence of solid foundation of returns of education. This is specially obvious in the case of remote uncivilized regions of worldwide communities (Singh, 1992). No doubt, when such a failure occurs it is bound to bring disastrous aftermaths upon individuals' future incomes and socioeconomic earnings.

The fault in the malfunctioning of educational investment is but a consequence of inadequate support of markets to supply the requisite consistent steps of sponsorship (Loury, 1981). As a result, failure in keeping pace with the increasing demands to accord with the constant dynamic and precarious nature of instability in the world of education casts a challenging hamper. At the absolute level, this is actually to pose a catch-22 situation where remedial proposals can be quite of no use. i.e.; while the supportive initiations expected to provide a reinforced setting for necessary scholarship go disabled, this latter is by far rather prone to bring over even more critical outcomes, specifically affecting economics at the first stance. In such instances, there may, perhaps, be no complete deprivation of educational

access to individuals –including of course the poor– but the quality of attainment is such that coincides with incompatible coping with continuity of educational everyday adjustments in the modern world. Building upon the assumptions of the human capital model, individuals will end up to earning low incomes valued in recourse to their schooling achievement.

In a number of studies, economists recognize the dilemma and while ascribing it primarily to the deficits of the accountable systems, they question the reason of ill-recovery under the fact of existent non-official financial institutions able to act (Udry 1993; Townsend 1994; Besley, 1995; Morduch 1995). The mystery in this type of impairment is principally that of policy stakeholders. It mediates what might be the constraints deterring formal institutions to involve the informal bodies, say private financial sectors, so as to compensate for inadequacy of optimal educational requirements when all else go null and void.

It has been presumed that privatization of informal enterprises of finance comprises not only communities structured for mere vested interest, but importantly represent set-up unities of social capital with a key role for sponsorship provision in cases of looming tough crises (Stiglitz 1991; Besley *et al.*,1993). Typically, if so it might go, informal services turn out into practically an inescapable resort for catching up with inconvenience likely to be encountered or already undergone.

As to immigrants' language education, ample bulk of investigation in numerous surveys was much concerned with FL skills, and out of it emerges symmetrical conclusive evidence applicable to educational investment in other parts. Usually coupling comparative models between the origins and host contexts of residence (see e.g. Chiswick & Miller, 1998; 2007, Grin, 2003; 2008, Grin *et al.*, 2010). However, there is a somewhat hollow gap into literature need be filled out via further exhaustive work in relation to marrying preimmigration and postimmigration to educational investment. There are actually

promising facts yet to be disclosed, and that will enrich research in this regard. Very often, human capital theory (Becker, 1964; 1975; 1993) was considered a cornerstone in drawing interpretive conclusions when it comes to exploring investment in foreign languages (Grin *et al.*, 2010). Moreover, empirical findings show that in addition to the fact that educational attainment correlates positively with incomes, economic performance in a destination country likewise owes deeply to further schooling in the following years after arrival (Bratsberg and Ragan, 2002; Duvander, 2001; Friedberg, 2000; Zeng and Xie, 2004).

I.4.2. Language Policy and Planning

Indeed, Language policy and planning are integral parts for both politics and economics. They reflect the extent to which the meant systems acting as designers do well in making out blueprints for foreign language education success, ascribing to identified ideological beliefs and notions.

Interestingly, Ricento (2000) draws attention to a specifically very remarkable fact underlying different ideologies in language policy and planning. He notes that though spontaneous and smooth policed agendas might appear, there always lie ‘hidden’ intended objectives that may go by far in gravity than assumed in that they can be rather ‘reactionary or chauvinistic’(p. 2). For that matter, such agendas are likely to aim at merely vested interest of their own (Ferguson, 2006; Shohamy, 2006). Economic exploitation and/or increasing political power represent ideal instances which, often, are apt to come under covers of selected *misleading* concepts (ideology, policy, etc.) intricate enough to assess and denounce. In this respect, different ideological orientations may have same policies, though, on the other hand, a variety of policies would equally be the aim of common features shared by similar ideologies. Pervasively, one is so unlikely remote to tease out the question in the case of English language all throughout its thriving process. As for this fact, Ricento paraphrases Wiley,

promotion of English in North America from the colonial period through the early 20th century had as its aim the *acculturation* of some groups (for the purpose of structural assimilation) and the *deculturation* of other groups (for the purpose of subordination, without structural incorporation). (Ricento, 2000: 2).

If the wonder hitherto comes to rule about relevance of alien interferences into the process, one can infer from the argument just raised that some such deep effects come concealed under the auspices of so-called carefully-made wrong commodity ready for educational consumption. The wrongness, unfortunately, is by no means discernable for layman, and maybe even for people of skill most of the time: If economic colonization becomes technological help, and indigenous language change turns into openness to civilization through other different linguistic means, and if literacy in another language rather than that of the homeland is positioned in the location of rubbing out aboriginal identity, then language importation is not just profitable for the overseas, it is a slightly eradication of the basis grounds of the targeted nation, and a consistently extermination of any formerly ancestral belongingness. This, starts out right from economy as a force of measure to nations assertiveness.

It is commonly thought that added to ideologically underlined ascriptions in determination of language policies and defining language planning, interpretative attributions of such processes and how these take place may well possibly be so much wrong. Of this fact, in another exhaustive work devoted to the issue at hand, Ricento (2006) goes on to offer an example of the formerly so-called prestigious French, and how it came to occupy such a position in its heydays. While language status would , for instance, appear at sight to be the chief factor conferring such a trait on French it is actually all a mistaken assumption; French seem to enjoy no such a high status by then in fact (Ager, 1996; Ricento 2006). Thus, deterministic decisions for language policies lying underneath political systems is more likely

rendered to a variety of reasons wrapped up in different agendas. However, one obvious situation concerning language planning is that it is most often recurrent in multilingual and multicultural settings (Nancy, 2006). In a variety of texts, language has been portrayed as a living being that is so vulnerable to die out (see e.g. Crystal 2000; Skutnabb-Kangas, 2000) and was thus viewed under the threat of becoming extinct. Researchers hence warn of the danger and laid a bulk of responsibility on the shoulders of language planners to not commit the sin of *linguistic genocide*.

It may now turn out that language planning and policy are so much a decision of more than mere a handful ideologies. Of particularly immense importance for us are economic factors. Scholars do not merely admit language policies as amid interdisciplinary concern mainly all turns back to political fingerprints, but equally intrude economic determinants as of no much less effect in taking part; indeed, preliminary as a matter of fact. It is not surprising that language economics has been giving a good many interest to language policy issues (Grin 2003: cited in Grin 2008). Subsequently, and as a result to the body of studies assigned, institutional devices are keenly aware of the demands of economic milieus as well as the educational requirements, that must in turn be remade in a form of supply, so as to guarantee a solid duality benefit exchange between FL skill and the socioeconomic variable (Valente, 2005). Grin (2008b) points out to the applicability of ‘policy evaluation to language education’ in much of the situations addressed by language economics (p. 84). The rationale of policy evaluation, Grin notes, is plain to track down, and simply requires a series of few steps. First, defining policy alternatives; second, identifying the consequences of these, followed up with putting these into practical terms as to their benefits and drawbacks and finally a count of the net value is made through subtracting drawbacks from the benefits gained. That language policy and planning are considered the direct outcome of a series of enterprises involvement and the made-up alterations should in fact relate to feeding theories.

Theories which in turn translate into active processing of mechanisms for intrusion in practical monitoring ideals for success. As a consequence, the workable defined strategies put into effect afford provision of principles to measurement that solidify the theoretical assumptions and aspire to future product enhancement (Baker, 2003).

Furthermore, researchers shed light on commonly significant issues attached to language policies and planning such as the costs and consequent benefits. As such, policy options are viewed in terms of *inputs* and *outputs*. In the first place, input is significantly meant with time allotment, teachers' expenditures, textbooks, and other concerns such as pedagogical matters. What foreign language learners can ultimately show stands as output, and that can be taken as a concrete substance for evaluative matters of either efficiency or deficiency of the policy underlined. This specifically speaking allows a chance to assess effectiveness of language plans if they went any good. Usually, in this perspective efficiency is listed in terms of internal aspects which occur within the educational climate, and external that, in contrast, builds upon the assumption that, like any other form of education, language is pursued for the impetus of economic interests rather than for their own right.

I.4.3. Screening Theory

No matter whether education renders people really more efficient so that will ultimately receive increased accruing wages, the correlation between education and earnings has been still intriguing in some of its parts. Various models, therefore, have been suggested in favor of manifesting such connections, usually in recourse to comparative assessments with employment as a demand of educated workforce. Thus, human capital theory assumes that better schooling apparently increases productivity and, hence, income for individuals (Becker, 1975; 1993). In opposition, some researchers maintain that higher education should not be viewed as of compulsory exercise onto direct augmentation of chances to higher work positions. In support to this claim a so-called "screening theory" was proposed. The screening

paradigm is usually considered as a direct antithesis to human capital theory (Grin *et al.*, 2010).

By definition, screening theory, straightforwardly, assumes that ‘. . . individuals are prepared to spend resources on their higher education, even though this does not raise the level of their cognitive skills, because thereby they are able to signal to potential employers the possession of pre-existing personality traits marking them out as desirable workers.’ (Katz and Ziderman 1980, p. 81). Put this way, what education does in fact is no more than a mere manifestation of intrinsic markers inherent in individuals, so that any thoughtfully value added could only be viewed as potential and need stirring up. It follows that skills and knowledge gained by training and education if considered the prerequisite step to occupy best jobs is basically a non-commonsensical assumption. Yet, however, they are essentially expected to be for beneficial outcomes to individuals in future work of their occupational inclination. What education really can do is not granting additional properties, but rather an eruption of raw pre-existing material useful for offering rank-ordering for higher educated people in delayed professional life. Furthermore, for instance, manpower selection resorting to education as a measure may very possibly pose outstanding differences even among people whom would have had same training career. Significantly, as such, it may be the case that some of the criteria underlined to opting for one individual rather than another could obviously be for other skills, say, natural aptitude, which in turn may or may not be supported by education (Grin *et al.*, 2010).

Be they so liable to hold, the attested assertions postulated by screening theory should, of course, be seen in a frame of grading degrees, i.e. not all that this model claims must be viewed of invariable powerful sense. For that matter, succinct inquiry tends to distinguish between two versions of screening; *strong* and *weak*. Strong screening hypothesis (SSH) suggests that schooling is by any means to bring extra direct effects over productivity; it may

solely render them perceptible instead (Pasacharopoulos, 1979). The weak screening hypothesis (WSH), in contrast, takes it as that schooling can strongly signal education outcomes attained for qualification. Yet again, it has not to be preventative to assume that it is likely to lead individuals for being singled out to work more for possessing otherwise qualifications to productivity (Stiglitz, 1975). Whether strong or weak is screening it in either case left a bequest for continuous debate ever since early on it became an indispensable issue for discussion. At nearly common consensus, however, research reveals a confluence of views as regards education to be of secured correlation with enhanced earnings in people's future occupational life. This, in effect, brings a critical consideration into the open for worthy investigation; how fruitful investment¹ in sectors of education may be of value along with the assumptions held by the screening model? If what this model presumes holds true, what is the point, then, from devoting substantial amounts of wealth and human resources all invested in education and training for considerable years? Such an inquiry, to which we will have a return for elaboration in due course, has inherent implications in this respect.

In theory, of the two versions SSH is so likely to be thought of as close to validity which is actually not the case. In a number of studies (e.g. Stiglitz, 1975; Riley, 1979) empirical research has surprisingly found support particularly for WSH while no direct reliable hard evidence to reinforce the claims established by SSH. The testing of the screening theory had largely resorted to comparative techniques so that a confirmation or refutation of the views held can be concluded. Usually, the unscreened measure was involved via testing the arguments of the screening upon unscreened self-employment among individuals. The striking fact was that although even the WSH seems to find some support, human capital theory has significantly been of convincing statistical evidence in a variety of studies (e.g. Becker, 1964; 1975; see also Katz and Ziderman, 1980; Grubb, 1993).

¹ See page 22.

All in all, the presumptions brought about by the screening theory have by now come of age. The uncovered facts shown by relevant literature testify that the conclusive results in this regard are not of importance *per se*. Rather, their implications are by far valuable as far as other related currently predominating issues are concerned; the proclaimed cost-effectiveness of investment within education must be called into question from a variety of different angles. The present ongoing debates in relation with the afore-mentioned considerations seem to be of promising insights in future research.

I.5. Economic Pluralism

There is no room for doubt that Economic globalization exerts dramatic effect on sociolinguistic features, and thus conducts new avenues into *linguistic markets*. As a matter of fact, the resurgence of worldwide economic involvement has for long, perhaps, been kept in a restricted materialistic dimension which is, in effect, quite mere a facet of the operation. There is however much more to global capitalism than a connection via just dealings by means of imported and exported cargo. From over scattered spots on earth, emerging economic powers look forward to mark access to world labor market. The so-called four “Tigers” (i.e. Hong Kong, Singapore, South Korea, and Taiwan) (Andrea Goldstein Foreword by Louis T. Wells, 2007) and BRIC countries (i.e. Brazil, Russia, India, and China) are probably best examples. The effects of the latter upon the previously unprecedented world capitalist leaders is by far deep in balancing the world market to take other directions. Not only does such a fact pose compulsory economic alliances but equally a multinational equilibrium no matter how distant cultures, tongues, and social bonds are.

There has been exquisite work in literature covering cultural aspects and a good many factors that may well establish intimacy among different peoples so as to go easily in communicative action and exchange of thoughts. So too for capitalist-based proceedings, as a consequence, economic-bound bearings go strong. As likely as not, it seems more urgent, in

the state of today, that closeness should primarily serve beneficial ends for all parts involved. In fact, it is commonplace that transmission of ideas play the role of electronic moves in both speed and punctual service. This actually affords significant implications for a potentially hidden force within language. It has been always there, but may have never exhaustively appreciated; indeed something much like prerequisites of life for humans such as oxygen that we necessarily continuously, yet at most unconsciously, utilize but never keep thinking of by every exhale or inhale is being made.

We have just admitted a substantially energetic *value* stored in language in that it is exceedingly far beyond an essence *per se* for solely being the habitual medium for daily interaction. International firms are increasingly becoming rather aware of better seeing language in a form of “resource” as might raw material be for remaking production. Recently, there is some interesting acknowledgement in rethinking language in contexts of business, and is taken as an entity for *management* (see e.g. Czerniawska, 1998) that can go for supply along with exported manufactured commodity. Managing language may at the first stance start out from a command of human resources that constitute persons’ traits from demeanor to the various forms of possibly enhanced behaviors. As the emerging economic markets evolve, it entails them into forceful admission to a global arena in which competitiveness is not sheer over material objects but remarkably onto linguistic art. Corporate integration of international entrepreneurship suggests pluralism of economics coinciding with requisitely *linguistic diversity*.

I.6. Language Dynamics

I.6.1. Why Language Dynamics?

Language dynamics constitutes a contributory cue for the project at hand. Indeed, decisions on valuation of multilingualism in the sphere of economic activity are an integral part of this

dynamic, political, social and professional legitimacy and promote *de facto* its centrality as well as cultural attributes.

Reciprocally, the influence of the traced exertions of this dynamic process requires a reinforcement in an area beyond national, consequently thus, by extension, the supranational context.

The term language dynamics is inherent to the process of internal development of languages (e.g. updating a language and its neologisms) or changes having the effect of promoting the “big” languages at the detriment of “small”, and English at the detriment of all others. The expression “language dynamics” clearly refers to the second level, “macro”: What concerns us, in the context of this study, is the position of deterioration and decline of (a) certain language(s) in proportion to all others with relation to companies (Grin: cited in Ricento, 2006).

However, the study of the emergence or decline of minority or dominant languages is at the heart of capital analytical work which has already yielded theoretical and empirical eloquent results (Fishman, 1985a; Iannàcaro and Dell'Aquila, 2002). Importantly, this fact opposes the vernacular languages (local prevalence and use within a community, in this case the company) to vehicular languages (for wider dissemination, possibly international, thus inter-communitary among the actors).

Still, the difference between the conceptual difficulty in treating language dynamics of small languages on one side and big languages on the other, makes use of the theoretical distinction of international trade in analysis of trade flows between countries and, more globally, the economic analysis of markets. Indeed, the assumption constantly emitted, in international trade theory, towards the “small open economy”, immediately sets up a relatively simple vision. Therefore, small partnership in trade exchanges, due to its decent

importance, will not affect the global market conditions. Thus, the analysis of commercial ties between two large firms, for examples, opens up new questions. For some researchers this is the same kind of reasons which complicate the analysis of the dynamics of the major languages.

Apart from sociolinguistic approaches that address the problem of macro-dynamic languages from a determined angle, different authors prefer to particularly avoid stepping into the stance of generalizability. They often do so via appealing to a purely descriptive discipline, which supports their ideal to indicate the apparent lack of a general theory and analytical basis to formulate a general explanation of the phenomenon. (Appel and Muysken, 1987).

Similarly, reduced internationally, one of the major issues is, of course, the case of the influence of English. In this regard, two works of such magnitude are frequently cited.

David Crystal's book entitled "*English as a Global Language*" (Crystal, 1997) and the report by David Graddol "*The Future of English?*" (Graddol, 1997). Crystal's assumptions of the Anglophone practice in world languages which is allegedly supported by his justification with the truism '*at the right place at the right time*' (Crystal, 1997: 110), without explaining the causality of such an assertion which, after all, merely shifts the question what is that English does so that to be found, regularly, in the right place at the right time?

Equally, in his own right, Graddol, emphasizing the need for the question mark in the title, offers a framework of macroeconomic factors on the spread of English beyond the boundaries of the traditionally inherited Anglophone trait. But nonetheless, it does not reveal the factors behind this trend.

The posture of English as opposed to French also is, actively, another large line of research (Truchot, 2002). This type of work that is part of a sociolinguistic perspective tends

rather towards ethnographic inclination; though, the language dynamics is constantly coupled with skills profitable for actors and, obviously optimal particularly in professional life.

In summary, the work of linguistics, in the broadest sense, does not elucidate the key issues of language dynamics. It is in other social sciences disciplines that some answers are being set forth, especially the language economics and which is still so effective for our future closely approaches in the consistently following sections.

I.6.2. Network Externalities: From static to dynamic

Economists have developed different models of language choice. Some models are “static”, considering the assumption that a language adopted by the actors (often bilinguals) in their use is dictated by the nature of the activity (Grin, 1990). In contrast, so-called dynamic models reflect the view that language, say, ‘A’ use at time t is practically meant to influence language use at time $t + 1$ and $t + 2$, etc. (Grin, 1992). A particularly remarkable range of models examines the **network externalities**¹ associated to languages and their dynamics. We should, perhaps, at this level hark back to a typically relevant dimension interestingly much being a characterizing property for language, and that can compare to other goods in the economic sense, and this is that its value and importance are derived from the increasing number of subscribing speakers (Pool, 1991).

In addition, any language undergoes, intrinsically or extrinsically, *network effects*². However, there has been much emphasis on the importance of these practices in being uneven across languages. Why language choices made by an actor at time t will affect the conditions prevailing at time $t + 1$. Besides, a fact that raises sustained attention to look at further

¹ There is rich literature about network externalities (effects) (see e.g. Economides and Encaoua, 1996; Shy, 2000; Rohlfs, 1974). The term is specially related to firms and can be defined as “an additional utility, other than the intrinsic one, that a consumer may associate to the purchase of the same good or service being purchased by a number of other consumers in the same market.”(Lambertini & Orsini, 2007)

² See footnote “network externalities” above.

questions as regards this which, in turn likewise, has secured effects upon other various participant actors, say, k , l , m , and so on (Grin, 2002).

From the moment we are dealing with big languages such as English or French, the consideration of these network effects becomes indispensable; although the analysis proceeds so much in such a mode, it imposes crucial variants. The problem can be traced as follows: When person i learns language X , apparently the returns on investment are not limited to the use of this skill and other benefits (if paid on wages) that accrue to individual i . Worth pointing out also, the position taken here in approaching language in this sense is at the heart of the immediately oncoming chapter, where we shall notice this relevance rather on a typically workable stance in so much the way applicable to multilingualism within business masses such as corporates and allied firms.

Indeed, as a result of the language use by an actor y , the scope of potential interlocutors widens and benefits k , l , m , etc. Needless to say, this latter in question do not have to pay for this benefit, or to offer to individual y any financial contributions. This is what economic theory calls *positive externality*.

Thus, according to Dalmazzone the spread of a common language promotes trade, knowledge sharing, and hence the creation and diffusion of innovations. It facilitates the organization, coordination and management activities in the most important economic and social development (Dalmazzone, 1999). Yet again, this observation is undermined by the fact that the common language has no influence on heavy trade flows (Siscart and Noguier, 2003). Dalmazzone, very interestingly, proceeds on viewing linguistic compartmentalization, in the absence of a lingua franca, is inconsistent with an important socio-economic progress (p.79).

Such models are, however, fairly a close reflection of languages and their functions inasmuch as a narrower perimeter. Because the language, on the light of the present cast

views, is defined as not solely a means of communication in that it ensures the exchange of information. This comes to pass out all the effects of the market and non-market value¹ of languages that characterize the relationship between linguistic variables and economic variables introduced at the beginning of this chapter. Confined by the fact of their purely theoretical appeal, the suggested models are less applicable as such. As yet, to stretch a link for these models within practice and optimize their salience with regard to the pertinence of linguistic competence, it is necessary to inquire the linguistic system model of De Swaan (2002). This model has been specifically adjusted to enforce appropriate analysis of dynamic languages.

According to De Swaan, the ‘system’ is a kind of linguistic ‘galaxy’ consists of a set of ‘constellations’. Communication between groups speaking different languages obeys the *centripetal* and provide a hierarchical organization: Upstream, small languages are organized around a central language that serves the intercommunication; speakers of these languages communicate with each other using a language standing as a ‘super-center’ (ones that act as the largest linguistic communities: Arabic, Chinese, English, French, German, Hindi, Japanese, Malay, Portuguese, Russian, Spanish and Swahili) (De Swaan, 2002: 5). Downstream, the system is overseen by a language ‘hyper-central’, namely English. The point of the analysis is to assume a dynamic convergence, respectively, towards the central, super- and hyper-central language(s); such a dynamic process is based on the mechanism of externalities discussed above.

The construction proposed by De Swaan in terms of “centrality” is not quite valid taking into allowances existing paradoxical results. In opposition, a valid prevalence is dependent on other variables, possibly refined to overcome the postulation that is purely demolinguistic, becomes much susceptible if only with solidly supportive dynamic languages.

¹ look at page 43.

In short, the analysis of network externalities in its current state is far from being exhaustively operational for surrounding the logic of language dynamics in a model rooted in elegant simplicity.

I.7. Implications for Linguistic Diversity

It is taken that bilingualism or multilingualism has always existed with us all throughout. This assumption deposits a very concrete base for discussion in the research sphere in recourse to the census made about mankind and languages. Estimates go so far as to predicate that around 6000 languages are now being spoken all over the globe (Grimes, 2000), a note which brings us to presume that so many countries are either bi- or multilingual (Dewaele and Wei, 2003). Consequently, researchers come to postulate that being a bi- or multilingual country is by far more profitable than for those as merely unilingual. The benefits are undeniably high precursors of educational standards, economic competitiveness as well as cultural vibrancy.

It is not far to think of linguistic diversity within certain settings to be in some way supported by systems wish to bring specific outcomes. Although foreign language has long been a subject of studies in different disciplines, it would be surprising that it so often has had bearings to bilingualism and multilingualism. By the turn of the millennium predictions about language as a rigorous combining power is of central consideration in international relations. As the world being acknowledged to come under contagious effects of modernity and advancement, communication needs would obviously gain momentum. There is no doubt that the satisfaction of the reciprocity of demands engaging the planet into common interest ensues a strong will for potential means in favor of shortening the distance via alleviation of the sharpness of divergence in thoughts, orientations, and ways of going after any such taken position. Along with these insights the diversity of linguistic means makes it even more acute to pin down whether it remains as so. It only suggests, then, that in a continuously globalized

world a compromise should be promptly laid down. This is no easy mission as might appear at the first sight. The overcoming of linguistic distance in the sense of collecting the bits of global differences one next another is, perhaps, the relevant clue. In the term of the day, globalization quite often tends to place economic interests at the forefront. It follows that a diversity of tongues suggests a multilingual environment to fit together the inharmonious pieces comprising the different poles of world economy. Out of the views just held one may be so enabled to infer critical implications of political interventions and governmental policies on both parts economic and educational to further include outstanding allowances for future plans. As for foreign language education it is already so prone to inform of framing a language other than the mother tongue; and in regards multilingualism this appears to be really indispensable for incorporation in the states policies aimed to educational refinement; hence, for the far-oriented respect embodying worldwide economic dimensions.

Conclusion

We have so far surveyed the importance of language in relation to work. Typically, the main interest was not to go at length about the direct implications of linguistic attributes for economy and production. From afar, this chapter addressed attention as regards the attachment of *linguistic variables* to *economic variables* rather than the effects each might exert on the other. Therefore, the different theoretical presumptions in context have shown the essential views that seem to be taken as *prima facie* regarding language-related questions out of a variety of perspectives. At the first stance, economic performance as a force by all means involving linguistic skills at least for communicative purposes. This in turn drags the issue further into the economic incentives entailing language for business proceedings. It, then, proved that proficiency in languages is extremely liable to be a temptation that amounts to a factor of demand for economics. About this, there was a good look into such matters as how far educational production might apply with the profession; more particularly, the light was

shed onto academic achievement in language proficiency with the extent to which it matches work requirements in practice. Ensued out of these grounds, for economic reasons language choice has been indicated to be in dependence; thus language dynamicity is being vitally determined in accordance with prevalence of some certain economic drives and policies. Another significant conclusive point was the systematic generalization of the implementational assessment of language, broadly speaking, towards specifically a linguistic diversity within workplace contexts. The last outcome constitutes an almost separate element to be exhaustively examined through the next chapter.

CHAPTER

TWO

The Market Value of Multilingualism

II. The Market Value of Multilingualism

Introduction

Chapter one has swiftly made us acquainted with the main lines of research in the economics of language in general. The present chapter is about to draw attention more on some aspects pertinent to the discipline and at the heart of the study. They come under the headline ‘*the market value of multilingualism*’. Throughout, one shall endeavor to establish the theoretical assumptions underlying the significance of language embodied in linguistic diversity within the workplace. The survey is but worth of spelling out necessary terminological elements that are considered cornerstone in giving shape to the overall study. A big deal of these would seem at the first sight ambiguous to some degree. This is because marrying two disciplines – language and economics– that appear, sometimes, at odds makes it tough for one interested in this direction while inexperienced. Notwithstanding, steadily all along we attempt to adapt systematic track so that intricacies are at best drifted aside. It remains to indicate that the following sections will develop the roles of languages within firms, and how a multilingual environment is an imposition for companies with its implications to value creation.

II.1. The Value of Languages

The language of a country, a nation or a community is a linguistic *asset*, that is to say, a capital in an economic sense (Bourdieu, 1982). The economic value of languages is a complex issue; it is not about an *item* or formula to be accessible for , say, an administered questionnaire or so, such that run over a crew upon their entrepreneurial proceedings, or management of human resources in expectation to get a granted deductive response. One cannot approach a response that combines corpus collected appropriately, and go about treating them according to some analytical model. ‘A language is not a value in itself, but possesses value’ (Coulmas, 1992: 75)

II.1.1. “Market” and “Non-market” Values

The market value of languages is the set of features of attractiveness and profitability.

Examining, at first glance, the question of value in the context of the individual actors seems inescapable before going any further. A distinction between the “market” and “non-market” values must be established.

Market values are reflected in the prices or other similar indicators. Supposing, for example, a producer speaking English, this will facilitate the sale of goods to the public, more or less, mastering English and so therefore, naturally, allows to optimize profits.

Similarly, an employee who can speak English in a given environment will definitely benefit from the advantage of it while actually all things are thus being equal at the base. Crucially, it follows that English has a value and, is of profitable skill that affects wage differentials among individuals mastering it.

Contrastively, the non-market value also has an entry. Commanding English, for example, permits access to the cultural aspects of the community of its speakers, facilitating social contacts within the very community of the language in question, etc. This value will be symbolically perceived by individuals if their tastes dictate the need to maintain contact with the culture and language communities mentioned, but it is generally not openly indicated in the price. The argument can easily be applied to linguistic diversity. Diversification which has a non-market value for the speakers that give value to diversity in their linguistic environment.

It should be noted that the market value and non-market value have been expressed so far at the individual level, that is to say “private”. At the social level, the distinction between market and non-market is already in order and should be a process of self-evaluation as a starting basis. For most economists, the state of social values can be evaluated by *combining*

private values. In the sense that these private values are rarely estimated (market values) or never estimated (non-market values), the matching exercise is conspicuously absent. That said, it seems that one admits, in general, that this association is reduced to a simple addition of separate individual units which may basically fit together. Thus, the sum of the private market for all members in a given society leads to a social value. So too is the case for non-market values.

II.1.2. The Snowball Effect

As a matter of fact, various conceptual and empirical challenges are massively posed in dealing with considerably mysterious issues in the field of language economics, in much the same way as regards the question of the “linguistic value”. First, the simple addition results into a formula of inconsistent association. If, for example, an employee n were, for a lucrative reason, to proceed learning the English language, it would be less deliberate a choice for investment which primarily entails economic participation. Essentially, however, this is inevitably meant to add an effective potential for those who already speak the language, thus affecting, in different ways, the situation of another employee, namely k . Assuming that k already knows that language; principally, a cause-and-effect relationship will, in some way, force the actor n to increase the relevance of English and therefore augmenting the value of linguistic skills of k . Similarly, the fact that on the same labor market there exists an employee who, in addition to speaking the same language as n and k , may find the competence of these latter as merely a kind of banal competence. This is because a prevalence of as many speakers of a language will undoubtedly eradicate monopoly so that a decrease of its value emerges, and which in turn is a direct reason to undermine wage benefits for actors. (Grin, 1999b). But the commoditization of language skills does not necessarily have to result into the same effects: It can have a centripetal effect towards a dominant language, and it is likely certain that skills in other languages almost always systematically contain the same dimensions of a

specific scale value of the productive activity of firms. About the social value, it remains, consequently, only relative and its calculation cannot definitely be done by summing the gains or losses that each speaker can or cannot afford; or even non-speakers who themselves will be affected by the number of other people who decide to learn the language, taking into account potential gains.

The equation $U_i = U_i(X, L)$, summarizes the linguistic network externality as a formal definition characterizing the utility i which employs the language L , considering that it is equally used by an individual X .

In the second place, from a theoretical point of view the identification of the components of the non-market value is very intricate and, likewise not amenable to be measured empirically; in addition, these variables are likely to be affected by the phenomenon of network externality

Yet, non-market values can be added to the market values. In other words, if the market yield tends to be higher and thus marks an increase, the supplementary value from non-market effects will be seen in decline and tend, consequently, to be low while not in absolute, but relative to the market value, and inversely thus rather proportional. It is therefore quite possible that the total rate of return keeps the highest rate for languages that display at once their characteristic as of an elevated market return.

In simple terms, taken as a whole, one may conclude that to calculate the *value* of a language (market and nonmarket), it is a point critically associated with language policy; a question that is open up for yet rather speculative promising theories, and that makes out a dimension within a shadowy zone.

II.2. Language and Economic Activity in Business

To decide on the value of competence/performance in foreign languages, from a point of view of economics fundamentals, it is not explicitly exigent to set a wallpaper of the valuation process for the competence/performance dichotomy within companies. Indeed, it suffices to identify the income differentials –on the image of premiums offered by the relevant skill– so as to draw the scope and profitability that it grants to corporations. While keeping an eye on such types and levels of competence / performance, one should not lapse into losing sight of the reasons behind specific uses. This fact is what is called in economics of education external efficiency that compares to internal efficiency (skills acquired via education providing actors to make profits in their future professional, social and personal lives) that is put into operation as another process: the valuation of skills in the workplace or the like (Grin, 1999a; 2008).

In economics of education, and, necessarily, also in language economics (Grin, 2003; Grin and Vaillancourt, 1997), the emphasis is being on the market revenues of foreign language skills, that is on the salary differentials described above.

Different types of returns can be calculated: private returns, social returns, or revenues yield raised by taxation (Weber, 2003). Such a procedure of assessment is likely to define and orientate the nature of the investment in language skill and performance that was already illustrated. Similarly, microeconomic theory considers the salary as more precisely a reflection of labor productivity, which is modeled on the marginal productivity of labor value added to it a premium that gives the *efficiency wage* and that serves to ensure employees motivation; hence, so if employees gain more advantages than other employees, by virtue of their language skills, it becomes just obvious that the mastery of this language makes a difference and contributes to production process. However, there are few theoretical models that are based on the mechanisms of production and distribution as a reference to analyze wage discrimination between people, based on language (Lang, 1986), and this appeals to the

candidates selection processes and hiring, or a deliberate distinction made up in accordance to certain measures working as filters for either inclusion or exclusion (Raynauld and Marion, 1972; Lavoie, 1983). Further, it may be to explore the matching process (sought by the company for reasons of productivity) and correspondence between the linguistic profile of employees and language requirements to know how closely it is identical to the posts for occupation they are looking forward to settle in (Sabourin, 1985).

For that matter, though of much significance considering their contribution about understanding essential issues in relation to language, the works of sociolinguistics, and the paramount emergent general analysis out of observations focused on language practices in the plurilingual workplace nature, it unfortunately remains too a fragmented content than condensed into ready-made consistent material for language economics. Despite this is admittedly a defiant fact, it seems hopefully much impelling for having an urge to drown into more newly founded issues, fresh and exciting for different insights that should primarily by all means fall into the lot of exploitation and contributory essence. In this sense it is to lie down sustained attention for both ultimate refinement of economic knowledge in the labor market ensuing into the profitability desired, and the overall language science. This is one face of the coin for languages with regard their economic value in business.

Noticeably, in addition, the standard microeconomic theory does not lead to a thorough analysis of traits relevant to the profitability of a particular language, and only provides little profile about speakers to *ad hoc* monitoring of corresponding language training. It follows that it is far from a synthetic basis tailored to different groups of learners to account for necessary procedures in so doing (Grin & Vaillancourt, 1997).

Thus, the analysis should draw, right from the outset, a taxonomy of conditions in which the language diversity in context inherently affects the activity of production or

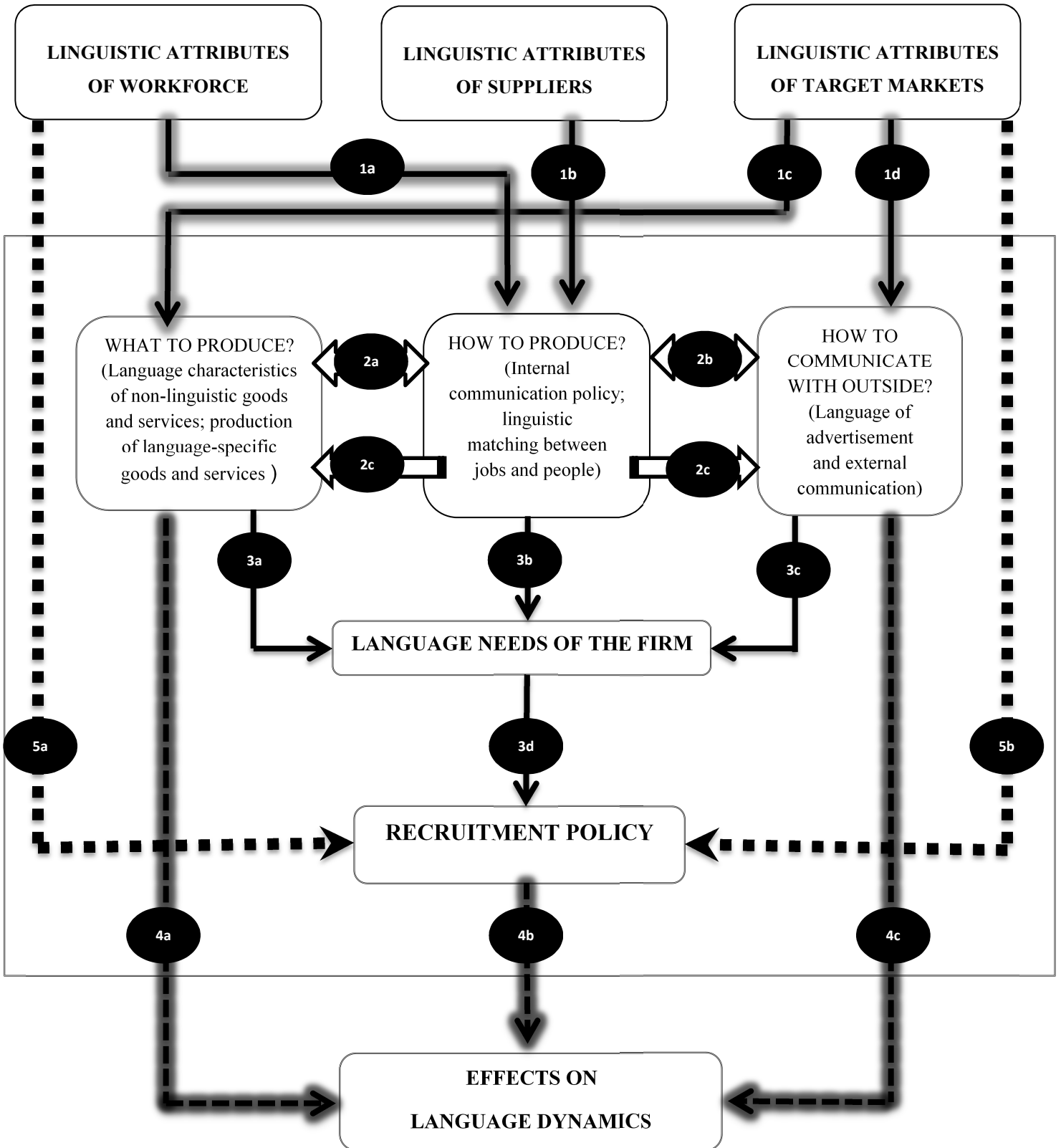


Figure 2 : Multilingualism at work : general analytical framework.(source: from Grin et al. 2010: 20).

distribution. This taxonomy is itself rooted in a conception of economic activity. *A priori*, the analysis of the influence of the linguistic diversity includes:

- external communication (with customers, suppliers, etc.),
- internal communication (between workers, administrative crew and / or owners) and
- the strategy of technical staff (needs analysis, dividends and linguistic interest of corporate based on the process type 1 and 2 plotted above; considerations accounting for personnel recruitment in the company according to their skills in FL/L2).

This is summarized in *Figure 2*, where the colored arrows symbolize the following relations:

- white arrows: interaction between economic processes within companies;
- black arrows: effects of business decisions, and
- black continuous-line arrows with a grey background: direct effects of language diversity;
- black discontinuous-line arrows: indirect effects of language diversity;
- black Intermittent-line arrows with grey background serve to count for the influence that business decisions can have on the language dynamics.

Figure 2 provides a review of the direct and indirect influence of linguistic attributes of actors and profile target language speakers on the process of economic activities. And this is where a central dimension which, in economics of language, will centralize the whole policy of languages diversity within companies. Strictly speaking, how to communicate internally or externally? How to identify the linguistic needs for the company? How to define recruitment strategies based on skills in foreign languages? Likewise, making decisions about needs of the set of personnel, and communication policy in terms of the effects that those decisions can have on the language dynamics.

Therefore, such an examination should refer to fundamental forces that , in some way, orientate their demands: interest to recruit staff with the skills required to perform certain tasks, but will also ensure that this recruitment process gives no rise of exorbitant costs.

II.3. Languages at Work

II.3.1. Principles of Economic Approach to the Value of Languages

We shall now turn to look at the *economic* value of languages, plurilingualism, linguistic skills or of multilingualism which, out of an economic standpoint, is largely up to the same conditions such those of culture and community norms. However, while this may hold true only superficially, one should not take it as sheer that it must be approached in accordance to an identical model. The virtue of this approach, nevertheless, is liable to uncover inevitable slights towards an ultimate fitness of pieces. The indispensable pertinence is pinning down factors under which this value appears, and for this, we are called to consider how multivariate languages create value in that they are outlined in economic theory. It is also important to examine what role languages may well complete. Under the light of the limits set, this view gives good scope to freely address more closely the effect that the linguistic variables have on economic variables or vice versa, considering the very moment they are interacting with each other.

In fact, language economics leans on the paradigm of economic theory and makes use of the instruments thereof in the study of relationships where linguistic variables intervene; it focuses primarily, but not exclusively, on relationships where economic variables also play an outstanding role (Grin, 2003).

This relationship is reflected in the salary which serves as the translation, albeit indirectly, of the marginal productivity of value in labor market, i.e. the additional value created by pairing an additional unit of work or a functional property at the margin, counting

of course the production process given. It is actually bound to the undeniable fact that the average bi-or trilingual employees earn more than unilingual; this constitutes thus a reflection of an additional value. *Ipsa facto, multilingualism is not only prevailed, but inevitably creates value.*

On an outstanding article, Heller (2005) in a fieldwork study surveyed, from several perspectives, the multilateral roles of language, and most importantly she notices the necessity of using more than a language at certain occasions. After setting a description to the scene and identifying significant roles of linguistic communication via its absence in a noisy workplace in Montreal, Heller proceeds on commenting:

Among themselves, when workers and foremen could talk, the language was French, with a significant portion of technical vocabulary in the English in which it arrived either from the (mainly British and American) sources of industrial production or from the Anglophone management. Communication with management was mediated through a team of three bilingual superintendents, all of Irish origin, that is, from the Catholic working-class background which allowed them to learn French from their Francophone Catholic working-class neighbors. Management was English-speaking, including those few francophones who found themselves up one rung of the ladder, inhabited the upper floors of the building or the building across the street, working in quiet, carpeted offices.

Heller (2005: 2).

However, multilingualism is generally regarded not as a source of value, but as a stumbling block to communication which hampers harmony among individuals (of different tongues at the first place), so that a need for breaking the ice of trade barrier is called in. Notwithstanding, recent work on the economics of language led to the fact that

multilingualism is actually carrying value in the economic sense. (Vaillancourt, 1985; Grin, 2009).

II.4. The Contributions of Linguistics

Numerous are the disciplines having contributed to the issue of language in the workplace. This section is meant to pursue the question via a swift overview of these studies. Comes at the first place linguistics primarily, and occasionally with some sort of reference to findings obtained in sociology of work. We will try to classify these works into four main groups, in such a manner that it facilitates the assessment of their scope in relation to questions of the founding principles to this research stream.

To begin with, one can identify a set of relevant studies essentially within work sociology (e.g. Borzeix and Fraenkel, 2001). These authors emphasize the role of language rather than language itself. They are interested in linguistic acts in the professional sphere, without explicitly raising attention to these observations in relation to the economic variables that are precisely the focus of our inquiry.

A second perspective is sociolinguistic. It emphasizes the plurality of languages. It analyzes the social inclusion of the language, the influence of language practices and representations in relation to certain aspects of the social order. In a sense, It has a socio-economic significance as long as the fields in which this influence occurs also includes the sphere of work. Such common aspects are demonstrated in such recent works as those of Heller (2007) and Lamarre Lamarre (2006). Though, the work inherent in sociolinguistics is not, in fact, particularly of much interest in language practices and language skills insofar as it impresses deep influence upon the level of economic variables.

In a third category, it is important to identify the work under the functional pragmatics (Behr *et al.*, 2007 for example), closely studying different language practices, and analyzing

at the same level their integration in professional activities; obviously these contributions focus on how the terms of the productive activity brings about changes along practices related to language.

The fourth orientation that, in effect, must be emphasized, is the trend known as "interactionism". Interactionism from a basic assumption holds that the language, whether written or oral, is apparently only actualized by means of interaction; which grants a dynamic character operated in a social context; whose context defines the meaning of linguistic acts or the meaning of the statements themselves. i.e.; not only realize the meaning of linguistic acts, but also the meaning of social relationships (Coulon, 2002).

The briefly surveyed works above do in particular rely too far on plurilingualism in that it is a *resource* that speakers will have to use to construct meaning. Making reference to a 'resource', especially in a professional context, leads to a perspective related to the economic consequences from using several languages. In this case, conversational analysis is the ideal tool for this type constant interaction in business contexts.

Whatever, in spite of the insights to which these approaches appeal in favor of offering any explanation at all to certain aspects of the interaction, typically such stream of inquiry does nothing of really interest radical from the standpoint relational to the effects exerted over linguistic variables and economic variables; and may, hitherto, only just implicitly bear very little to reveal about the combinational nature, if any, of the variables duality in question. Similarly, it does not seem to present very much of utility in the light of our inquisition that seeks to explain how plurilingualism affects economic variables; namely, productivity, costs and profits.

Admittedly, the sciences of language are a key instrument; rather, maybe, essential to the treatment of linguistic products processing themselves and the manifestation of

multilingualism in the professional context. Moreover, various approaches from the sciences of language are being viewed as an indispensable lift for other disciplines. Language economics as a discipline, among others, does definitely keep close attachment to such findings ensued from theoretical work of linguistic research and its applied work. Of these it doubtless can afford potential uses of the continual refreshed gist with implications for linguistic effects and economic processes (Grin, 2009).

This said, nonetheless, the science of language is not, however, placed at the heart of the type of analysis of the subject of our research project: a one attempting at the first stance to examine the link between linguistic variables and economic variables. Yet again, the fact of the matter is that while without recourse to such straightforward reference variables, there may, perhaps, be merely inconceivable **value** in the economic sense.

II.5. Linguistic Territories

II.5.1. The Implications of the Expression

The term “language territory” refers to linguistic boundaries that do not necessarily collide with the limits of a different nature (such as national borders for cross-border languages). In the context of the languages used within the company, *language territory* means an area where prevails a particular use of one or more languages, the use of which is of a distinctive feature compared to other spheres of professional activity.

Indeed, the linguistic territory of a company –whether small, medium or large– includes two modes; *internal* and *external* (Chenard & Van Schendel, 2003; Van Schendel, 2001). These researchers show that internal linguistic use conforms to the rules of the policy and the internal organization of the company, while the external linguistic behavior falls within particular market where there is a dominant language, that is the language employed with customers and suppliers in the transactions.

II.5.2. The Inside and Outside: Benchmarks and milestones

Internationalization is no longer limited to a contact with the *outside* hitherto identified as a customer or supplier. A quality though however concealed, still yet, sometimes apparent but violates the physical boundaries even, paradoxically, from within the internal aspect of the very companies. At the core of the issue lies the elaborate essence for the barely amenable units to decode. The interface of linguistic threads with such complexities makes it even more thrilling for drowning sustained investigation at the heart of it.

In other words, its borders move within a multinational wave and that, more often, monopolize an entire chain of production, which results from mergers by incorporating these very customers or suppliers considered *external* devices to extend the aspired utilities of the enterprise.

Thus, membership in a global market labor –or their internationalization– expands beyond the confines of firms. Linguistic grounds unfold across transactional borders in proportion subsidiaries (factories, etc.). This marker characterizing the current world business that is increasingly apt more towards the internationalizability, engraves on the border of *internal* and *external* a rather vague trait.

Most likely at this point, it is convenient to place emphasis on the social headquarters as constituent dimensions and surroundings in which a language most properly functions. It follows that along with the need to communicate with other organizational levels internal and often international (subsidiaries, facilities, etc.). This level of territory makes up an access to a privilege of *special agreement* (Conan-Cormier and Bouchard, 2003: 20).

These *specific agreements* are indications of the plurality of hierarchical structures in a multinational, leading to annihilation or accumulation of superimposed landmarks that define a scope of the internal and external.

Moreover, they are supposed to weigh ingrained linguistic situations spontaneously hidden evasively in a manner of a needle in a haystack, crucial for workable breakthroughs regarding a great many linguistic issues, and yet unluckily far from discernable. It makes it consequently less and less manageable at an international level for a national actor competing in the global labor market. This inevitably brings us to the point that the specific agreement is a strategy which has its share of ambiguity and it is uncertain that the company does employ it as it should do all the time (Conan-Cormier and Bouchard, 2003: 29)

This aspect shows that the effective use or promotion of likely use of language is not actually a subject for negotiations about the border between the internal and external faces of the company, but blatantly around the border drawn by a linguistic strategy both inspired from and imposed by the immediate geographical scenery at the first place.

Additionally, the analysis of the specific agreements highlights their symptomatic extension and manifests the underlying incentives leading to either shifting or locating the linguistic areas within a multinational. This interesting point is worth examining in an immediate separate section just underneath.

II.5.3. Linguistic Spaces Zoning

Within their company, employees should become aware of the territories as to how far these are perceived as spaces openly and linguistically defined. In addition, for instance, taken as if writing does not seem to belong to the same linguistic “zoning”, apparently there is often a good many chance for users to willingly set their predilection towards the language of territory, and that is usually made by default.

These areas co-exist and overlap with no parity. Generally, such areas are defined by the predominant presence of a rather homogeneous linguistic commonality among a body of crew, maintaining a thoroughly inclusive speech opportunity for all actors (Heller and

Budach, 1999), and that is just a bound *devalue* being bilingual from the point of view of a “vertical bilingualism” .The latter is of plain significance specifically in relevance to non-Anglophones; conversely, the case holds the same when it comes to unilingualism/monolinguilism for Anglophones. We shall elaborate more on this dimension below.

Therefore, and to consider a close example to the fact, the space of, say, the cafeteria in a given company for example is divided linguistically in really much the same way the space dedicating limits and pauses, thereby creating two corners habitually occupied by given linguistic groups; transformed over time into a separate linguistic territory, turning steadily *de facto* into a sort of unconsciously reserved place for a nominated group frequently being used to subscribing to such a territory, both initially physically and ultimately linguistically.

In certain cases, when a language is associated with a particular activity, they are not tenants of these locations with this activity whom determine the linguistic code. These are rather the provincial spaces themselves which impose a language of predilection for the speakers positioned onto such spaces as long as they find themselves over there. Likewise, it is so liable that one might think of the reversible state; that is in the case of spaces that are not necessarily marked by a particular use of some certain language or a specific activity.

After all, it remains to point out that in some other relatively few cases, the territorial context in which the institution or company is located is crucially the predetermining coefficient of the linguistic territory. This form of linguistic “territorialization” is by default due neither to specific areas inherently internal the company nor the special employees’ profiles, but for purely being assigned to the departmental territory decisiveness. The linguistic barometer, so to speak, is on the *neutral* posture.

II.5.4. Linguistic Territories Violation

Obviously, the specificity of linguistic conventions tied up with particular places, in different occasions, is abused by people who enjoy several codes. This speech category offers them the opportunity to break out the delimited space. In addition, as intermediaries, bilingual or multilingual speakers find themselves more often required, in this case, to impose linguistic conventions related to these areas so as to ensure a certain permeability of territorial boundaries, and to ascertain a smooth border fluidity to be ingrained within the company.

Bilingualism or multilingualism, in addition to being a job requirement becomes a functional component essential for the benefit of the company. Linguistic gateways thus brought around are those of such indispensable management of different linguistic groups coexistence; critically, groups most likely vulnerable to failing in working out circumstantial functions assigned to their, say, constituent staff or so; or even expected strife that may underlie these linguistically different groups –evidenced by the territorial spaces they hold– ensuing from the lack of intermediary supposed to be the *governor* of contact and information flow, and therefore reduce tensions.

Another way of linguistic “transgression” habits inherent in some such a given spatial lot can arise from a sense of incomplete territorial linguistic limits. For example, the boundary between the use of an extensively Anglicized technolact and use of any commonly prevailing English, formal or informal, could be very sharply inaccurate. Thus, people occupying a territory marked as Francophone, using a very Anglicized technolact will eventually be regarded as “offenders” to the implicitly approved linguistic principles.

Such a (linguistic) “blurring” or code-switching appears to transgress the right of cohabitation of what is supposed to be ‘Arabic’, ‘French’, ‘English’ or another. Even though, the use of such a technolact is in fact that a particular language purely specific for some

function, is free of commonly accepted rules for linguistically frequent territories. The use of which does reflect more efficiency and that, under such terms, its exposition on the scene cannot really lie down a blame onto malfunctioning or be by any means perceived as a transgression.

II.6. The Bi-or Multilingualism as a Management Strategy

II.6.1. Centrality of English

Noting that the use of English is one of the characteristics more or less rooted in the linguistic practices of nearly all major multinational companies, it is observed that the level of use exceeds ,on average view, one third of written and oral communication (Laur, 2003).

Yet, for companies in order to safely expand commercial borders to achieve profit, regulation of a platform for appropriate communication is required. The latter that serves as a catalyst against which firms react differently, and in distinct ways, constructs in its own right a challenge to maintain. To this challenge, there appeal so many tenets that take shape in the diverse facets of business strategies: the negotiation of specific agreements, adoption of a policy of bilingualism and, indeed, even multilingualism seem overly preferential.

As clearly as shown above, multiple linguistic areas (external and internal) are superimposed in a multinational company. Thus, bilingualism is necessary in aiming at ensuring internally proper communication amongst the various bodies comprising worldwide multinationals or, out of an external perspective, with customers or suppliers. One could drive out an analogy with the “constellation” of languages. The *central* languages surround themselves with *peripheral* languages such as planetary constellations where *subgroups* are constructed by peripheral languages by no means directly ‘connected among themselves’ but certainly ‘all *connected by bilingual* [my italics] actors or a central language’ (Calvet, 1999: 76).

In enacting a communicational plan, there are obviously multilingual individuals who serve as a bridge between different languages in different multinationals. These people acting as catalysts and references, become resource persons to support their language skills. This expertise should be, very usually, to understand the language locally put in effect and, the language placed into operation by several other partners (customers, suppliers, business services, etc.): English language (Grin *et al.*, 2010).

II.6.2. The Strategy of Firms

In language management strategy of multinational companies, a tantalizing option will be linguistic globalizing packed up into business propaganda, and which operates with the aim of guaranteeing a better internal linguistic functioning while providing a multilingual fluid flow with the external face. Strategic positions must be entrusted to those bi-or multilingual individuals.

Thus, receptionists, for example, are at least bilingual (English plus ‘one’), which can give action to all requests made to the company. In line with such a postulate, are secretaries or assistants who perform tasks linguistically, filling in these positions as intermediaries within the company. Further, they intrinsically at the same time operate as a connection by means of linguistic gateway to unilingual/monolingual instances. So that likely critical confusions are saved from heating up towards liable tensions; in the first place such those that would involve managers and other fundamental staff units of the company (Grin *et al.*, 2010).

Concomitantly, in their presence through any channel (direct or indirect, online or offline, etc.), such individuals serving as transformative poles cater for their interlocutors’ need for ownership of other languages they otherwise never can have any possession of, often all optional, but one that is required and acts as a common language: English and not French

whose 'market value' would exist only in sectors: communications, tourism and cultural aspects) (Heller, 2002: 120)

Thus, bilingualism –or multilingualism– of such intermediary work positions is usually represented as a unilateral dimension, namely English plus 'one'. These gateway-positions allow the staff to practice mutually accessible unilingualism.

The strategy of promoting the allocation of attendant translators in charge of intermediate positions, is often accompanied by a strategy to serve as a systematic translation process, whether occasional or deliberately conditioning an air in line with the language of dominance in terms of suitability for the context, and which is probably already in use.

This option constitutes an often drastic and operative component in companies, or in other economic sectors where the service requires multiple language competences (Roy, 2003; Lamarre and Lamarre, 2006); the juxtaposition of languages for writing, or linguistic *convergence* in writing and speaking (oral skill).

II.6.3. Language Requirement Between Regional and Global Economy

For along the two past decades, give or take, a good body of research has been addressing the link tying language and globalization, and kept enthusiastically regarding this issue as a truly core-center of analytical work. Very often, there has been permanent appreciation that globalization has effects bear on a linguistic diversity load; acknowledging the fact in its being symbolized by the global dominance of English which is both a measurable reality and rich subject for critical discourse amid very well numerous admirers. Those interested in issues appealing at the first instance to some linguistic elucidation (Calvet, 2002). Indeed, several thoughts are expressed about the relationship between linguistic diversity and globalization. Three trends sharing features of discourse are essential to specify: (a) It is a discourse that predicts the disappearance of linguistic diversity, (b) a discourse that provides a

speech as material for examination of the extinction of most languages. Finally, the other type of discourse (c) examines the first two speeches about competitiveness among languages involving and keeping the aspect of globalization closely (Heller, 2007). It is, therefore, all about a balance that must constantly be adjusted to the requirements and linguistic resources and economics at both levels global and local. Thus, the francization in Belgium or Quebec, for instance, represents a particular interesting example. Such an instance but reveals the limitations that national legislation should run in favor of keeping up with economic and linguistic globalization; the linguistic functioning in these outstanding cases brings into the open an economic, organizational and administrative assemble operating in a legal framework for a predominance of French with the presence of English as an international language. In overcoming the defiant conditions and reconciling the different unexpectedly problematic complications of this question, there is still a challenge for grand business units to raise so as to cope with the situation. Companies work on developing ways to keep the balance between the language requirement and economic imperative. In this respect, they cautiously, integrate the requirements at hand in the operation and management of their language policies. Certainly, the strategies differ depending on the linguistic situation of the company in much the same way the economic climate that prevails. Likewise, the terms framed by the sectors of activity along with degrees and desirability of internationalization inflict their effect and impositions as well.

II.7. The Costly Price of Linguistic Diversity

In the first Chapter (p. 22) we noted the investment of human resources and material in favor of the different linguistic skills apprenticeship –foreign languages at the first place– and the bearings it tacitly underlie for labor market. There is still a no less crucial point directly relates to this question while primarily is solely more about linguistic *diversity*. In fact, linguistic diversity could be involving a wide range of considerations: whether it indicates

multilingualism or pluralism. As a point of departure so far one may assess pluralism from no more than the sociolinguistic point of view in that it is a trait of almost any social community; i.e. the existence of as many languages as numerous communal groups (or individuals) appealing to a given shared language.

From an economic perspective, multilingualism recently lingers as a fascinating topic for heated discussion on the milieu of research. Now considerable allowance is being made on reviewing the factual existence of multilingualism within multinational companies (see e.g. Grin *et al.*, 2010). This approach looks forward to pinpoint the highlights of the by-no-means clear-cut and often precarious held views surrounding this issue. Early on, Coulmas (1992) addressed the question of multilingualism as a fact common in so many parts of the world. His approach was primarily meant for economic variables in relevance to language. He in particular draws attention to contexts such as , for instance, Canada or Belgium (see also e.g. chiswick & miller 2007: 64), where inherently coexist two or more languages, often as opponents, and their competition towards prevalence and commonality. Very typically this has implications for the state interference. And whereas, very usually, political and social considerations seem to be placed afore, economic respects are at the core even if deliberately marginalized or to be solely implicitly pronounced.

In citing Vaillancourt (1987) and Pons-Ridler and Ridler (1986) Coulmas regresses on showing the expenditures harnessed by responsible systems and agendas for language policies. In this regard there is no really blatant line on how huge the costs of this process might be, but the interested researchers indicate that it definitely goes far costly at all events.

Perhaps, the stance where economic expenses pour into projects of linguistic competency formation is bilingual teaching spread all over parts of today's world. This is, of course, a more apparent fact within minority communities either beyond homeland such as immigrants, or local with a surviving aboriginal language acting as a minor medium

coexisting in a context where a dominant language represents a national means for communication (Coulmas, 1992). As we noted earlier in this project, while studies (e.g. screening theory) acknowledge that there is no direct implicit match between educational attainment and work skill requirements, language apprenticeship is undoubtedly still receiving considerable bulk of monetary and human expenditure.

As yet the costs of linguistic diversity might be unquestionably obvious from a humanistic and materialist standpoint; regarded under this light the direction into which the expenditure amounts head is a receptive dimension. Considering for a moment that this is just as so, it is most unlikely that the costs may well be rather in the reversible orientation where linguistic diversity not only takes in profits but also, far from it, reciprocates a negative aspect in exhibiting costs. In other words, spending more costly expenses over linguistic diversification does not halt to a grind lesser than it encounters it with deficient effect in that it poses even more serious costs than it receives. This is exactly the position taken by many researchers with common economic interest in this issue as either costly or profitable (e.g. Coulmas, 1992; Jones, 2000; Ginsburgh and Weber, 2005; Feely and Harzing, 2002, 2003; Harzing and Feely, 2007).

Moreover, as to multinationals partnership the more distant the cultural gap the more hurdles towards homogeneity are expected. Yet again, the costs of breaking the ice through teaching the other's language to agents of a company can be offensively immense. Alternatively, letting go of profits that a company may ward off is sharply distractive, and that requires firms into immediate lose for far-oriented profit (Coulmas, 1992); teaching a language, say, to a personnel involved in international relations in favor of the company, may be extremely costly at the present time of dealings, while its liable profits come postponed.

Additionally, other literature was primarily concerned with immigrants at a receiving destination, and this is to give a good many insights to the question of foreign language proficiency. In this respect Chiswick and Miller (2007) show another interesting factor. They believe that in no matter receiving country for immigrants, the origin homeland contexts play a substantially huge role. With one way or another, immigrants would have already been familiar or unfamiliar to the destination language they wish now to either acquire or enhance their fluency in. Apart from any other factors for learning a so-called foreign language, economic incentives are positioned at the forefront in such a case. What is particularly revealing in this light is another dimension that is intrinsically bound to language itself; this is linguistic distance. So that 'If the immigrant's mother tongue is from the same language family as, say F, but is linguistically further from E, the cost of acquiring fluency would be less for F than for E.' (Chiswick & Miller, 2007: 65).

More recently, Grin (2010) in his findings, incomparably, combines such views more closely to the workplace and exquisitely demonstrates the assumptions of these implications that are germane to value creation within multinationals functioning multilingualism as an integrative strategy. Significantly, he distinguishes between two facets of multilingualism in this context, 'absolute' vs. 'contingent'. In so doing about the former he comments 'we may wonder about the value of multilingualism in the absolute, where the implicit counterfactual is the absence of multilingualism —or a severely marginalised version of it.'(Grin, 2010: 52). At this level multilingualism is being viewed more at the detriment of social incorporation maintenance, and more critically is economically a costly marker as it alienates any parts sharing trading interests and may, very often than not, result in the split-up.

Likewise, as to contingency,

we may be concerned . . . with the value of *contingent multilingualism*: starting out from the observation that the world is, at this point, linguistically diverse,

the question is not whether multilingualism is economically advantageous or not in the absolute, but whether, with reference to economic criteria, it is advisable for social actors to operate multilingually, which requires at least some of them to be bilingual —or more. The answer to this question is *contingent* upon the fact that the world is diverse, and we are therefore not considering linguistic uniformity as a potential counterfactual. The counterfactual to multilingualism, then, is unilingualism in the modes of operation of actors. (Ibid: 53).

Summing up, one may notice that multilingualism and its efficiency or deficiency is much up to the context in which it operates along with the actors employing it. At the social level it may not be so dramatic in its effects may it rather not be a trait of utility to a given community of individuals. Yet however, economically speaking linguistic diversity as a coefficient of labor and production activity may critically be more a curse than a bliss for not only the actors within a given business context, but for the whole unity of such any entrepreneurship communities. Conversely, the pendulum would reversibly swing to the advantage of enterprises in the case where multilingualism is a contingently trait.

II.8. Language and Value Creation

In a multilingual workplace, it is most unlikely for languages to be of the same dominance. So, for instance, within a destination country for immigrants where two or more languages are prominent, there are factors leading to incline towards one language rather than another (Chiswick *et al.*, 2007). This often includes economic incentives at the first place. Assuming that an immigrant, seeking employment, at the immediate arrival to such contexts has got as much the same chances for those languages as while at the origin country, they may very probably have a tendency towards one, say X, language as the case may be for the surroundings. It follows that this is not a coefficient that this immigrant will keep the same

orientation in a receiving country; i.e.; differentials in earnings based on language proficiency will be more an incentive for learning or enhancing skills in the language prevailing and currently at use (Grin *et al.*, 2010).

Apparently, for a company aspiring to indulge into a tuition program for any section of the personnel comprising its units, it is both time-consuming and never far from considerable cost-effectiveness under such circumstances though (Coulmas, 1992). The risky devoted expenditures, as it were, would only culminate in yielding profits on the long run if this will be so at all. Thus, value creation is consistently a question that amounts to valuation of linguistic skills that becomes sometimes a crucially decisive trait (Chiswick *et al.*, 2007; Mari *et al.*, 2010). As a matter of fact, hired individuals whom would partake value creation in this sense could not command any of their assigned posts only if they afford to produce more profit (or at least roughly in the same level) than the expense they receive at all respects.

For Grin (2010), in his currently pioneering work on multilingualism within the multilingual workplace, considering employees' premiums he notes '[p]art of the wage rate, therefore, rewards that part of productivity that arises from language skills' that the very employees possess, so that '. . . estimations of the wage premiums accruing to people with foreign language skills are merely an echo of the actual process of value creation.' (Ibid: 57)

Conclusion

Languages in companies function not only as links for communication among individuals to go about their assigned tasks properly. In cases two individuals or more are entailed to have a talk while they speak languages that are mutually unintelligible, it will hamper business processes. Conversely, if one actor of those is being an adequate bilingual to communicate with all peers, it will overpass the hurdle with ease. In essence, multilingualism in this sense is

crucially a trait that signifies a gain prior to being profitable commodity. Language as a *human capital* possesses powerful ammunition that breaks down the ice. Embodied in 'goods', unlike all commodity, it attracts more customers through concealed enchanting markers. Skill in a variety of languages has revenues on both individual and social levels. While the revenues it brings about may not be directly witnessed, they are manifested in their ultimate substance as a value. For multilingualism generally or certain languages specifically, there could be two types of value in an economic sense: *market* and *non-market*.

CHAPTER THREE

Methodological Framework

III. Methodological Framework

Introduction

Discernment of the market value of languages in general, and multilingualism in particular, in a multinational is no easy question; neither is it sharply clear-cut secured essence to merely uncover. Multiple measures are urgently needed so that essentials of the matter may loosely be drawn. Just as might be admittedly apparent, these actualities are certainly even made tougher when they take on shape within the company.

Knowingly, two distinct orientations in large surveys of firms with the aim of clarifying language practices in multinationals are renowned. Firstly, there is a tendency (Bouchard, 2002; Vaillancourt, 1996) highlighting the power relations between a more or less dominated language (French) in comparison with a dominant language (English). This fact was really the case when we approached a number of members from the workers in the company of our survey. Another approach comes from the Australian research (Stanton and Lee, 1995). This work is based on the cost-benefit of maintaining the skills of immigrants in their native languages, reported on the advantage that these skills can contribute to the benefit of Australian companies in accessing foreign markets. Noticeably, however, these studies do not reflect Australian effects with, particularly, any relevancy in terms of causality. Business executives interviewed witness, in respect of skills in languages other than English, only a largely limited value.

One can say, thus, that there is a widespread perception that the English language has a high market value and includes a huge importance in the operation of large companies and can lead to their development. However, none of these surveys provides clear and frank indications as regards the specific processes leveraging language skills and how they relate to

real economic processes within the logic proposed by *Figure 2* in the previous Chapter (p. 48).

Given this state of affairs, the deduction that can be carefully framed is that there are still misty areas on the actual use and actual need of language proficiency with respect to professional proceedings. Consequently, it is midway between these two orientations where lies down the investigation survey on issues of the present concern here.

III.1. An Organizational Remark

The influence that managers and executives (Champagne, 1988), administrators (Bouchard, 1991) as well as other respective high ranks in the hierarchical structural organization of enterprises (Laur, 2003) can have on the linguistic practices in large companies is an established fact.

« Dis-moi quelle langue ton patron parle et je te dirai quelle est ta langue de travail. » (van Schendel, 2002: 10). This can translate to ‘if you tell me the language that your boss speaks, I will tell you the language you need for work’. The influence of the proprietor as well as the structure of the ethnolinguistic business practices at work are crucial, at least in the case of small firms (Ibid, 2002). Such those traditional inspirations marked by companies, « où la famille est la cheville ouvrière du succès » (McNicoll, 1993 : 247), where the family requires, as a condition of employment, language. The value of the required language is accordingly made an imposition. However, this ancient tradition becomes obsolete as soon as it comes to consider a rather “big” company extended to more complex organizational structure and the number of employees exceeds considerable dozens.

What, moreover, could be of linguistic influence upon the employer character, in these big international companies, where the owner can have almost a half stake and where the change of ownership leads to mergers and mutations? Is this really what determines the

language of the employees and thus the value of language skills? Would that be of any follow-ups and ascriptions stretched to connect with their name (Vaillancourt and Vaillancourt, 2005). Under which conditional aegis would companies design the influences and constraints mentioned? What hierarchical level or what strategies does the administration of the company impress a market value of languages through its influence on the choice of spoken and written language in its services? Where, then, to position the presence of the English, French, Arabic or multilingualism?

Now, the discussion will revolve around some elements closely confined well of the case. To do this, we validated this choice using the questionnaires as a prime tool in the present study. Questionnaires are the platform of our analysis since they allow an overview, sometimes panoramic and sometimes microscopic, about the *linguistic situation* within the company (Laur, 2003, 2004).

Indeed, the choice emphasizes the centrality of languages in the activity of a multinational company that reflects the economic questions of departure. We were able to identify the effect that the organizational structure may establish within multinationals. This effect is due to a variety of components, such as language requirements (both internal and external), i.e. the linguistic hierarchy between interpersonal leaders, executives and various other services and employees or between subsidiaries of the multinational.

Sahara Well Construction Services (SWCS henceforth) represents the targeted multinational of our investigation. It is characterized by the fact that it is a subsidiary of a multinational company engaged in a global market. That said, the linguistic aspect inside this affiliate bears the stamp of interpersonal linguistic hierarchy.

In this part (analytical chapters) of the dissertation, we will trace, in a synthesis form, the portrait of the company treated. It is about a fact survey from a somewhat scanned spot

that can be seen as a symmetrical reflection of a shed-light upon a utilized window of opportunity. This opportunity enabling to empirically examine the value of multilingualism amid a firm counted of an international level.

III.2. Methodological Remarks

This study is descriptive and exploratory, that is to say its purpose is to collect, transcribe, describe and organize data *management* and the *status* of languages that reflect their value. Our recognition sets out from the principle that dual exigent variability, economic and linguistic, deposits market logic required to enable the company to thrive economically while ensuring a more symbiotic linguistic environment.

The investigation will focus on the issues of links between linguistic variables along with other variables of economic consideration that is the all concern of multinationals. Thus, the research aims to verify our previously made assumptions, and especially to explore an evolutionary process in the linguistic environment for companies, to be able to deduct which value for which language based on the relationship between two requirements: one the language, the other being economics.

To deepen our investigation and peel the data collected, the study conduct seems to be occasionally apt toward a *qualitative* approach *in situ*. However, in order to arrive at the point that is predetermined, we have adopted, as a first choice, double-questionnaire strategy that validates such *quantitative* concern so that we establish the necessary grounding scene for a referential statistical basis and encrypted database. In fact, qualitative methodology differs from a more quantitative approach by including the number of cases studied: if the latter favors the accumulation of more cases possible in the ambition to reach a representative analysis of a sample, digging into analysis remains in need of the former. Motivated by a spirit of practicality, we performed a parameter on the basis of limited selection but varied

and complementary. Thus, following the criterial properties of the company will be largely a decisive directive to which our analysis is subjected.

III.3. Selection Criteria

To make our choice, we consulted a statistical overview of the linguistic situation in multinationals in the slot. According to these studies, the organizational structure seems to have an impact on the linguistic situation within companies due to a series of factors, such as language requirements of different internal/external services, prioritizing interpersonal language in accordance with a hierarchal order among the employees of the multinational, etc.

Thereupon, following an ethnographic analysis of the industrial setting, certain criteria have contributed to the selection of the company which should correspond to our study and present a statement of changes which can expand the interaction of various linguistic behaviors in the workplace.

First criterion

The company had to be a subsidiary. The multinational companies operating in Algeria are subsidiaries of another foreign parent. Exploring, thereof, the linguistic situations in subsidiaries of a foreign parent, is a significant field as far as our initial objective is concerned.

Second criterion

The subsidiary must be characterized by an international and complex organizational structure. This means that the subsidiary must have an office on the main floor of the administrative division and which relates to sub-offices in the different terrains of the fieldwork. Likewise, the chief office should necessarily, in turn, be in continual connection to its parent abroad in supply of prompt regularities.

Third criterion

The subsidiary company has to be undertaking business in the hydrocarbon sector. This sector is largely the most common denominator within international market. At best, that matches the profile of our formulated problem by the number of employees and its international character. This, doubtless, also holds as such concerning the Algerian economic context.

Fourth criterion

The company had to cooperate voluntarily. The participation of the company is an essential criterion. Incidentally, at the same time that the reception of an investigator and permission of telescopic observation, so to speak, takes rather a kind of indecision and reluctance, or discretion at times, there is, equally, a willingly deliberation of facts necessary. As a matter of fact, the reception that the administration of the subsidiary reserved for the idea of research was ideal, very professional and accommodating. It closely regulates our presence. Thus, the cooperation of responsables over the firm seemed to be hesitant towards this “intruder” or “spy” that continues to prevent people from working with matters irrelevant to the well-functioning of the company proceedings and its budget. The linguistic situation and economic conditions do well predicate the case; this is a market logic.

III.4. The Approach Adopted

The process of the selection of the company and getting in touch with was long and bold, especially in respect with a location that we are unfamiliar with. That said, making contact with the company was first through a mediation issued by some of intimate acquaintance, immediately much equal to all prompt facilitations by support of my supervisor, through continual and keen action-taking as for any requirement with regard to administrative arrangement on the part of university involvement. For that matter at different occasions,

when requested, a letter was straight away set and handed in for sending to *Sahara Well Construction Services*.

In reference to the company hitherto, we, then, had access to the meant multinational by virtue of the intervention of a senior person in the hierarchy; namely the manager. It follows that the presence of the order ranking with drop-grade in the demise of *SWCS* made possible a positive and cooperative atmosphere of individuals through time. Further, goes with the just few afore-said admissions, we have been easily in a position to look up a respectable pronounced interest of the participants on the scene being, generally, fully enthusiastic towards the very merits of our approach. However, this is likely so even though the leaders had little time with regard to our request partially for sensitivity of work demands by the measure of time, and in part, thus in consequence, the intricacy of that whether staff members are held apart busy from their relevant assigned duties; roles are being complementary among individuals no matter what hierarchal ranking holding members together.

Pertinent as it might be, in the company under discussion employees are conditioned to go four weeks in a row at work and four weeks at leave alternately. This is, of course, with taking considerations of intermittent stretch of work as the code of the company stipulates. For example, workers may have to go into a training requirement while substituted with their relevant peers for their positions, and these are just exceptions taken for granted by individuals of the community.

Equipped with courtesy that may indeed abolish all kinds of prejudices, we have addressed the executives, managers and other employees who are resource persons for positions at different hierarchical levels. This extreme courtesy combined with academic reality was value added that eventually permits access to certain databases or participation in

situations conducive to observation of language use. In short: to establish contacts, build relationships and to install a semblance of trustworthiness our stay lingered almost a little more than a week give or take.

III.5. The Methodological Approach

The methodological approach was not “under cover”. We displayed our status to all participants of our sample. Our presence on the site is excluded as much as possible of value judgments, which favored the observation of interactions at spontaneity. This approach has culminated in the collection and a systematic note-taking of data on the language behaviors and linguistic attitudes of different actors in the workplace. Considering the time frame, participation in professional activities and relationship, from our part, was intense and maximum. In contrast, it was considered inappropriate to get involved into the center of interest of such interactions in the situation studied.

Thanks to interviews held and maintained observations of participant as well as, actually fundamentally, questionnaire formats performed *in situ*, we could design a sound ground in exploring the ethnographic fieldwork. Therefore, the thematic points addressed in theory previously set –this latter notably serving as a directive needle– were structured in rubrics and depending on the situation and the degree of accessibility of resource-actors. Thus, in proportion to the duration of our enabled visit’s elapsing rate, the contact was keeping up on becoming more and more flexible and gradually bringing any expectedly remaining distance from the part of some employees melt away. It allowed systematic nearness from trade exchanges with particular focus on the usage of the linguistic medium. Participations in meetings revealed particularly facts in the heart of our quest expedition, from the moment that gives rise to the exchange interactions or essential indicators around linguistic content. It should be noted that obtaining linguistic comments or observation of interactions carry with them, whether extrinsically or intrinsically, implications concerning

epilinguistic themes: *language is a remarkable catalyst having a value for companies activities, and which strikingly constitutes an incommensurate metalinguistic factor.*

However, several aspects in the place have been significant: the duration of the presence, extent of involvement in the community, the level of intensity of contacts. Hardly was it possible for *SWCS* to be able to have received us for more than eight days span for interviews, questionnaires running and observational remarks in addition to other few things of significance; and these conditions brought over certain restrictions. However, our appreciation of the opportunity was maximally well managed and beneficiary utilized.

We extended the visit time space as possibly as chances available that certain attitudes, significantly related to trustworthiness at the first stance, just necessitated so and could only relatively fully emerge to the surface with adequate handling of spatial behaviors that accord with time expanse. Made so, it gives ample scope for the purposes of the study to desirably run quite safe and sound within the situation limits. It is therefore understandable that the time does not allow us to draw an in-depth portrait with padded details of every bit in the structure. This is at least from a perspective of ideal conditions for ideal work. However, the duration of our presence, brief as it was, led to information unlikely easy accessible while highly insightful and valuable. The conclusion is that such acknowledgements are by no means an underestimation of the believably worthiness of our findings, but a bold invitation for future elaboration of the project and the prospective promising commitment of more sustained research motivation in the area.

In connection with interviewing and the use of the different methodological tools inside the company, the selection of participants is subject to multiple criteria for a variety of expressive relevancies: among other things, the linguistic status of various officers or employees, different services in the hierarchical level of the company, etc. A fairly diverse

sample of people-types to meet or interview the linguistic point of view, hierarchical and functional value has given, of course, the availability of actors and their potential for collaboration.

Individual interviews or group discussions were of variable length as participation in presentations, breaks and more or less informal meetings. This combination of circumstances had revealed some unexpected actualities quite crucial for our study.

This range of data has been a research component that served as an unmistakable shot for drawing up an inventory report about the terrain explored in more succinct a way of investigation. This study is the result of a practical synthesis.

III.6. The Principle of Confidentiality and Ethical Issues

Some data about the company SWCS are confidential. Information on the mentioned actors appear only when the context requires and that their appearance proves absolutely necessary for the understanding of the problem of our research. It would be unethically abused a privacy should one transcend the permitted perimeters of reserved individuals and, what they just appealed to submit for utilization within the limits of moral scientific research.

III.7. Research Methodology and Tools

III.7.1. The Setting and Population

The study is supposed to take place in SWCS, a semi-foreign petroleum company in Hassi Messaoud –Ouargla. The company is a combinational base made up on partnership basis, jointly between two giant international companies in the field of petroleum extraction, refinement and reproduction; namely **Schlumberger** (French) and **Enafor** (Algerian).

At a first enabled access to the company we were given permission for only three days (with an extended time span later on). The chance allowed a space for surveying the different parts comprising the company in question from administration to the “Rigs” of the fieldwork.

Starting out from the fact that linguistic communications are extensively recurrent a practice in the administrative division compared to those in the Rigs (where the communicative medium more often than not is basically gestural due to noisy environment and a few other reasons), our choice was to fall upon selecting the administrative staff as a targeted population of study.

Needless to say, administration, as must be expected, should be in permanent connection with the different Rigs of oil extraction and the like; this is mainly via satellite network and telephone lines, i.e., communication is roughly purely linguistic when it comes to proceed on with how things keep up in the workplace.

As the allocated period of three days came to the end, our seemingly conceived problematic situation tricking the employees most was primarily communicative. The relatively short period of time was but highly inspirational; it was an area for knowing what to do next: to organize and administer a small-scale questionnaire anyhow.

Whatever reasons might be, the first paid visit was more for pilot work. An initial draft of a questionnaire encompassing a body of questions was thus undertaken for a limited number of individuals; in strict terms employees functioning under supervision of bosses scattered over bureaus of the company's componential departments. Surveying the situation was but of a dualistic nature: questionnaire examples helped set the feet into the threshold of the project, and informal interviews worked efficiently on engraving outlining thoughts on the brims.

After engagement in the examination of the theoretical parts of the project as shaped by the surroundings of the first determinant paces, it requisitely requested the decisive second visit for facts scrutinizing on the light of the set-forth theoretical survey. It is the point where the other piece of the pair comes along to fit.

As mentioned beforehand in the problem statement (p. 1), the company seemed to crucially involve a multilingual context at so many respects. For one reason or another the company entailed employees of different linguistic backgrounds, including a great many of foreigners. In such circumstances for the company, a multiple linguistic context was counted a must not a choice. Whether detrimental or beneficial as far as the company is concerned, communicative difficulties appeared to have an incomparable commonality amongst certain members at certain levels and occasions; this is strictly speaking when it comes to talking of monolinguals or even, though less frequently and sharply, some bilinguals.

The target population selected for the study is primarily made up of male and female adults (22 to 67 years old), and most of which have obtained a university degree –either graduates or post-graduates– as well as engineers, except a few with a variety of different curricular scholarship levels, varying mostly through undergraduates of high school degree bachelors to few-and-far-between university undergraduate dropouts.

As for the mode of research, it is seemingly a fixed-design research (Robson, 2002) to a large extent. Having already pre-specified the area and the topic for research pursuit, fixed research design is appropriately the common attribute for the study to be accomplished. It entails working with aggregates apart from an individually-based study. Fairly small groups are the characteristic feature comprising the population intended; generally between two to eight members per group.

Thus, a *quantitative* approach appears to be the procedural ground for the study to land. The *qualitative* touch would tend to be roughly marginalized but a little.

III.7.2. Sampling

The population chosen for the study is a mixture of a variety of different individuals from different respects: origin, gender, age, linguistic background, culture and the list goes on.

Sampling procedures attempted to take comprehensive considerations of these; therefore, the overall target population is taken to comprise the sample. Pointed out beforehand, the administrative staff represent our intended sample study.

The company is a one with an organizational system for work days and hours. It affords successive periodical based layout of work; employees mostly seem to occupy their position in the company on the basis of four-week work at stretch. In the workplace, they are meant to stay 12 hours per day. The company nominated a body of employees consisting of around 70 individuals as far as the target division of our study is concerned. These are divided into two sets of roughly 35 members each. Once the monthly assigned time allotment for one set comes to an end, the other substitutive crew shows up to fill the same positions. And thus it goes on regularly. This system adopted is commonly termed by the company 'Back-to-Back'.

Two equal groups of members occupying the same posts in succession offers us to select one whole set as a representative sample of research; and with this we administered our designed questionnaires.

III.7.3. Methods of Data Collection

As an exploratory study, cautiously chosen, various techniques and multimethod means of research will have to be used so as to collect the thoroughly crucial data necessary for the study. Known to researchers of social and human sciences, *questionnaires* and *observation* are at best easier and most accessible tools gaining prevalence. In addition to matters of validity and reliability as well as favorable enabling means towards discernable outcomes of research, these afford to save much effort and time. However, we would like to admit it that observation, while as a useful tool here, was kept marginal in the analytical work and, thus, its effect comes around only as an integrative supportive component with the other explicitly

depended methods. Along with this couple of tools we relied equally on further techniques embodied in direct *interviews*. We are to highlight each in turn within the following paragraphs. To let ourselves make the next move, then, our tools of research in recourse of which we make data exposition and information manifesting are the questionnaires. Informal small group interviews had also helped up spell out additional material.

III.7.3.1. Questionnaires

For the purpose of collecting initial data to build a ground for the topic of our pursuit in the present study the questionnaires were the most used of others. These were small-scale designed questionnaires of multiple-choice and a couple of devised open-ended questions. Comprising nearly two full pages, the questions varied between interrogatives with between three to five suggested choices at the maximum, and a pair of open questions provided with a space for freely expressive suggestions and interests have to do with the topic chosen for the study. Made this way is bound to the fact that the modeled mode of research is fixed design; a one that fairly much tends to be quantitative rather than qualitative.

As a matter of fact, initially there was compiled only one questionnaire at the outset. The questionnaire was exclusively designed for participants in lower positions, functioning in offices under the leadership of head departments. This was at the first phase where we concomitantly took it that for those bosses such a tool as an interview would be preferably at best service. However (as we shall refer in due time about the limitations confronted), the heads, too, were to come interrogated by a second questionnaire different from that of the sub-employees but relevant in consistence to serve the whole sample. A two-questionnaire strategy, thus, is the constituent tool giving shape to practical work for the present study in the main.

Worthy to bring in, questionnaires while forming the skeleton of data collection process were not to stand remotely away. Support was provided in recourse to other important secondary methods. Casual observation and informal interviewing took part in supply of much supportive material.

III.7.3.2. Observation

This is our second tool in gathering data and facts. The fact that observation for research intentions can take on a couple of few forms, the adopted perspective in our study was at most to show right from the outset our position as in an assigned academic task of research. The adaptive roles in choosing a type of observational procedures entails conditioning to circumstances and surroundings of investigation, not to mention the criteria of certain favored sort of research temper. Though methodologists (e.g. Cohen, Manion and Morrison,2007; Robson, 2002) alert to cautious considerations of observation techniques and a need to make a friendly environment with participants, our initially surveyed individuals seem to be of enthusiastic preparedness of assistance and cooperation as for facts provision. This is, perhaps, due to the understanding nature of our participants in favor of social and human sciences research, especially that a majority happened to have formerly conducted types of research based on being aware how important factual data is for a researcher. To this effect, most of the sample participants seem to act, behave, and respond really so naturally (except of course rare recognizable subjects indeed).

III.7.3.3. Informal Interviewing

Needless to say, interviews contribute much in the same way to offer incomparable advantageous data as another secondary tool. Interviewing primarily excels over other techniques in the fact that it is a chance towards provoking certain relevant points by the researcher so as to drive the participant into a spontaneous mood of facts revealing. The interviewer, whether with previously structured or spontaneously unstructured componential

ingredients of an interview, is the stakeholder and director of the stage combining him to interviewee(s). The researcher stands in a position where they are enabled to raise yet detached facts they believe outstanding and critical for the study undertaken. We, therefore, highly assigned a good many amount of space for interviewing the participants composing the sample.

Generally speaking, all methods have strengths and weaknesses. A variety of these in effect however might highly help save the situation much better off than if solely a single method is being employed.

While, after all, only very generally have we come to run the methodological concerns of our study so partially and limitedly in the first granted chance regarding the number of participants we then had taken in, future perspective seemed to ambitiously provide an aspiring chance for elaborating the already used research methods, and widening study: future carried out investigation of the study in question had conveniently yielded out more suitable considerations to extend the firstly administered questionnaire format coupled with a second-built questionnaire for solidification, and possibly more enhanced interviews and observations came into play.

III.8. Data Treatment

After having set up a ground as to how and which techniques and methods be used regarding how data is being collected, a word as far as data analysis is concerned is equally important.

In addition to the data we have already possessed, the amount of it needed be further extended. Once then a move towards the next step is required: data analysis.

As preceded and shown above, the research mode chosen for the study is fixed design. The analysis, then, was to take place only at a delayed stage after all data will have been safely gathered in. Quantitative procedures for so doing are welcomed over qualitative.

Conclusion

The framework set up for the several methodological perspectives above has been had to be constructed partially to necessary academic requirements, and in part was to compile with the practical work of our survey. Therefore, as noted, it has been appropriate to set the ground of the economic setting forming the targeted destination for the study at hand. The work was to be thoroughly consistent and complimentary that it, sometimes, involves reference to oncoming points; though only superficially and in context.

CHAPTER FOUR

Results Presentation, Analysis, Interpretation, and Findings Reporting

IV. Results Presentation, Analysis, Interpretation, and Findings Reporting

Introduction: presentation of the setting and sample

Sahara is a joint venture between Schlumberger, the leading oilfield services provider, and L'Enterprise Nationale de Forage ("Enafor"), the Algerian National Enterprise for Drilling, a subsidiary of Sonatrach, the Algerian state Oil and Gas Company. It is an upstream oil and gas exploration and production company.

The company encompasses four *Rigs* for gas and oil exploration and reproduction in fieldwork. The Rigs function under supervision of a central unit that constitutes the chief administration. Therefore, via online connection, satellites in the first place, there is a permanent surveillance for best provision of best conditions for work and its related issues. The correspondence between each Rig and administration is highly organized. Of relevance to us is the administrative unit wherein our project is being conducted. Noted beforehand, the sample consists of almost 40 members. The manager and his sub-personnel of 5 elements. The latter represent the headmaster in different divisions comprising the ultimate departmental sections of the overall administration. Noteworthy to refer to, once again, the heads of the different departments are responsible for a body of employees each; generally from 3 to 8 individuals, as the case may be, scattered through bureaus and offices. Thus, employees constitute a total of around 35 persons. Added to their manager and his delegated representatives, the whole sample takes on 40 elements. We should also indicate that the company relies a system of "four-to-four" (i.e. four weeks) as a periodical allotment for one staff to go into a leave while another is replaced to occupy the same positions for the same time span in work. Thus the whole population taken makes up roughly 80 people give or take. Every four-to-four period elapse, an alternate personnel takes in the posts. Accordingly, the sample accounted for was to be a selection of one staff since they successively occupy the same places as one or the other is released into a four-weeks break.

IV.1. Results Presentation and Analysis

A. Questionnaire for Employees

- Skills

- Spoken language

1. What language(s) do you tend to use for oral communication while at work ?

	Face-to-face communication	Online communication
Arabic	25,86%	8,62%
English	32,76%	41,38%
French	29,31%	29,31%
It depends	10,35%	5,17%
Others	1,72%	1,72%

Table A.1

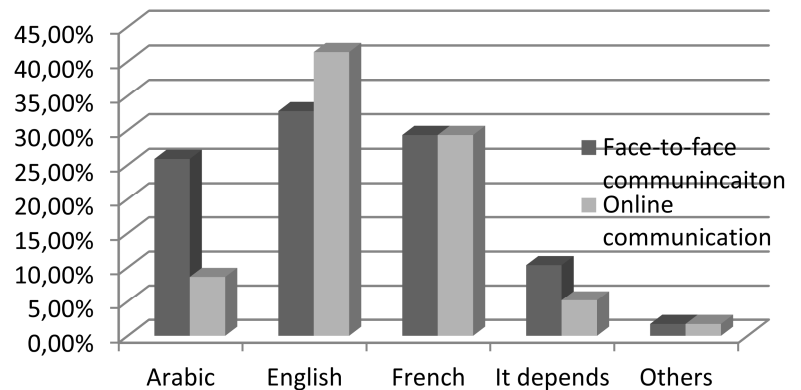


Figure A.1

Presentation of the results

Apparently, in the sense of language as a tool of communication at work, English serves as the first on face-to-face communication in a rate of 32,76%, while it significantly occupies 41,38% for online communication. French, comes at the second place, is equally a language of relatively essential use among individuals. Notably, it holds the same rate (29,31%) for both types of communications demonstrated. As for arabic, it is more or less of some inconsistent exploitation a language of communication while either face-to-face or online.

Another paramount note is that dependency (to known or unknown reasons) of language use for direct communication which comes at a percentage of 10,35% by the time that online communication amounts to almost exactly a half of the rate just mentioned (5,17%). As regards languages other than those expressed here, there seems to be a meager employment with only (1,72%) for both types of communications.

2. With whom?

Only with teammates	17,95%
Certain workers in the company	15,38%
Outsiders (from other companies, etc.)	12,82%
All of these	53,84%

Table A.2

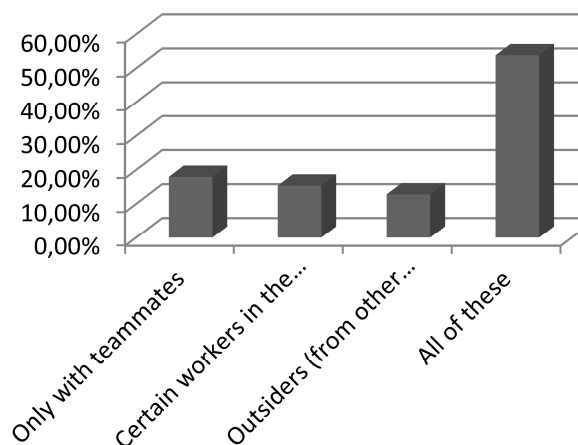


Figure A.2

Presentation

The rate 53,84% reads as the percentage with whom language use, whether for face-to-face or online communication, is a medium for addressing the meant parties described in the choices. It is roughly three times of communication in respect (*only with teammates*) (17,95%), and nearly quite three times and a half as to communication with merely a limited body of workers just within the company (15,38%). Likewise, 53,84% represents four times, give or take, of the rate of communication with outsiders (12,82%).

Going beyond a proportion of a half rate of language use as compared to the other parts altogether, the sorts of communication identified seem to seize upon a respectable share when it comes to involve all members. This signifies, in turn, that languages are an active joint, and which leads us to assess more specifically the role of English; it appears to act as a dominant language.

3. Are there communication difficulties among employees of different linguistic backgrounds?

Frequently (70%)	17,86%
Once in a while (25%)	25%
Rarely (05%)	42,86%
Not really	14,28%

Table A.3

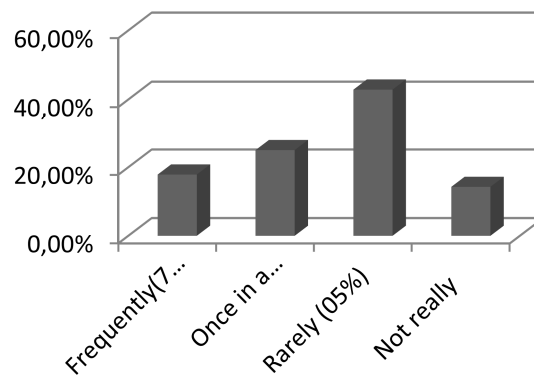


Figure A.3

Reading the content of the table

Whether different linguistic backgrounds may pose communication problems among individuals, they are more pronounced at a point of rarity (42,86%). With an increase of frequency, there seems an anti-proportional representation of the issue: at an *occasionally* level, 25% expresses a somewhat considerable rate; less sharper reoccurrence is described by 17,86% as regards to announce how more frequently communication problems may take place.

However, at odds with other options, the non-occurrence (*not really*) of such communicative inconveniences is represented with solely 14,28% as the least of all.

The outstanding finding here, thus, reveals that heterogeneity of the company in terms of ethnicity and different cultural belongingness do not arouse so much drastic dissatisfaction. Perhaps, It is just that these factors are overlooked via bringing over, in a sense, a homogeneous linguistic environment by means of a language of mediation; that is English.

4. How do you cope with situations in which a conversation, say periodical meetings, is held in a language that you don't understand ?

You ask someone to interpret	50%
You make a low profile	46,43%
You leave the scene	3,57%

Table A.4

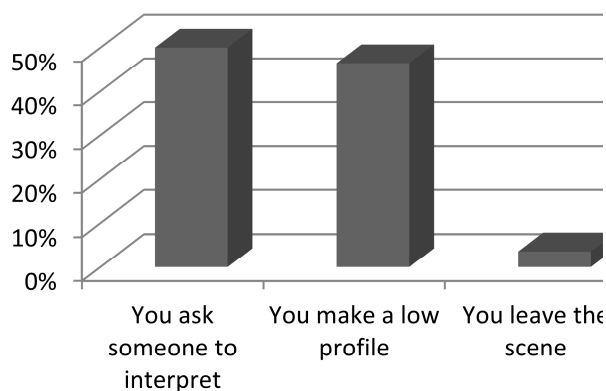


Figure A.4

Reading the results obtained

The barometer of feedback reveals that facing up to a fact where conversational exchanges are being in a language incomprehensible to them, employees show preference towards keeping a low profile as one best strategy. The percentage 46,43% is indeed a significant proportion as one considers how silence may critically affect the situation regarding that individuals do not get the conversation, so that they will not very likely take part into it. On the other hand, 50% expresses taking the initiative to ask someone to translate. It manifests their willingness concerning imparting the speech –at least through understanding the message– and their wish to be part of the meant community. Nonetheless, surprisingly maybe, only a very limited number of members overtly expressed taking a decision towards leaving the scene (3,57%).

5. Do you ever feel uncomfortable in such situations?

Definitely	11,12%
Yes	25,92%
Somewhat	33,34%
Not at all	29,63%

Table A.5

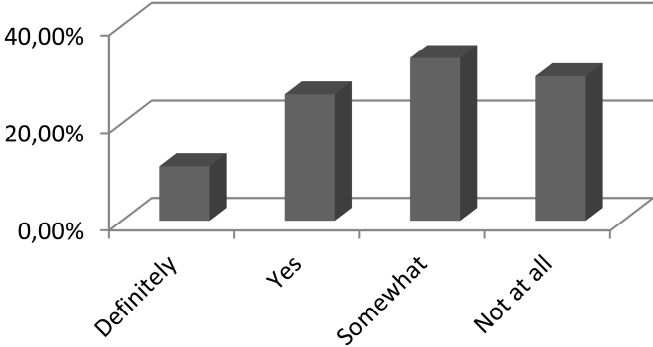


Figure A.5

Reading the results

As the table shows, 11,12% when compared to 29,63% seems to offer considerable differential; thus individuals expressing extra-sureness of being put uncomfortable is clearly poorly pronounced if one looks to the participants’ choices as to their sureness of not sensing comfortable.

Conversely, 25,92% and 33,34%, respectively, besides their consistent closeness between themselves they stand for more than a half portion in opposition to the left rates just described. Strikingly, yet, people expressing a degree of discomfort are presented, more than all others, by 33,34% which may be a clear indictment of this inconvenience that takes place as a result of incomprehensibility of a language at certain occasions –formal or informal. Individuals, thus, are meant to feel left out and which possibly drives them affected from so many perspectives. So, for example, workers’ personality, behavior as well as work performance may be immensely under impact. Similarly, not sharing ideas they may have, or not letting them suggest notions may very likely lead employees to feel even violated to not share their opinion about something of their right. This is liable to be as an abuse of those rights so that individuals are forced to act in a zone which is beyond their own free will.

6. Do you believe this would affect business performance and quality among employees ?

Of course	38,46%
Yes	23,07%
Probably	19,23%
I don't think so	19,23%

Table A.6

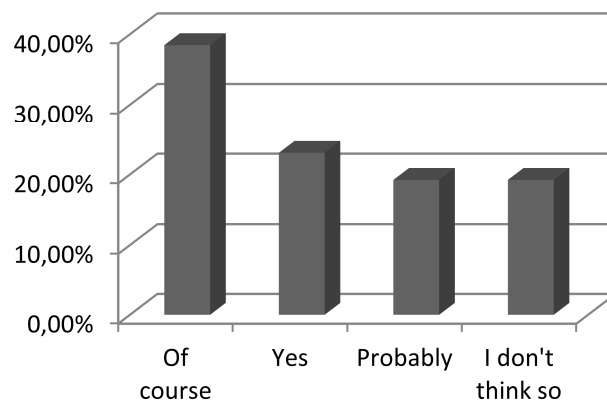


Figure A.6

Reading

Apparently, there is a good chance that work performance and its quality are bound to understandability of language. In fact, 38,46% communicates the confidence of participants validating the choice of being out of room of doubts that this is just as so. This choice is even made stronger via expressions of respondents opting for ticking (*yes*) which goes to a rate of 23,07%. In contrast, individuals showing probability and those preferring to display no knowledge of the matter stand together on equal terms (respectively both with 19,23%).

It is remarkable that the language running in a given conversation underlies an in-depth impact on the psychological aspect of our participants. This is actually obviously pronounced at the level of work performance. Feeling uncomfortable in a conversational situation where there is no comprehension of the language used is undoubtedly apt to drive individuals into devised digression in certain ways. Whatever negative resultant consequences, work performance would be rationally undesirable of all. Language at work goes beyond influences of personality factors in individuals towards ensuing dissatisfactory work demeanor.

- *Written/spoken languages*

7. With which of the following languages do you experience more difficulty while reading?

Arabic	21,21%
English	15,15%
French	18,18%
None	45,46%

Table A.7

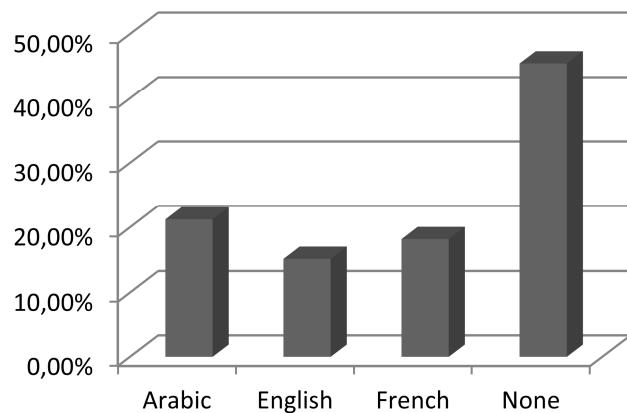


Figure A.7

Presentation of the results

There is a consistent attitude among individuals in respect to degrees of difficulty concerning the reading skill as far as the languages proposed in the choices are concerned. The records 21,21% , 15,15%, 18,18% respectively accord with less difficulty as regards Arabic, immediately followed up by French with a bit less ease, and English with more difficulty to read as compared to both Arabic and French.

Worthy to point out, it is somewhat paradoxical how English that is the language more often expressed as a tool of communication is to slide back to this position. Moreover, the company admits English as a lingua franca within the internal setting at all levels. E.g.; as shown by the results of what language used most for software, etc.

Besides, the significant proportion of individuals manifesting no difficulty with the languages in question is considerable. More than 45% of participants seem to enjoy good reading skill in all three languages.

8. What language do you prefer to read at work (emailing, browsing, documents, etc.)?

Arabic	15,38%
English	64,10%
French	21%
Others	0%

Table A.8

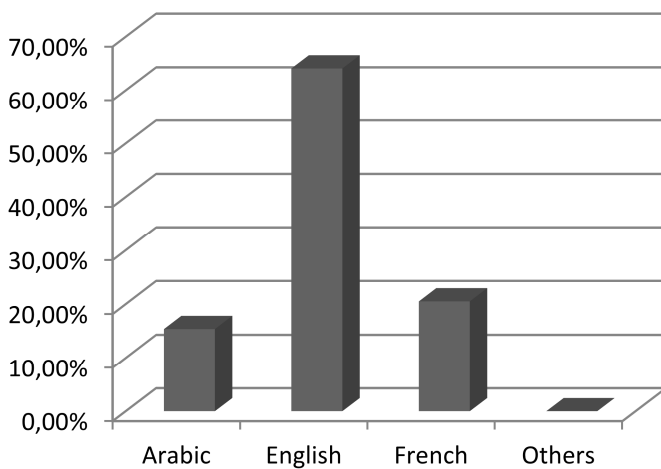


Figure A.8

Reading the results

Amongst the languages present in the various departments, the French accounts for 21% of all the languages mostly used in written communications as to specifically reading; while English constitutes a majority language, or numerically 64,10% of the votes cast. And less frequently used is Arabic in that it occupies only 15,38% of the mentioned process.

Other minor languages (in the sense of the company of course), mainly Spanish, hold at no representation (0%).

There is, probably, no significant innovative finding in regard this question, but then again there is rather an addition to an assertion of English prominence not only on the prevailing direct communication, but also as a distinct ingredient for material reading.

9. In which language are the software you are using in your computer at work?

Arabic	0%
English	93,10%
French	6,90%
Others	0%

Table A.9

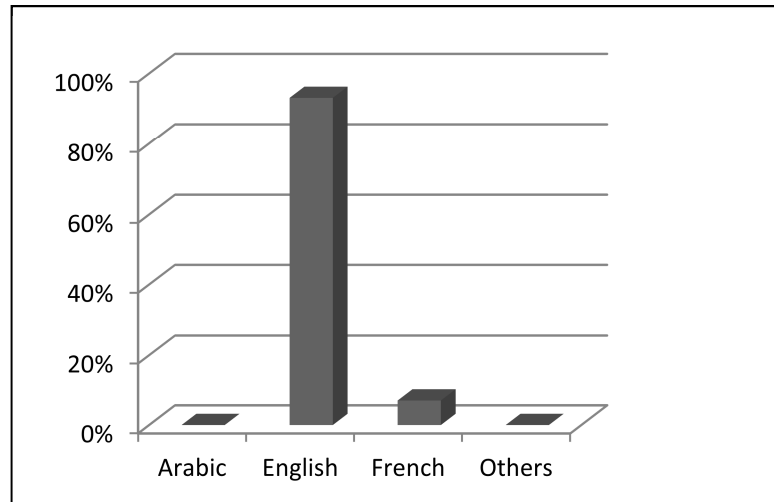


Figure A.9

Reading the results

At first glance, both Arabic and other languages are not presented at all. The software in the company is being highly adopted in English (93,10%) and in the second location French (6,90%).

Thus, on the level of work service, software language is a more specialized language and very Anglicized according to the responses obtained from employees. In fact, more than nine-tenths (9/10) of workers make use of Anglicized technolects; this is a jargon being employed within computer environment. In contrast, French is very weakly present with only less than a tenth (1/10) of the total reported use of software.

In addition, Arabic and languages other than English and French are, more or less, at an absolute absence among respondents.

10. What language do you think would better suit your job with computer other than that you are currently using?

Arabic	6,90%
English	62,07%
French	31,03%
Others	0%

Table A.10

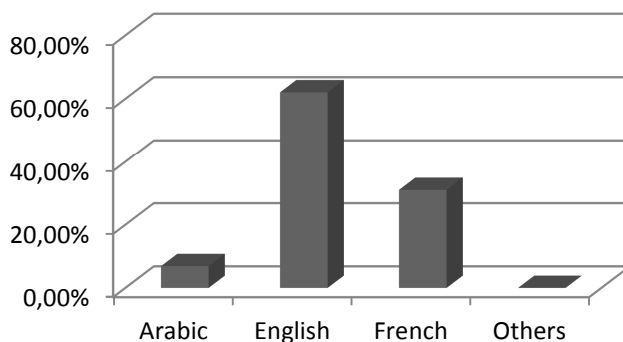


Figure A.10

Reading the results

Predominantly, a great many of respondents' answers (62,07%) express clearly their satisfaction with using English at their computers. In contrast, though Arabic is wished to be at use, it is still, in a way, poorly presented (6,90%). While the proposed option to use any other languages marks out a total absence, French appears to attract some interest among workers (31,03%) so that it is relatively a language that is thoughtfully useful for computer software in this case.

The secret in preference to English usage for software is maybe mainly for the fact that fundamental computer work is better handled by individuals whom are adequately competent in this language at the first stance. Further, a company built upon partnership might have to conform with some international agreements to access a given language for use so that there may be a possibility of integration on the multinational market competition. While the case may or may not be so, other drives are critically liable to come into play.

- **Attitudes and perceptions**

11. Which profile do you think is more profitable for the company business?

Being monolingual	7,41%
Being bilingual	14,81%
Being multilingual	77,78%

Table A.11

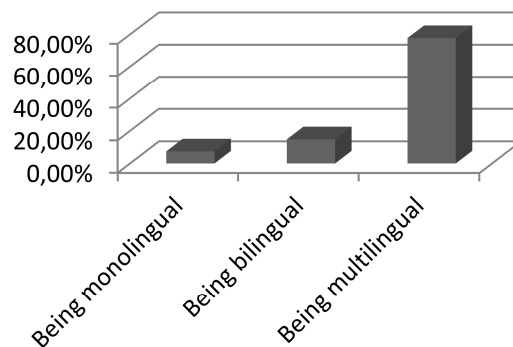


Figure A.11

Presentation of the results

Interestingly, 77,78% communicates a keen willingness of participants to express their tendency towards a multilingual context, which they seem to enthusiastically take for granted as the undoubtedly luxurious profile for the company. This is even obviously ascertained by the other two left options: bilingualism (14,81%) and monolingualism (7,41%). Accordingly, thus, it is presumably that the more languages the company utilizes the more earnings it will achieve.

In fact, employees tend to believe commanding more than a language is unquestionably profitable. In this sense, it only implies how far such an agreement of thought is to underlie a sharp desire towards learning languages on the part of the workers, and , maybe more, their positive attitude and vital aptitude to acquire foreign languages. This said is actually a discerned fact if we look at the profiles of the employees; i.e. most workers are hardly to possess a full mastery of a foreign language but indeed merely a few, which in turn signifies that even individuals in the personnel of lower positions manifest their concealed tendency as to how knowledge in more than a language is such an *invaluable trait* for not only the company as such, but on the individualistic dimension if we treat our sample on this direction.

12. Does it help if the company is more Anglicized?

Yes	55,55%
No	11,11%
No matter	33,33%

Table A.12

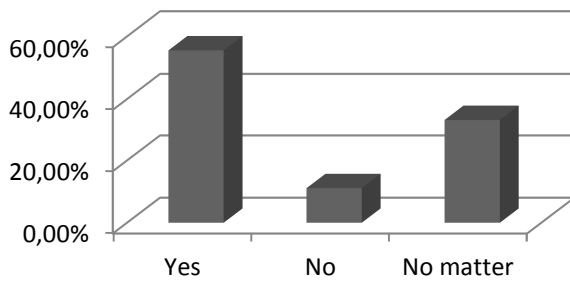


Figure A.12

Presentation of the results

Uniquely concerned with English, or more broadly Anglicization, the results show that a respectable many a participant (55,55%) see it a matter of course that with becoming more Anglicized, the context would be favorably helpful. Considerably, on the other hand, a well body of employees (33,33%) prefer to display no taste towards the question of a more Anglicized company in their own way as a (*no matter*), which may express the detachment of such a marker apart from its effectiveness for business. Drastically, though somewhat slightly feeble, 11,11% reports on the viewpoint of stronger disassociation between Anglicization and the extent to what it may be helpful for the company.

Thus, the company appears to welcome English as the shortest way for pursuing affairs as a for-granted deal. Outstandingly, Anglicization does expand over than merely a language at use in confined corners, but to further its presence on levels where happens to occur communicative proceedings for normative applications aiding the company for additional gains.

- **Matters of pay, promotion and the like**

13. Is the position of occupation within your company of firm relation to the languages mastered?

Definitely	24,14%
Yes	34,48%
Probably	34,48%
No	6,90%

Table A.13

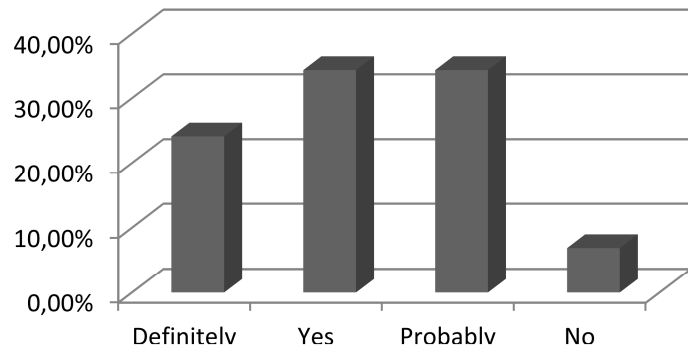


Figure A.13

Reading

When it comes to investigating the strength of intimacy between posts occupied within the company and languages mastery, respondents indicated distinct varieties of answers in the sense of the question posed. Strong agreement with the point of the solid bond relating languages mastery to assigned work positions comes out with a representation of 24,14%. With probably less agreement, however importantly at a higher rate, individuals opting to answer only with (*yes*) are presented with 34,48% which respectably amounts to the responses of other participants apt to view it a matter of *probability*. Sharply lesser than all those just described, 6,90% hardly stands for the employees who do not really think there is any firm connection holding mastery of languages to the posts granted for occupation.

There seems to be much for linguistic skill to do for occupation position. No matter of what hesitation respondents hold concerning the question, this case takes on more than its fair share of approval amongst them. Workers believe it is a matter of course that language mastery renders given work positions to given individuals in application.

14. Whom, in your opinion, are more qualified for promotion?

Work experienced people	74,28%
Bilinguals/multilinguals	20%
People with full mastery of English regardless of efficiency or deficiency in other languages	5,71%

Table A.14

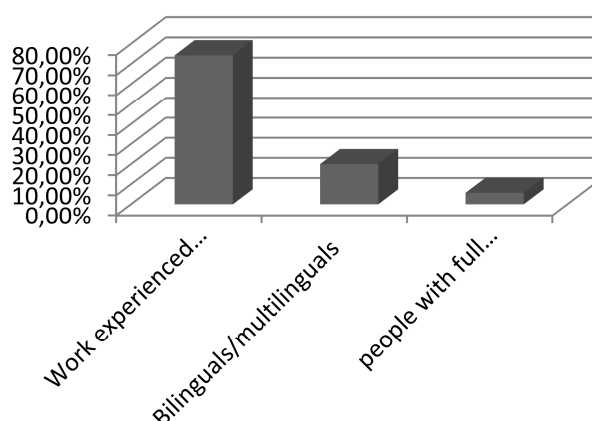


Figure A.14

Presentation of the results

Though 20% is essentially expressive regarding the option of linguistic diversity, most participants put it clear that work experience is a rather determinant factor among scales of promotion. Substantially, 74,28% makes it rough in front of either of the remaining choices proposed. Work-experienced people do immensely excel over those with whatever languages mastery is at hand.

The other striking point is if we compare 20% to 5,71%. Clearly enough, it suggests an interesting fact about English. Although English language plays the role of a lingua franca in the context, it cannot hold a prestigious position in this sense. A bilingual or multilingual background sounds more attractive in the eye of the respondents than just English uniquely, let alone even though it is mastered adequately in ignorance of its peer and rivalry languages in the company.

The important contribution of the results obtained hereby is the manifestation of work skill as a more significant trait in opposition to language skill in assigning jobs. This, nevertheless, does by any means devalue the effective role of languages in hiring individuals for work. Human capital factors are definitely complimentary rather than poles apart.

15. Whom do you believe should be paid better in the company ?

Monolinguals	0%
Bilinguals/Multilinguals	18,52%
It depends	51,85%
No matter	29,63%

Table A.15

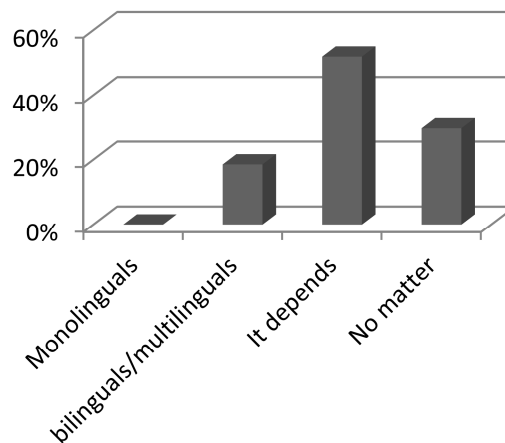


Figure A.15

Reading the results

Matters of pay seem to be more dependent upon other decisive factors than linguistic. By far, 51,85% demonstrates this reliance of payment on what work positions held, so that being a bilingual or multilingual is of much less consideration in relevance to this question (18,52%). For participants whom believe that it is no matter of either of the suggested choices, they probably seem to ascribe such an issue to totally some other different forces. Thus, 29,63% does only confirm that language mastery as a determinant plays a minor role. Nonetheless, the null for the choice of (monolinguals) compared to the rate of 18,52% for (*bi- or multi-linguals*) implies critical significance that indeed, though not much an attractive option for what is asked here, knowing more than a language is doubtless of inherent effect.

There are other factors which look to rule out work positions other than just language. Though handling more than one language is of significance according to the results, there is no clear-cut point if such other determinants would essentially relate to language. Association of that matter to probably more than linguistic competency is far from surprising. Business demands are intricate, and more intricate are its impositions over incentives to assignment of jobs.

16. Is a command of some certain language is more prioritized over other (s) in certain positions within your company?

Definitely	37,04%
Yes	40,74%
Occasionally	11,11%
Not really	11,11%

Table A.16

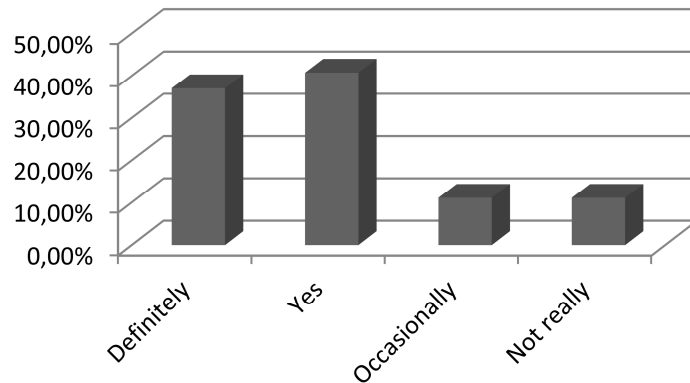


Figure A.16

Reading the results

Languages as an integrative attribute for communication and doing lot of stuff within the company are seemingly in an interesting competitive race towards dominance. There is no question that even though English is being positioned at a level of mediation among workers, the latter realize the fact of priority obtained by nominated languages as a scale for designating work posts to individuals. Hence, 37,04% along with 40,74% cast doubts away of one language or another as a key means for a specific job position. In juxtaposition, 22,22% as an overall of the remaining rates is reluctantly shaky to communicate participants' uncertainty for if it really be so or not.

When it is for purely linguistic matters, language is indeed an importantly appreciated attribute. The competitive atmosphere among languages to be the factors for certain assigned posts is obvious.

17. Have you ever come of desire to learn or enhance your competency in a language, say English, in order to boost occupational demands?

Doubtless	64%
Only circumstantial	8%
Not necessarily occupational demands	28%
Never	0%

Table A.17

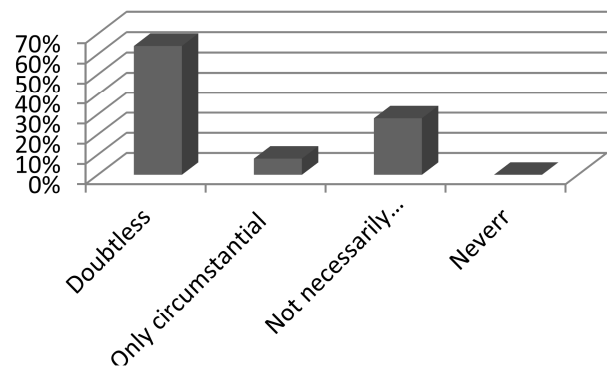


Figure A.17

The reading

Noticeably, 64% excitedly reflects a keen desire on the part of the workers to answer the question at hand. In effect, respondents signing for the first choice display a remarkable implication in regard with skill in a given language so that to cope and do better with their profession as it might require of them. While this may to a far extent be so, other individuals prefer to not restrict their wish to rehearse their linguistic adequacy for only work requisites, but rather this is, for them, an additionally interesting gain for other concerns for the fact that doing good in a certain language helps them pursue a variety of different tasks. For whether any *circumstantial* stimuli would impel participants to think of improving their linguistic level in some language are, comparatively, dull (8%). There is a static motivational impetus that ignites into momentum as for this query than just being conditional.

Participants do not wish to be represented on the level of the last choice. (*Never*) at a rate of 0% is extremely confirmatory of the interesting fact that all of our respondents possess a positive attitude and good will for having to refine their linguistic competency for whatever reason; be it occupational or another.

18. Do you have any concern(s) about the language at work you would like to communicate?

.....

.....

.....

.....

The responses collected may be arranged taxonomically as follows:

1. 'While given the opportunity to work here, it would be highly appreciated to take French and Arabic lessons'.
2. 'English is a global language, we should learn it'
3. هناك علاقة وطيدة بين اللغة و العمل, لأن من أهم العوامل المؤثرة على العمل هو التواصل بين أفراد المنظمة.
4. "I still don't have a full command of Technical English (Drilling)."
5. "The language used in companies follows the origin of employees, and for international business follows the language of the latest technologies like English now".
6. 'I have no problem concerning the use different language at work.'
7. 'None'
8. 'No, not any concerns'
9. 'Non' ('no' in French)
10. 'Some employees have difficulty to communicate, which has an impact on the job.'
11. 'Depends on the country you are working in'.
12. 'All hires must have an acceptable level in English language, and have to be tested if we have to deal with international companies'.
13. 'No, none.'

14. 'Ils est très important de connaître une langue internationale qui dans notre cas l'Anglais grâce à cela des personne des quatre coins du monde de différentes cultures, collaborent tous les jours'
15. 'None'
16. "different accents of pronunciation while talking English (influenced by native mother tongue)"
17. 'None'
18. 'None'
19. 'I think it is better to integrate a training language center in all companies.'
20. "No problem at all, we work in an environment with different cultures, religions and of course languages. It doesn't affect the business."
21. "Not at all . . . the communications should be in English .e.g. on the 'Rig site' you should use Arabic."
22. 'I have no special concerns. I am adaptive.'
23. 'Not really!'
24. /

19. What would you suggest to improve the communication problems due to the use of different languages in business?

.....

.....

.....

.....

Likewise, different responses were suggested on the part of the interrogated participants.

They can arrange as shown below.

1. 'Patience and google translation'. There must be a language of business and I preferably recommend it to be English.
2. 'Les problèmes de communications ne sont généralement pas dus à la langue à partir du moment où le minimum requis est atteint pour communiquer.'
3. '- للتغلب على مشكل التواصل نقترح: (1) جلب معلمين متخصصين لتعليم اللغة المعنية بحجم 2 ساعة مرتين اسبوعي (2) وضع مترجم ألي في الحاسوب (3) الاستعانة ب مترجمين (4) توحيد اللغة خاصة في الوثائق المستعملة.'
4. "I'd suggest to organize training sessions in 'Technical English'."
5. "I don't see that as a problem and I will call it knowledge."
6. "I think that the languages are just for communication with persons in the company, but one language is more practical and powerful. As we can see on north Algeria more companies use French, while on the south companies are more prone to use English."
7. 'Trainings in languages'
8. "If only the 'company provides classes of different language'."
9. « De temps en temps il suffit d'avoir une personne qui puisse traduire si nous avons du mal à comprendre ».
10. ' (we like the) "company to provide training for its employees who need to improve their language skill'."
11. 'At least introductory courses for beginners.'
12. "Even in the case 'we have Algerian or Arabic speaking workers, they have to communicate in the most used language in the company (I mean English), they have to use it in order to improve their level and knowledge'."
13. ' use the international language which is English language.'

14. 'Dans le service où nous sommes, la difficulté ne vient pas de la langue en elle-même, mais des termes technique, nous avons beau connaitre une langue mais pour les termes compliqués ou termes techniques –il nous faudrait des cours spécialisés dans ce domaine.'
15. 'None'
16. 'Do some training for people who are not mastering English since it's a common language in our environment and business.'
17. 'formation continue dans les langues.'
18. 'None'
19. /
20. " 'Club creation (such as spert 'collectif')'."
21. "Make solutions to the issues at the top and languages as tools to communicate the solution via ascribing it the right persons."
22. "Depending on whether the company is national or international, the business language must be defined in the company policy. In most international companies English is the work language. My suggestion is that the English language should be the second language at school rather than in the 3rd position".
23. 'Provide training for employees (such as online training).'
24. 'Provide learning sessions over a period of time, especially at the beginning when joining a company.'

NB1 Three participants with no application for question 16; One participant with no application for question 18; One participant with no application for 19; and two participants with no application for both 18/19.

NB2 Two participants did not wish to answer; one of them expressed openly his unwillingness to fill in the questionnaire.

B. Questionnaire for Bosses

1. What role do you see language plays within the company?

Prime	28,57%
Necessary	71,43%
Secondary	0%
Marginal	0%

Table B.1

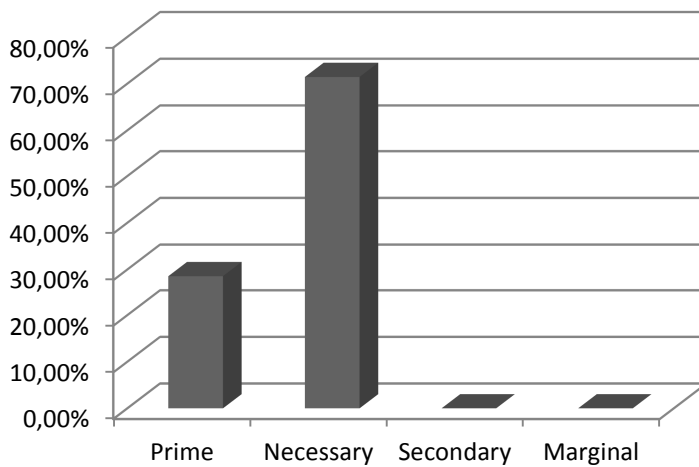


Figure B.1

Reading the results

It goes without saying, with no exception all participants' responses fall between viewing language as either prime or necessary. The latter as it comes in the rate of 71,43% breaks the record. This is so probable that the term (*necessary*) in the choices proposed sounds stronger for our participants than the term (*prime*) (28,57%). In either cases, however, this does only signify that language is compulsorily an integral part in business. This assumption absolutely finds support in regard of the fact that none of the left options is being attractive for all workers even at the minimum level.

2. What profile would you believe to be more profitable for the company?

Monolingual	0%
Bilingual	0%
Multilingual	100%
No matter	0%

Table B.2

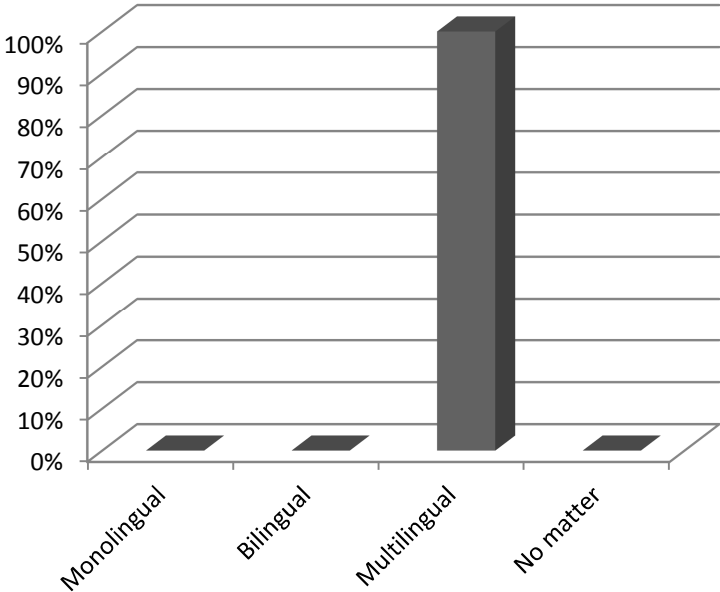


Figure B.2

Reading the results

There is no much to say as far as which profile seems to dominate in the company. Obviously, additionally to the fact that communication is at consensus a prerequisite in the milieu of work proceedings, the use of more languages as possibly as it may be appears undoubtedly a creed. Not only with people in lower positions of the hierarchal ranking (as shown beforehand in analyzing employees opinions), chiefs too seem to take it for granted that a multilingual environment must dominate. This is, to them, what brings optimal profits to the company.

3. Employees with academic degree, do they apply with the professional requirements in your company in practical terms?

Sure	28,57%
Somewhat	57,14%
Not really	14,28%
Not at all	0%

Table B.3

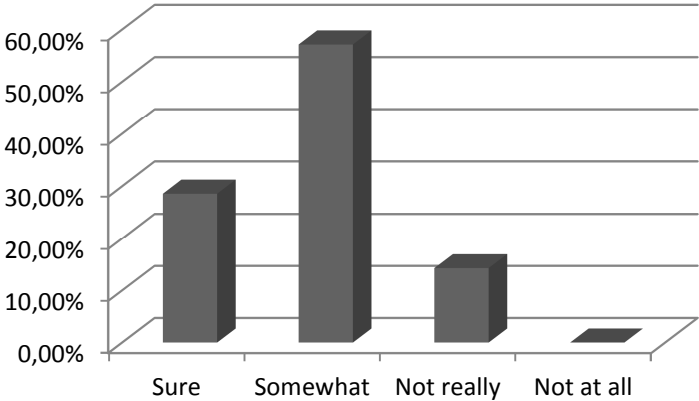


Figure B.3

Reading the results

As good as 28,57% of the respondents are apt to see it that employees recruited in the company satisfy the professional demands required from their academic degrees. More interestingly, 57,14% excessively makes it clear that academic achievements only to some extent meet the professional aspect requirements. Which is less drastic in perspective is that 14,28% communicates the thought that there is really very little match between academic training contents and professional demands. Whereas, no respondent had come to view that academic degree is at the absolute in no application to the occupational needs.

Thus, more or less there is always some minimal climax in academic training that goes in line with professions in relation with subject matter of tutoring.

4. If academic achievement is of relation with professional career in the company at all, which is, in your opinion, that of more importance?

Academic achievement in specialization with direct relation to work	55,55%
Academic achievement in relation to foreign language(s) skills	33,33%
Academic achievement with higher degree no matter the specialty	11,12%
None of these	0%

Table B.4

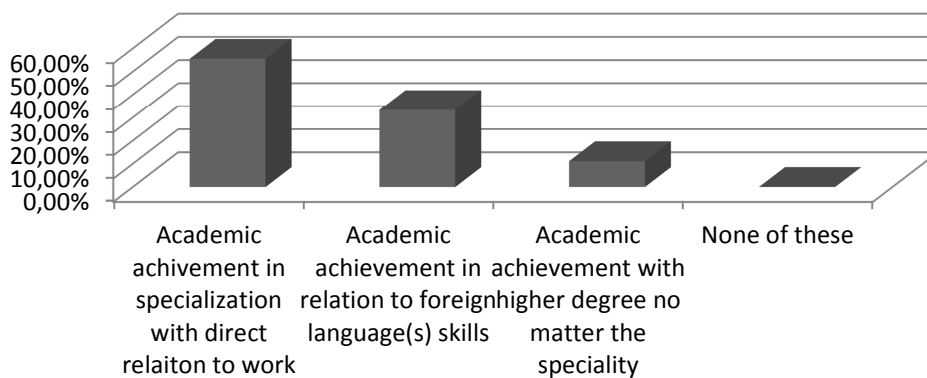


Figure B.4

Reading

There is a strong connection between academic achievement in the specialty with direct relevance of the practical work filed. 55,55% demonstrates such a bond very clearly. Though less dominating in contrast with how specialty is more desirable a trait for work, skill in languages needed for pursuing communicative practices is actually of paramount significance (33,33%). Therefore, academic achievement as to foreign languages represents threefold of *higher* academic degree in whatever field no matter in which specialization.

Conclusively, work demands in the company look forward at the first place to employees whose academic degrees are being obtained in fields that directly respond to the needs of professions underlined. Graduation in foreign languages is positioned in the secondary location; proficiency in languages, then, plays a significant role too in determining to whom posts would affiliate.

5. On which measure do your company recruit employees?

Linguistic efficiency	8,33%
work competence and experience	58,33%
Skill in some speciality other than foreign language(s)	0%
Linguistic efficiency along with skills in other fields	33,33%

Table B.5

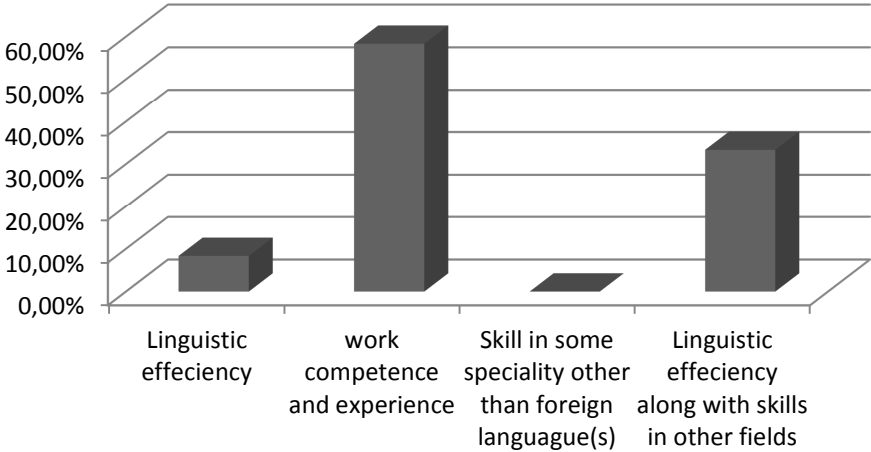


Figure B.5

Reading

Once again, in the point of view of more than a half of the chiefs survived, there is much possibility to recruit proficient and experienced individuals above all other listed choices (58,33%). Furthermore, thus, in addition to the linkage between knowledge in the work, it is practically more desirable to have applying employees who have gained previous experience in the relevant work position.

The company does not seem to employ workers rather in recourse to languages mastery (8,33%) in the presence of workers with skill in the field of work. In the other hand, if individuals applying for jobs possess linguistic proficiency along with skill in some fields (even if not directly related to work demands) are more desired to be effective than those exclusively able to handle languages.

Whether the company may rely as a measure to recruit workers with adequacy in some other fields other than languages, the latter is not pronounced in principle (0%).

6. To whom do you believe higher work positions should be assigned?

Monolinguals	0%
Bilinguals	0%
Multi-linguals	42,86%
It depends	57,14%

Table B.6

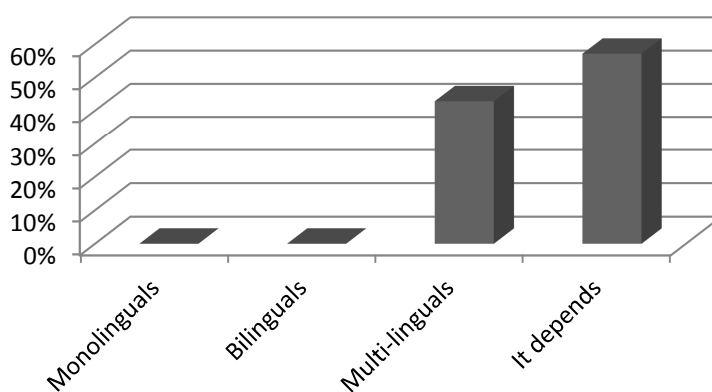


Figure B.6

Reading

A rate 0% is recorded for both of the first choices ordered in the table. It suggests that neither monolinguals nor bilinguals are favored to be chosen for higher work positions in presence of other options for the company. Multilingual profile (42,86%) strikingly sounds rather such a cursor for preference in designating workers to jobs of high quality when compared to both monolingual and bilingual profiles. There is a very good chance, however, to ascribe posts of higher degree in accordance to their dependency with which profile might serve it better; notably, there may be some extra interfering factors. At best, 57,14% expresses the non-conditional nature of assigning higher employment places necessarily to people for some specific profile. Therefore, the majority of the respondents see that it is much dependent upon different occasions available to welcome one person in one position than another.

7. In the company, key positions should be occupied by whom?

Monolingual foreigners	0%
Monolinguals in general	0%
People with skill in more than one language	25%
It depends on the nature of the post	75%

Table B.7

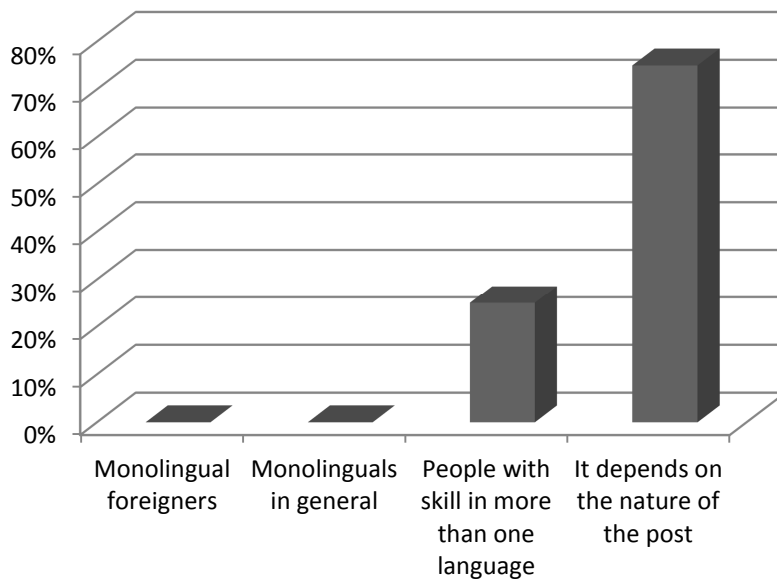


Figure B.7

Reading

Apparently, monolingual individuals do not have the opportunity to occupy key positions in the company regardless of their origin. This presumption is communicated at the level of 0% out of the answers opted by the examined participants. Differently, people who are skillful in more than a language(i.e. bilinguals or multilinguals) will have better chances to be positioned in the places in question; this is according to 25% of the responses obtained. The remaining 75% of those participants, noticeably, prefer to highlight none of the other choices while referring an excellent chance that as for this inquiry there is rather a dependence on the nature of the post.

8. Which of the following may be a scale for hiring employees in the company?

Individuals with efficient work skill	22,23%
Individuals with efficient linguistic skill	0%
Individuals with skill in more than a language	0%
Individuals with skill in both work and languages	77,77%
It depends	0%

Table B.8

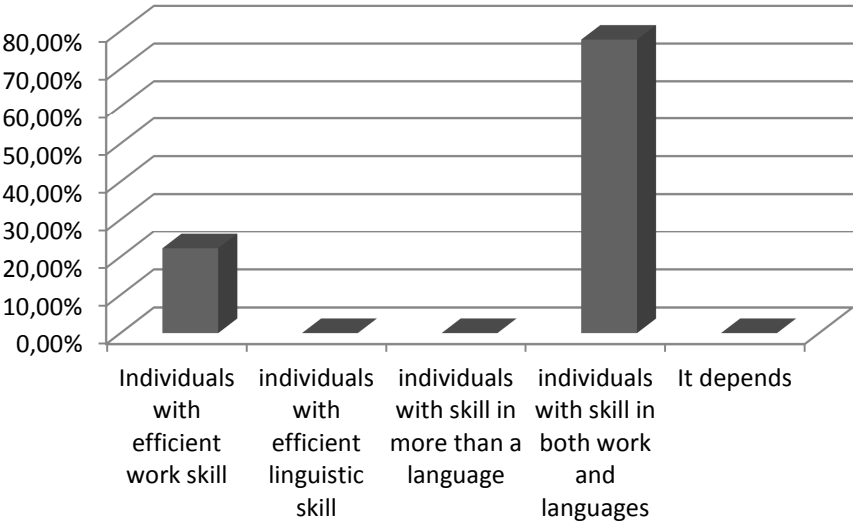


Figure B.8

Presentation of the results

Work skills are thoughtfully usually the reliable precursor so as to employ people. 22,23% of the workers think that competency in work requirements is something like much favored over having mastery of languages. This latter which has no representation in the rates (i.e. 0%). However, decidedly, 77,77% is absolutely a symmetrical reflection as far as how exquisitely work skill and skill in languages combined are concerned to be dominantly a very strong determinant for hiring people in the company.

In giving the choice whether this is a matter of reliance on how this will be according to the four options suggested, not a single individual signed for it to present (0%).

9. In your belief, are the measures of hiring match the employees' profile?

Certainly	25%
Most often	25%
Sometimes	50%
Not really	0%

Table B.9

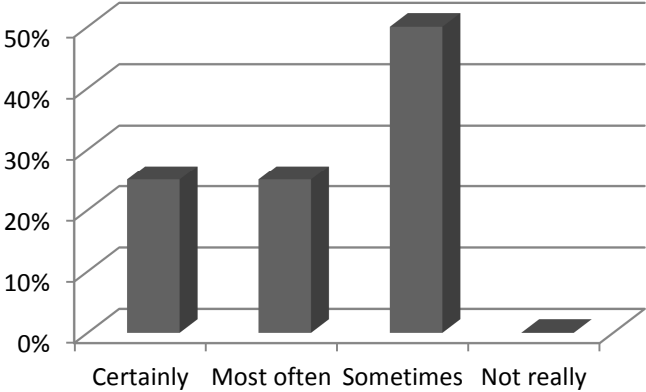


Figure B.9

Reading the results

In theory, jobs are given to people whom adequately handle work requirements and whom with mastery of languages (the previous question analysis). In practice, however, not so often that work positions are assigned to whom seem to afford the demanded qualities. Thus, 50% believe that it's just (*sometimes*) that this is the case. Yet, 25% of the respondents have certainty that indeed work positions are in fact granted to those with the characteristics mentioned. Equally, with less certainty, 25% of them think it is most often in such a way.

There is some inconsistency between work assignment requirements in theoretical terms and practical facts. Principally, skill in both work and language appears to be a good scale to select employees, but in effect there is no sheer guarantee that posts are assigned accordingly.

10. Which profile applies to you?

Monolingual	14,28%
Bilingual	28,60%
Multilingual	57,14%

Table B.10

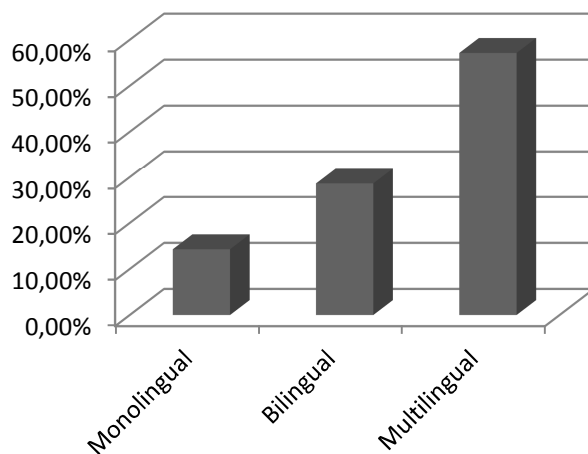


Figure B.10

Presentation of the results

By far, the results reveal that more than a half of the chiefs positioned in their work assignments are multilingual individuals (57,14%). 28,60% of them are bilinguals, while hardly just 14,28% are monolinguals.

There is a good possibility that one of the most reliable factors leading to assign management of sensitive posts to the chiefs is that they are good foreign languages interlocutors. For that matter, in this case, it appears that only a slight part of positions are given to some chiefs in accordance to their skill in some other areas other than languages even if they are monolinguals.

11. Which of the languages you use most?

Arabic	11,11%
French	11,11%
English	77,78%
Others	0%

Table B.11

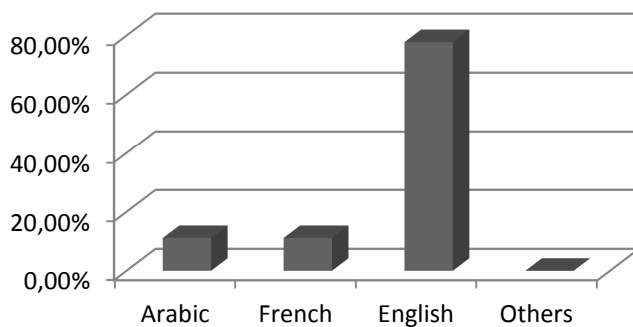


Figure B.11

Presentation

Obviously, 77,77% of the respondents tend to use English most. Arabic and French are of equal chance to use in that they respectively represent 11,11% each. Other languages, however seem to enjoy no status to be used by the chiefs surveyed.

Though some of our participants seem very often to speak another language different to Arabic, English and French, they do not use it. It is probably that there is no occasional atmosphere to let them do so. This can perhaps go into the first stance to the reason that they are the uniquely speakers of that language, so that they do not find a partner to share it with them to be used.

12. What language acts as an intermediary tool of communication within the company?

Arabic	30%
French	0%
English	70%
Other(s)	0%

Table B.12

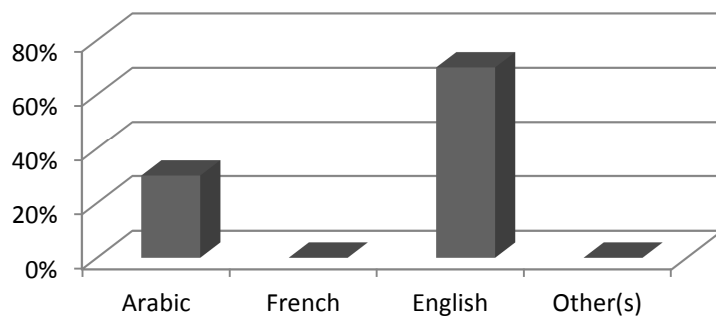


Figure B.12

Reading the results obtained

Two languages appear to be preferable as intermediary. Quite as it might be expected, English is to be at the lead of all languages for use as a go-between tool of communication. Thus, 70% of the chiefs crew admits the inclination of the internal context of the company to employing English more than the coexistent languages around the surroundings. Of less prevalence in use is Arabic (30%). French and other languages are, according to the respondents, at absolute absence (0%).

The results above are highly revelatory from different perspectives. For English, it is unarguably true that it occupies the position of a *lingua franca* as being admitted by the company from the outset. What is relevant is that in this case Arabic exerts an imposition to intrude itself as one language of mediation. Being so is a fact laid out for that the personnel in lower positions of the hierarchy order includes so many individuals whose mother tongue is Arabic, and in a number of cases they have no mastery of English. For different reasons it is so liable that Arabic is used exclusively among Arabs no matter if they speak English or not.

13. What language acts as a tool for external communication (partners, other companies, other institutions, etc.)?

Arabic	8,33%
French	0%
English	55,33%
More than a language	25%
Languages other than the above mentioned?	8,33%

Table B.13

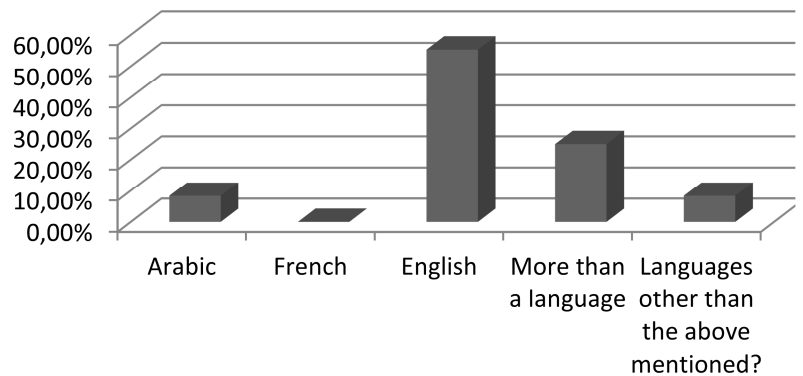


Figure B.13

Reading

The company not only is it to nominate English as a common language from within, but also looks like to favor the same language for external connections with partners, etc.

However, English though comes to the fore (with 55,33%) it is not the only language employed for the purpose. A range of different languages are in a good chance to take part as well. Therefore, 25% of Chiefs acknowledge the use of more than just a language. In this respect –after English– Arabic alone seems to be a useful tool for so much of communications with outsiders, and in that it takes as much a share as of languages other than the ones pronounced in the selected choices (e.g. Urdi, Spanish,) with 8,33%. Remarkably, French is absent at the level of external use (0%).

It appears that the company must adapt to using different languages outside its context. One is aware that at a multinational level there could be as many companies as languages spoken. Communications between partners must come close via conditioning the possibilities to easier ways of communication. Flexibility is in using more than a language as the case may be.

14. Does the linguistic background play any role in assigning work positions to employees?

Definitely	33,34%
Sometimes	50%
Not really	16,66%
Don't know	0%

Table B.14

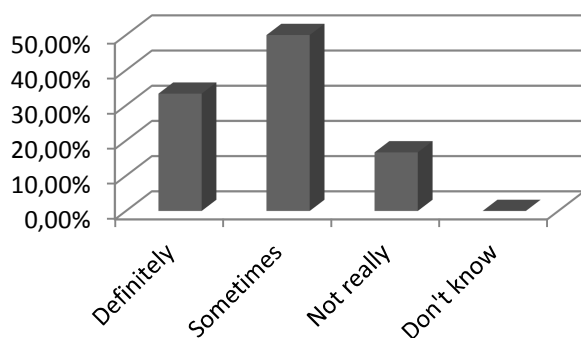


Figure B.14

Presentation

According to 33,34% of the chiefs, the linguistic background plays a by far crucial role in to whom work positions will be assigned. By contrast, a big deal of responses amounting to a half (50%) view it is only (*sometimes*) that the case might be so. The rest 16,66% believe that the linguistic background does not really have any relation with appointing people in given positions. The last choice (*Don't know*) is not represented (0%).

The inferential outcome ensuing from the results above shows that there is most likely no much for the linguistic background to do for work positions. There is just somewhat a respectably small number of individuals who think of a critical link between the linguistic background and jobs given. In a way, racial procedures seem to be an aversive aspect; a one that is not to welcome differentials in terms of ethnic belongingness a measure in selecting people for employment, and rather ascribe it to other factors mainly have to do with work skill and related questions

15. To whom key work positions are nominated?

Foreigners of English background	22,23%
Foreigners of French background	0%
Individuals of arabic background	0%
It depends	77,77%

Table B.15

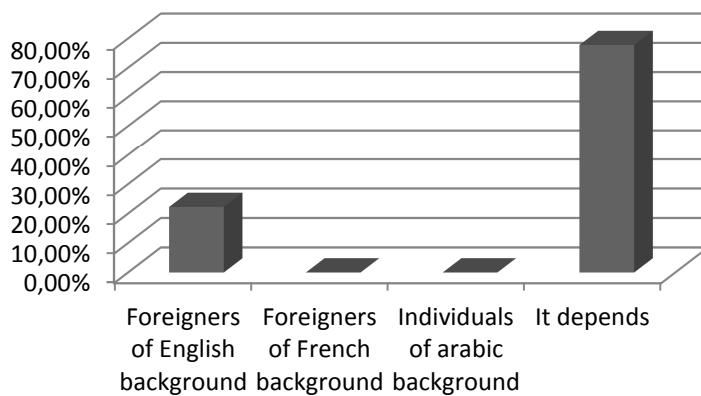


Figure B.15

Reading the results

Foreigners of English backgrounds are present at a percentage of 22,23% in key work positions. Neither foreigners of French background nor Arabic people are distinguished to be selected for the positions at hand. Obviously, 0% is an absolute refusal of whether either of the latter is preferred in face of others. Participants signing for (*it depends*) at a rate of 77,77% announce an extravagantly apparent truth that, once again, no matter of the linguistic background key work positions are available at equal chances for individuals in terms of ethnic affiliations. There are measures to pick up individuals for these places and which are associated to other determinants. Then again, probably proficient workers and good foreign language communicators have better chances to access for those posts.

16. Do you have any concern(s) about the language at work you would like to communicate?

.....
.....
.....
.....

As for this question, a variety of proposed perspectives were provided by respondents. The following list indicates the different views expressed.

- 16.1. ‘You have language...means you dominate. The economy is strictly related with language.’
- 16.2. ‘Language and business are in interface. No work can proceed on if no language is used. Work is all about communication.’
- 16.3. ‘We use the language in the work because communication is the first thing to start work. With language we can understand the job.’
- 16.4. ‘Work is communication and communication is language.’
- 16.5. ‘As a lingua franca, English should be learnt and mastered by all employees. It is the key.’

17. What would you suggest to improve communication problems due to the use of different languages in your company?

.....
.....
.....
.....

In the same way, the various responses can be put as follows:

- 17.1. 'People must learn languages used for work, especially English. It is the language of international business.'
- 17.2. 'We encourage people to go into training programs. At least minimum knowledge that will enable them to cooperate easily with others.'
- 17.3. You will always find a dominant language which adapts itself to a high technology and economic requirements; in particular to the economy of the country it belongs to (its speakers).'
- 17.4. 'Being multilingual is the best way to communicate more efficiently.'

NB One respondent did not apply for question 17.

IV.2. Results Interpretation

IV.2.1. Languages and an Operating Company

The environment or, more restrictively, the linguistic behavior comprises various elements: practices, identity, attitudes and language use. Very often, it is linked to a context characterized by the constraints and requirements regulating and limiting the hiring decisions. So much of the process is also significantly dependent on the exercise of functions.

Therefore, the case of study at hand explains, justifies and describes ethnographic fieldwork as a linguistic market in which the knowledge of languages , hence multilingualism at the first stance, is of market value for employees .

Indeed, after comparing the sets of results it appears that English is the primary language used in internal exchanges within the company SWCS. This language is very popular in the environment studied. Its profitability is very marketable.

Arabic, French and, on a smaller scale, Spanish are also languages of communication and operation within the company. Documentary files such as letters, emails, briefing papers, press releases, notes are mostly monolingual (English), bilingual in certain contexts (English-French), and in rare cases, trilingual (English-French-Arabic) even if Spanish is sometimes also called when the *manager of operations* made presentations at *meetings*, for example. An illustration of the case is clearly pronounced in a suggested statement of one employee of an Arabic background as follows

“... توحيد اللغة خاصة في الوثائق المستعملة.”

Thus, the company studied, namely SWCS, presents a very homogeneous profile when considering the compliance of requirements to multiple linguistic data in its local economic imperative.

This fact allows us to demonstrate that the staff of the company generally fall on the scope of either bi- or multilingualism as an exigency of an increasing rigor. As an essential reason to be successfully integrated in the context, several employees admitted to have attended courses in English. It was highly recommended by management that linguistic proficiency is vital.

For key intermediates and internal work positions, the bi-multilingualism has become a specifically requested criterion for hiring.

IV.2.2. A Continuum of Attitudes

The heads of various departments of the company qualify as trilingual even quadilingual and sufficiently fluent in English whose use may even rejoice. This leads to a convergence towards the English language that appears to be common practice among foreigners and even locals, owing to such reasons as the fear of losing their job or, in some cases, be fashionable to manifest a vogue of bilingualism.

The adequacy of the language skills of the personnel in accordance with the job profile is of a very high level of priority in management. It is therefore in such positions that the strategic importance of languages can be particularly profitable for the company.

In addition, an Anglicized technolect, this specialized language (especially for computers programming), loosely prevails in the company. Software programs are all in English. A figure tells us that it is the company in charge of the set-up of the English version. The keyboard is suitably adapted to this version.

The international character of the company is often noted during the interviews, both to highlight the need to accept English as the lingua franca and to explain the unilateral nature of bilingualism and pin down its benefits. The remaining languages are not compulsory, not imperial nor subordinate; they are a plus, and not a handicap in having them in business process.

Thus, the utility to communicate in English is multivariate: access to more interesting work with all that would follow (responsibility, authority, wage differential and other benefits), be more efficient and fashionable in an international company. So, bilingualism (often knowledge of English “plus one”) is a necessary factor for non-Anglophones.

Daily use, systematic and regular bi-multilingualism is, in addition to structural and interpersonal hierarchy, in two modes: oral and written.

The first consequence of this is that those who are not proficient in English are less likely to speak at meetings if they must do so in English. They thus lose the opportunity to fully participate in meetings, as well as formal contexts to assert their ideas or opinions. Thus, in respect to oral mode, switching to English at meetings is an inhibition and a loss of efficiency, and poses, for this category, a problem of the notion of face.

The second consequence, ensuing under the effect of the first in principle, shows the market value of languages and their learning. It appears from all the responses collected the corresponding language skills affect the running of the company, and the quality of hierarchal and interpersonal relationships.

Taken together, the data collected and summarized by the tables and the graphs indicate two major findings that emerge at first sight of the investigation at SWCS:

- in the first place, there is an almost quasi unanimous consensus among the surveyed respondents towards inherent benefits, that is to say an immense importance and usefulness offered by multilingualism in terms of work opportunities advancement and wage rates augmentation; consequently hence, it is bound to allow the development of the company through the quality of work and efficiency of management, but also to ensure a mutual understanding around the area. In other words, it leads to achieving a fluid intercommunication and enrichment of the socio-professional environment.
- Secondly, typically all respondents expressed a strong usefulness in relation to the presence of the scenario 'the all-to-English' in the work context which ,they believe, is due to the dynamic and central status enjoyed by the language of globalization as an asset and tool. This globalization is under economic pressure which yields in a common linguistic valuation permitting greater chance for more efficient management. Those who master another language, French, Spanish or Arabic here in this case, must learn English in a purely commercial logic in the ambition to circumvent any linguistic disadvantage, and aim primarily, for luxurious urges, at a linguistic equilibrium.

The aspirations toward a key position, that is to say an interesting work cannot be conclusively admitted without a combination of required language competence along with proven professional effectiveness.

These criteria constitute the optimal conditions of employment for the company to function properly, especially for key positions, intermediate, internal and others external. Recruitment is based on CV candidate profile for the position to be filled, requiring a particular practical verifiable linguistic knowledge acting as a pre-condition in hiring. Rejection is immediately notified to the applicant when the inefficiency due to lack of language skills is actually low.

IV.2.3. An Imperfect Market (Oligopoly)

The strength of the language gravitational system, that is to say the force of attraction (socio-economic advantages or others) does not cover an equal market value, neither does it enclose a parity of equal terms in the degree of marketization. This includes the term “**oligopoly**” as expressed by the leaders of *SWCS*. This imperfect or oligopolistic market is reflected in a strong valuation of a central, imperial and compulsive English dominating the image of a unilateral bilingualism (vertical), which brings about a plus of economic value in favor of the company at the international dimension.

The discourse around the valuation of the term bi-or multilingualism embedded within multinational companies, includes essentially the market value of languages to a degree that fits in effective performance of the functions; within , as a matter of nature, a perspective of a value added on the labor market that is increasingly at speedy motion towards transnational.

IV.2.4. Encouraging Multilingualism

The market value of languages is distinctively engrained within *SWCS* which promotes the plurality of languages and appreciates multilingualism as a praise. The presence of more languages amid the company is typically perceived and consciously conceived as an asset. The character bi-or plurilingual distinguishing the engaged staff, demonstrates the testified importance of the linguistic quality and, *de facto* amelioration of professional activity on the site.

The majority of respondents expressed their familiarity with pervasiveness of different languages at the scene and, that they generally do not pose a problem in everyday exchanges running within the inside company. The concomitant coexistence of a variety of languages sets up a harmonious mosaic in pursuit of activities. This linguistic diversity has become practically, in many ways, a typical inter-communicative norm in professional life. Far from being artificial, the advantage of multilingualism proves an established fact and helps naturally value a level of transnational quality.

IV.2.5. The Market Value of Languages

The value of languages in effect within the company visited presumably unlocks a distinctly logical market character. In fact, for work positions qualified for linguistic “bridge” or “transition”, the plurilingual condition is *monetized* and converted, *de facto*, into net earnings reflected in wages and accompanied by bonuses and other benefits. Principally, it takes on pictures of training and formation abroad; expenditure and sponsorship of which is provided under the auspices of the company. Therefore, the market value of languages is more and more profitable for employees in the case studied. So it goes without saying that being bi-or multilingual is established as an investment that can lead to material benefits. Strictly expressed, linguistic qualification combined with the performance of duties (training + experience) is advantageous as long as the integration into and acceptance of ascription in the

group are also necessary for good work environment. The question is about a subtle distinction between the exigency and usefulness of the required languages; between commodification and socialization. That is to say, a bi-multilingualism which includes language learning in order to match the requirements of named functions adequately, and learning or apprenticeship aimed especially at enriching social life, it is on this spot exactly where the lingering value resides.

IV.3. Synthesis to Interpretation

The obtained results of our survey about languages show, rather economically, the dividends recorded within the micro-economic level. Similarly, languages are also advantageous and profitable from a macro-economic point of view.

These statistics confirm that the linguistic competences (plurilingualism) are crucially profitable and economically essential for companies of this size. The estimate of the contribution of plurilingualism to the value added, is significantly substantial. It also affects the sensitivity of a series of economic variables such as the nature of positions filled in view of the linguistic profile, hence married with the resulting profit, etc.

It is also worth noting that plurilingual employees are an absolute necessity, which is multiply less sensitive to fluctuation in wages than unilinguals. Strictly speaking, it can be shown that plurilinguals are minimally twofold more required actors for the companies.

This interaction imposes the multiplicity of communication codes and translates, at the same time, the use of bilingualism or multilingualism as an adopted strategy in multinational companies, yielded out as a result a reasoning leaned by reference to relatively egalitarian and fair values . But are they equal and equivalent in all respects?

Evidently, all languages have an intrinsic value (ideological, cultural identity, symbolic or otherwise), but not all offer, by their use, any of such extrinsic values as key

labor market, world of travel or a want to communicate aloof of one linguistic community of the origin.

Indeed, knowingly, the bi-or multilingual employee earns better than his colleague being uniquely unilingual; or receives more than an Anglophone who in turn receives a premium more than one teammate belonging to neither parties. Of this nature an established fact is, in many ways, revealing.

For monolingual Arabophones, they cannot function in more than their assigned positions, under the terms of the multinational nature of the company. They are well qualified for positions that only entail some sort of training or experience which could expectedly guarantee easy running. Commonly are those such security guards, drivers of different machines, etc. This allows to estimate the value of bi-or multilingualism in much more precision and accuracy.

Obvious at sight, under our operating results, a face-value interrogation comes up: how costly the diversity of languages is to multinationals in case competencies in second or foreign languages would disappear?

In other words, assuming that all multilingual employees of the company, or even half of them suddenly forget or lose their competence or skills in languages other than the first or native language, how much drastic would the inherent revenues drop down. The total effects of such a linguistic amnesia speak up for themselves.

This reasoning also in more than a way, inevitably brings into the open the sobering inquiry about the degree of contribution of multilingualism to the value added, that is to say, the Gross Domestic Product(GDP).

Subsequently, the thing the graphics do not tell, and that many respondents conductively do not know, is this combination that reflects, out of a bird's-eye view and local level, a value estimates in billions. That is to say the importance of the inferential readings partially from the results, once again, offer a worthy scope for generalization. A generalizability, in this light, of the degree of the languages contribution to the prosperity and development of the economic status of multinational companies, and what it indicates for the employees as they possess the invaluable assets of this load.

Out of such exogenous shock coupled with its negative effects, such as the loss caused by linguistic amnesia, we are enabled to discern out the masterful weight of the contribution manageably determined by the diversity of languages in the creation of market value in services amid companies, in the sense that competences of languages underlie a quite decisive catalyst aspect in business life interaction per se and along with communicative exigencies.

IV.4. Recommendations and Future Prospects

The accomplishment of the project has, in our belief, been successfully adequate to provide authentic and reliable conclusions about the link between indicators of multilingualism and economic performance. Taking this relationship between the variables, the study demonstrated, at the main, how language choices influence economic decisions and production processes. Thus, one substantial conclusion was that languages form part of the overall combination of factors that optimally contribute to profit maximization.

At this stage, we would like to communicate some perspectives that are, in our thought, essential for future work to explore, and wish to recommend a couple of propositions as those of institutional nature. In suggesting these views, we prefer to organize them in a points-form:

- Future research should dig deep in the question of linguistic and economic variables correlations. The link is obviously strong. Poorly as it seems, previous inquiry has almost been exclusively intent upon such relationships while totally disregarding the issue of languages in value creation particularly amid firms.
- All through the work, we noted, in an almost general consensus, authors in the field (e.g. Grin *et al.*, 2010; Chiswick & Miller, 2007) had bitterly made emphasis on particularly the lack of database as well as sharp scarcity of material, in direct relation with language-economic associations, that can help establish factual findings at the absolute. We would like to suggest bridge a ground of common interest and cooperation between academic settings and business institutions, especially at the international level. This will enable better chances of partnership not only for mutual understanding of the complimentary roles between scholarship and profession, but importantly a coordinated effort for welfare at both levels local and worldwide.
- There is a good concern to be given to language policy as well. State intervention would have to look and revise in continuum the decisions made about foreign languages apprenticeship. This is specially in connection with business contexts. Thus, this issue entails *linguistic audits* that will function as generator for language policies and their assessment; with maintaining close check on such alterations of language planning in real world of business life, reflected in the contribution of language use in production processes.
- Promotion of scientific research in the field of language economics to provide reliable theoretical ground for novice researchers, including devised tools that seemingly tend to not be identical with those making up principal research conventions within academic atmosphere in general.

- Maybe better seen as a recommended reference for multinationals, encouraging intensive work about innovations and rehearsal of software in relation with artificial translation. There have been some products designed especially for firms though. It is actually an ambitious achievement to attain, harnessing substantial projects to provide intelligent programs of accurate adequacy in mediating linguistic communications. Our plead is for multinationals to establish mutual intimacy with academy so as to derive a framework for theoretical and practical involvement. University scientific research keeps a sustained provision of theories in need of immediate actual expertise in real world to be examined. This , in our vision, will give scope for renewal of technological advancement in companies that is bound to ignite energetic motive for academic settings which reciprocally give yield of profitable outcome to multinationals.

Ultimately, we would like to close with referring to the study accomplished. In fact, our adventure was one that came to contribute to the field of language economics as a whole. Nonetheless, our thought and decisions were not guided solely by economic influences in regard their linkage with language as an attribute, but so much by academic experience shaped through years. However, with applicable work in business context, economic factors contributed to uncover new perspectives and let us take in fresh perceptions that might well help elaborate crucial issues in this field of study through future work in our career for further achievement. We should acknowledge that any of the insights or predilections appreciated, developed, and evaluated along the project reflect our own effort into giving shape to the frame of the study. Hence, exhaustive work is being needed in that it may focus on particular points addressed throughout this thesis or, perhaps, even more others that were out of sight in this project.

IV.5. Limitations of the Study:

Admittedly, though cautiously surrounded with care to go reliable, the present work was not to be accomplished aloof of inconvenient hurdles and hampering difficulties in a number of ways.

Cooperative work from the staff of the multinational examined is perceptibly complex. Questions like *‘what shall we gain from assigning so much time in favor of aiding an **‘intruder’** to fulfill their work?’* or *‘ what benefit would one get into opening up to provide data and material about the company and for free to a **‘stranger’** while the principle of privacy for the firm should be preserved at all costs?’* sound to be rationally logic.

Added to the tiresome circumstances into going about the project in question, such an event is at the heart and worth much mentioning: the event of **Tigentourin** (The lastly terrorist attack targetting the base of some petroleum company in southern Algria) that coincided roughly just with the span allotted by the company to run our practical work with the personnel. Indecision was all that affected straightforward going into accomplishing the bits of the study as originally planned.

There was, sometimes, a sort of hesitation and reluctance of some informant participants into partaking the work aspirations and sharing their points of view. In two cases, members of (minor position in the company) from the sample had apologized to not participate. As to the chiefs, we have not been able to run a structured interview that we prepared beforehand; rather, they were excused that the codes of the company do not give the right for records keeping or any kind of the thing. Moreover, it is not even “practical” and is extremely “forbidden”, as they expressed, to appoint a session for holding such a thing called an interview. The working out of this, however, was a persuasion of the bosses to give scope for accepting to run a questionnaire later on; the questionnaire was transmitted from the previously prepared interview and was undertaken.

General Conclusion

Throughout the project an attempt was that to systematically establish the facts linking languages and economics. Thematically, linguistic variables and economic variables were formulated for test, in theory and practice, as the kernel constituting the overall shape of the subject. In presumption there is such a connection at all, a close look was kept all along in scrutiny of value creation within economic context in estimation of the contribution of different language skills.

This was particularly meant to look at issues sprung of such assumptions that productivity, costs and profits are subject to language-related variables. This scope allowed to examine the factors –at least within the limits of the present study’s standpoint– of valuation of the linguistic competences within firms of a multinational nature; the presence of linguistic diversification is pertinent. The work done was fruitful in that it allowed to sort out adequate answers to the main question raised in the problematic statement and its related sub-queries. This, however, could not be so unless in a confluent mergence with the variables relatedness set forth in the hypothesis that turned out to be positive.

Accordingly, our approach followed good reasoning conducted by the threads weaving the process of value creation under the effect of languages. It ultimately seemed to have culminated into effective unraveling of a set of the complexities surrounding some issues relate to the linguistic market value; precisely the “market value of multilingualism”. In the main, and as being referred to in more than a time, lines of research interested in language have almost never demonstrated blatantly how language and multilingualism use play a vital role for work. One essence that should be noted is that there is a sort of mutual impact between linguistic variables and economic variables. In other words, the tie is correlational into two opposite directions. Nonetheless, how strong the influence of one upon the other is

by any means in equity, nor is it static or definite. Apparently, at the face value the exertions of the linguistic determinants are but robust, and on this regard is where the study was fundamentally being intent.

The primary interest is not simply trying to find out an occurrence of some sort of productive dynamicity restricted to certain lines of given economic issue, or individuals in relation with linguistic variability. The focal core is teasing out the operations at play under the banner of the economic processes concurrent with multilingualism at breadth, or more specifically a body of nominated languages. It follows that the task undertaken is not about spelling out the inherent gist in *language* (as a human faculty) for economics, but rather languages or multilingualism as part of human property. Evident as it might be, the contextual framework of the study could not take shape at the absolute; i.e. the vision giving format to the findings attained is working out to position the entire substance on the global dimension at the large scale, or locally at its practical design. In both cases, however, allowances are taken of the anticipatory resultant outcomes in an assumptive presence or absence of linguistic diversity or plurality.

It might be the case that economically approached, multivariate existence of languages is at odds with some other views held by different branches of applied social disciplines dealing with language. Pluralism is generally viewed squeamish for sociolinguists. The renowned and frequently counted story of the Tower of Babel is taken something like a postulate that linguistic diversity of languages came up as people's tongues went confounded from speaking one mother language; thereupon, the tower went into ruins. The consequences of a multiplicity of languages that are not mutually intelligible were rigid. It led to end up in scattered peoples all over the face of the globe as communication became barely possible. The brutal aftermath of the disdaining action of the folks was detrimental in that they could no longer proceed with building their alleged city and its tower.

Obviously, the undertaken project started out of quite an opposite outset. A multinational by requisite gathered individuals of different mother tongues and set them against the heterogeneity from different perspectives (cultures, religions, ethnic affiliations, etc.), while unlike such those which afflicted the people of the Tower of Babel. Persons whom are in defiance of the tide direction, in a manner of speaking, were brought together to do common business, and whose variety of languages was obediently in circumvention of inharmonious integrity toward a full homogeneity.

An equally no less essential point helped well set up the facts is that of language-based earnings differentials. Established theoretically with relevant literature and predicated in the practical phase of the thesis, skills in languages seem too often to constitute a base for more wages or premiums accruing to individuals with more such skills in foreign languages. The direct inference here is that, at this level, it could be empirically hold true that there exists a link between multilingualism in work and value creation: work interests devise convergent means of communication; skills in a variety of languages creates a market value.

Bibliography

- Ager, D. 1996. *Language policy in Britain and France: the processes of policy*. CASSELL: London and New York.
- Alfredo, S.-F. 2002. *The value of Marx: political economy for contemporary capitalism*. Routledge: London and New York.
- Appel, R. & Muysken, P. 1987. *Language contact and bilingualism*. London: Edward Arnold.
- Baker, C. 2003. Language planning: a grounded approach. In Dewaele J.-M. Housen, A. and Wei, L. (eds.), *Bilingualism: beyond basic principles*. (pp. 88–111). *Multilingual Matters*.
- Bean, F., & G. Stevens. 2003. *America's newcomers and the dynamics of diversity*. New York: Russell Sage Foundation.
- Becker, G. S. 1964. *Human capital*. New York: National Bureau of Economic Research.
- Becker, G. S. 1975. *Human capital: a theoretical and empirical analysis with special reference to education*, 2nd ed. Chicago: University of Chicago Press.
- Becker, G. S. 1993. *Human capital: a theoretical and empirical analysis with special reference to education*, 3rd ed. Chicago: University of Chicago Press.
- Behr, I., Hentschel, D., Kauffmann, M., & Kern, A. 2007. *Langue, économie, entreprise. Le travail des mots*. Paris: Presses Sorbonne Nouvelle.
- Besley, T., Coate, S., & Loury, G. 1993. The economics of rotating savings and credit associations. *American Economic Review*, 83, 792–810.

- Besley, T. 1995. Savings, credit and insurance. In J. Behrman and T. N. Srinivasan (eds.), handbook of development economics, Vol. 3. Amsterdam: North-Holland.
- Blaug M. 1972. The Correlation Between Education and Earnings: what does it signify? Higher Education. pp. 53–76.
- Borzeix, A. & Fraenkel, B. 2001. Langue et travail. Communication, cognition, action. Paris: CNRS Editions.
- Bouchard, P. 1991. Les enjeux de la francisation des entreprises au Québec (1977-1984), Office de la langue française, coll. Langues et sociétés.
- Bouchard, P. 2002. La langue du travail: une situation qui progresse, mais toujours teintée d'une certaine précarité. Revue d'aménagement linguistique, automne 2002. (pp 85–106).
- Bourdieu, P. 1982. Ce que parler veut dire : l'économie des échanges linguistiques. Paris : Fayard.
- Bourhis, R. Y. 2001. Reversing language shift in Quebec. In Fishman J. A. (ed.), Can threatened languages be saved? Clevedon, Angleterre, Multilingual Matters, pp. 101-41.
- Bratsberg, B. & Ragan, J.F. 2002. The impact of host-country schooling on earnings: a study of male immigrants in the United States. Journal of Human Resources, 37:63–105.
- Breton, A. 1978. Nationalism and language policies. Canadian journals of economics 11 (4), 656-68.
- Calvet, L,-J. 1999. Pour une écologie des langues du monde, Paris, Plon.

- Calvet, L.-J. 2002. Mondialisation, langues et politiques linguistiques. Le versant linguistique de la mondialisation, *Le Français dans le monde*, no 323.
- Champagne, R. 1988. La situation linguistique dans les grandes entreprises québécoises au moment de l'adoption de la Charte de la langue française. Office de la langue française, coll. *Langues et sociétés*.
- Chénard, C. & Van, S. N. 2003. Travailler en français au Québec : les perceptions de travailleurs et gestionnaires, Note de recherche, Office de la langue française.
- Chiswick, B.R. 1999. Are immigrants favorably self-selected? *American Economic Review* 89,181–85.
- Chiswick, B.R. 2002. Immigrant earnings: language skills, linguistic concentrations and the business cycle. *Journal of Population Economics*, 15, 31–57.
- Chiswick, B. R. & Miller, P. W. 1995. The endogeneity between language and earnings: international analyses. *Journal of Labor Economics*, 13(2), 246–88.
- Chiswick, B.R. & Miller, P.W. 1998. English language fluency among immigrants in the United States. *Research in Labor Economics*, 17,151–200
- Chiswick, B. R. & Miller, P. W. 2001. A model of destination-language proficiency acquisition: application to male immigrants in Canada. *Demography*, 38(3),391–409.
- Chiswick, B. R. & Miller, P. W. 2002. Immigrant earnings: language skills, linguistic concentrations and the business cycle. *Journal of Population Economics*, 15(1), 31 – 57.
- Chiswick, B. R. & Miller, P. W. 2007. *The economics of language: international analyses*. London: Routledge.

- Chiswick, B. R., Patrinos, H. A., & Hurst, E. M. 2000. Indigenous language skills and the labor market in a developing economy: Bolivia. *Economic Development and Cultural Change*, Vol. 48, No. 2 (January 2000), pp. 349-367.
- Cohen, L., Manion, L. & Morrison, K. 2007. *Research Methods in Education*. Routledge: London and New York.
- Conan-Cormier, J. & Bouchard, P. 2003. L'utilisation du français dans les entreprises ayant une entente particulière. Rapport de recherche, Office québécois de la langue française.
- Coulon, A. 2002. *L'ethnométhodologie*. Paris: Presses Universitaires de France.
- Dalmazzone, S. 1999. Economics of language: a network externalities approach. In A. Breton (ed.), *Exploring the economics of language*. Ottawa: Canadian Heritage, pp. 63-87.
- David, C. 2000. *Language death*. Cambridge: Cambridge University Press.
- De Swaan, A. 2002. *Words of the world. the global language system*. Cambridge [MA]: Polity Press.
- Djité, P. G. 1990. The place of African languages in revival of the Francophonie movement. *International of the Sociology of Languages*, 86, 87-102.
- Duvander, A. E. 2001. Do country-specific skills lead to improved labor market positions? *Work and Occupations*, 28, 210-33.
- Economides, N. & Encaoua, D. (eds.) (1996) Special issue on network economics: business conduct and market structure. *Int J Ind Organ*, 14: 673-886
- Espinosa, K. E. & D. S. Massey. 1997. Determinants of English proficiency among Mexican migrants to the United States. *International Migration Review*, 31, 28-50.

- Feely, A. J. & Harzing, A.-W. 2002. Forgotten and neglected-language: the orphan of international business research. Manuscript, Aston Business School, Birmingham and Department of Management, Faculty of Economics and Commerce, University of Melbourne.
- Feely, A. J. & Harzing, A.-W. 2003. Language management in multinational companies, *Cross Cultural Management* 10: 2, 37–52.
- Ferguson, G. 2006. *Language planning and education*. Edinburgh University Press.
- Fiona, C. 1998. *Corporate speak: the use of language in business*. London: Macmillan.
- Fishman, J.A. 1985a. Toward multilingualism as an international desideratum in government, business, and the professions. *Annual Review of Applied Linguistics*, 6, 2-9.
- Florian, C. 1992. *Language and economy*, Oxford, UKN Cambridge, USA, Blackwell.
- Friedberg, R.M. 2000. You can't take it with you? immigrant assimilation and the portability of human capital. *Journal of Labor Economics*, 18, 221–51.
- Garnett, R., Erik, K. O., & Starr, M. 2010. *Economic pluralism*. Routledge; Taylor & Francis Group.
- Ginsburgh, V. & Weber, S. 2005. Language disenfranchisement in the European Union, *Journal of Common Market Studies*, 43: 2, 273–86.
- Goldstein, A. 2007. *Multinational companies from emerging economies: composition, conceptualization and direction in the global economy*. Palgrave Macmillan.
- Graddol, D. 1997. *The future of English?* London: The British Council.

- Grimes, B. 2000. *Ethnologue: Volume 1, Languages of the World*, 14th ed. Dallas: SIL International.
- Grin, F. 1990. The economic approach to minority languages. *Journal of Multilingual and Multicultural Development*, 11, 153-173.
- Grin, F. 1992. Towards a threshold theory of minority language. *Survival, Kyklos*, 45, 69-97.
- Grin, F. 1999a. Economics. In Fishman, J. (ed.), *Handbook of Language and Ethnic Identity*. Oxford: Oxford University Press, pp. 9-24.
- Grin, F. 1999b. Market forces, language spread and linguistic diversity. In M. Kontra, Phillipson, R., Skutnabb-Kangas T. & Varady, T. (ed.), *Language: A right and a resource*. Budapest: Central European University Press, pp. 169-186.
- Grin, F. 2002. Using language economics and education economics in language education policy. Council of Europe, Strasbourg.
- Grin, F. 2003a. Diversity as paradigm, analytical device, and policy goal, In W. Kymlicka and A. Patten (eds.), *language rights and political theory*. Oxford: Oxford University Press, 169–188.
- Grin, F. 2003b. Economics and language planning. *current issues in language planning*, 4: 1–66.
- Grin, F. 2006. Economic considerations in language policy. In Ricento, T. (ed.), *An Introduction to language policy* (pp. 24–41). Blackwell Publishing.
- Grin, F. 2008. The economics of language education. S. May and N. H. Hornberger (eds.), *encyclopedia of language and education*, 2nd ed. Vol 1: *Language Policy and Political Issues in Education*, LLC. pp. 83 –93.

- Grin, F. 2009. Complémentarités entre sciences du langage et analyse économique: le cas des langues étrangères dans l'activité professionnelle. Manuscrit soumis pour publication, le 30.01.2009.
- Grin, F. & Vaillancourt, F. 1997. The economics of multilingualism: overview of the literature and analytical framework. In W. Grabe (ed.), multilingualism and multilingual communities (Annual Review of Applied Linguistics XVII). Cambridge: Cambridge University Press, pp. 43–65.
- Grin F., Sfreddo, C. & Vaillancourt, F. 2010. The economics of the multilingual workplace. Routledge; Taylor & Francis Group.
- Grubb, W. N. 1993. Further tests of screening on education and observed ability. *Economics of Education Review*, 12: 2, 125–36.
- Harzing, A.-W. & Feely, A. J. 2007. The language barrier and its implications for HQ-subsidary relationships. Manuscript, Department of Management, Faculty of Economics and Commerce, University of Melbourne and Birmingham Business School.
- Heller, M. 2002. *Éléments d'une sociolinguistique critique*, Paris, Didier.
- Heller, M. 2007. Bilingualism as Ideology and Practice. In M. Heller (ed.), *bilingualism: a social approach*. Basingstoke: Palgrave, pp.1-22.
- Heller, M. 2005. Language, skill and authenticity in the globalized new economy. *Noves SL. Revista de Sociolingüística*. <http://www.gencaat/llengua/noves>.

- Heller, M. & Budach, G. 1999. Prise de parole : la mondialisation et la transformation des discours identitaires chez une minorité linguistique. *Bulletin Suisse De Linguistique Appliquée*, 62: 2, pp.155-166.
- House, J. 2003. English as a lingua franca: A threat to multilingualism? *Journal of Sociolinguistics*, 7, 556–578.
- Janne, S. & Heiko, F. M. 2012. Introduction to the special issue: political and economic obstacles of minority language maintenance . *Journal on Ethnopolitics and Minority Issues in Europe*. 11: 1, 1-16.
- Jones, E. 2000. The case of a shared world language. In M. Casson and A. God-ley (eds.), *Cultural factors in economic growth*. Berlin: Springer, pp. 210–235.
- Katz, E. & Ziderman , A. 1980. On education, screening and human capital. *Economics Letters*, 6, pp. 81–8.
- Lamarre, S. & Lamarre, P. 2006. Lorsque le marché économique n'est ni ici ni ailleurs ... *Nouvelle économie et nouvelles technologies à Montréal : pratiques langagières et discours*. *Diversité urbaine*, 6: 1, 9-24.
- Lambertini, L. & Orsini, R. 2007. *Network externalities in a dynamic monopoly*. Springer-Verlag. *CEJOR*, 15:105–117.
- Lang, G. 1992. The literary settings of lingua franca (1300-1830). *Neophilologus*, pp. 64-76.
- Lang, K. 1986. A language theory of discrimination. *Quarterly Journal of Economics* 101, 363-382.
- Laur, E. 2003. Profils linguistiques et organisationnels des grandes entreprises : une enquête québécoise, *Rapport de recherche*, Office québécois de la langue française, p. 80.

- Laur, E. 2004. Parle-t-on international dans les grandes entreprises du Québec ? Quelques repères organisationnels sur l'emploi du français. dans Actes du colloque international sur les pratiques linguistiques dans les entreprises à vocation internationale, Secrétariat à la politique linguistique, Québec, 9 et 10 juin 2003.
- Lavoie, M. 1983. Bilinguisme, langue dominante et réseaux d'information, *L'actualité économique* 59, 38-62.
- Lee, Y. L. & Miller, P. W. 2004. Screening and human capital in the Australian labour market of the 1990s*. Blackwell Publishing Ltd / University of Adelaide and Flinders University of South Australia, pp. 117–136.
- Loury, G. 1981. Intergenerational transfers and the distribution of earnings. *Econometrica* , 49, 843–67.
- Mari, I., Mir A. & Rovira, M. 2010. Language and economy: from a handicap to a business opportunity. *Economy of identity: differentiation and country brand. Paradigms*, 5, 139-147.
- Mary A. S. 2007. Adult education and earnings: evidence from Britain. *Journal compilation, C2007. Blackwell Publishing Ltd and the Board of Trustees of the Bulletin of Economic Research*.
- Mcnicoll, C. 1993. *Montréal: une société multiculturelle*, Paris, Bélin.
- Morduch, J. 1995. Income smoothing and consumption smoothing. *Journal of Economic Perspectives*, 9, 103–14.
- Nancy, H. H. 2006. Frameworks and models in language policy and planning. In Ricento, T. (ed.), *An Introduction to Language Policy* (pp. 24–41). Blackwell Publishing.

- Noguer, M. & Siscart, M. 2003. language as a barrier to international trade? An empirical investigation, Second Job-market Paper, Nov. 2003.
- Parker, B. 2005. Introduction to globalization and business: relationships and responsibilities. SAGE Publications.
- Pool, J., 1991. The World Language Problem, *Rationality and Society* 3, 21-31.
- Portes, A. & R. G. Rumbaut. 2006. *Immigrant America: a portrait*. (3rd ed). Berkeley: University of California Press.
- Psacharopoulos, G. 1979. On the weak versus the strong version of the screening hypothesis. *Economics Letters*, 4 , 181–5.
- Raynauld, A. & Marion, P. 1972. Une analyse économique de la disparité interethnique des revenus. *Revue économique* 23, 1-19.
- Ricento, T. 2000. Ideology, politics and language policies: introduction. In T. Ricento (ed.), *Ideology, politics and language policies: Focus on English* (pp. 121–132). Amsterdam: Benjamins.
- Ricento, T. 2006. Language policy: theory and practice – an introduction. In T. Ricento (ed.), *An Introduction to Language Policy* (pp. 10–23). Blackwell Publishing.
- Ridlers, N. & Pons-Ridler, S. 1986. An economic analysis of canadian language policies: a model and its implementation. *Language Problems and Language Planning* 10: 1, 42-58.
- Riley, J. G. 1979. Testing the educational screening hypothesis. *Journal of Political Economy*, 87: 5 , 227–51.

- Robson, C. 2002. *Real world research: a resource for social scientists and practitioner-Researchers* (2nd ed.).Oxford: Blackwell.
- Rohlf, J. 1974. A theory of interdependent demand for a communications service. *Bell, J. Econ.*, 5,16–37.
- Roy, S. 2003. Bilingualism and standardization in a Canadian call center : challenges for a linguistic minority community, in Bayley R. et Schecter, S.R. (eds.), *Language Socialization in Bilingual and Multilingual Societies, Multilingual Matters*, pp. 269-285.
- Sabourin, C. 1985. La théorie des environnements linguistiques. In Francois ,V. (éd.), *Économie et langue*. Québec: Conseil de la langue française, pp. 59–82.
- Saussure, F. d. 1972 [1916]. *Cours de Linguistique Générale*. Edition préparée par Tullio de Mauro. Paris : Payot. [English Translation by W. Baskin. 1974, *Course in general linguistics*. Glasgow: Collins].
- Shields, M. A., & S. W. Price. 2002. The English language fluency and occupational success of ethnic minority immigrant men living in English metropolitan areas. *Journal of Population Economics*, 15, 137-160.
- Shohamy, E. 2006. *Language policy: hidden agendas and new approaches*. Routledge.
- Shy, O. 2000. *The economics of network industries*. Cambridge University Press, Cambridge.
- Singh , R. 1992. Underinvestment, low economic returns to education and the schooling of rural children: some evidence from Brazil. *Economic Development and Cultural Change* , 40, 645–65.

- Skutnabb-Kangas, T. 2000: Linguistic genocide in education or worldwide diversity and human rights. Mahwah [NJ]: Lawrence Erlbaum.
- Sridhar, K. K. 1996. Societal multilingualism. In McKay and Hornberger (1996).
- Stanton, P. J. & Lee, J. 1995. Australian Cultural Diversity and Export Growth, *Journal of Multilingual and Multicultural Development*, 16: 6, 497–511.
- Stevens, G. 1992. The social and demographic context of language use in the United States. *American Sociological Review*, 57, 171-185.
- Stigler, G. J. 1962. Information in the labor market, *J. Polit. Econ.*, Supplement (October).
- Stiglitz, J. E. 1975. The theory of screening, education, and the distribution of income. *American Economic Review*, 65, 283–300.
- Stiglitz, J. 1991. Peer monitoring and credit markets. *World Bank Economic Review*, 4, 351–66.
- Teixeira, N. P. 2007. Jacob Mincer: a founding father of modern labor economics. Oxford University Press.
- Townsend, R. M. 1994. Risk and insurance in village India. *Econometrica*, 62, 83–102.
- Truchot, C. 2002. Key aspects of the use of English in Europe, Unpublished Report, DGIV, Council of Europe, Strasbourg.
- Udry, C. 1993. Risk and insurance in a rural credit market: an empirical investigation in Northern Nigeria. *Review of Economic Studies*, 63, 495–526.

- Vaillancourt, F. 1985. Les écrits en économie de la langue. Brève revue et introduction au recueil. In Vaillancourt, F. (ed.), *Économie et Langue*. Québec: Conseil de la langue française, pp. 13–25.
- Vaillancourt, F. 1987. The costs and benefits of language policies in Québec, 1974-1984: Some Practical Estimates. In Tonkin, H. and Johnson-Weiner, K. M. (eds.) *The Economics of Language Use*. New York: Center for Research and Documentation on World Language Problems, pp. 71-93.
- Vaillancourt, F. 1996. Language and socioeconomic status in Quebec: measurement, findings, determinants, and policy costs. *International Journal of the Sociology of Language*, 121, 69-92.
- Vaillancourt, F. & Vaillancourt, L. 2005. La propriété des employeurs au Québec en 2003 selon le groupe d'appartenance linguistique, Conseil supérieur de la langue française.
- Valente, S. 2005. Tax policy and human capital formation with public investment in education. *Journal of Economics*, 3, pp. 229–58.
- Van S. N. 2001. Travailler en français au Québec : les perceptions de conseillers en francisation, Note de recherche, Office de la langue française.
- Weber, B. 2003. Bildungsfinanzierung und Bildungsrenditen, *Revue Suisse des sciences de l'éducation*, 28 : 3, 405-430.
- Wiley, T. G. 1996a. Language planning and language policy. In *Sociolinguistics and Language Teaching*, S. McKay and N. Hornberger (eds.), 103–147. Cambridge: Cambridge University Press.

Zeng, Z. and Y. Xie. 2004. Asian-Americans' earnings disadvantage reexamined: the role of place of education. *American Journal of Sociology*, 109, 1075–108.

Appendices

Appendix A

Questionnaire for Employees

A. English Version

Origin							
Language(s) spoken							
Mother tongue							
Position(s) occupied							
With promotion		Yes		No			

- **Skills in languages**

- *Spoken language*

What language(s) do you tend to use for oral communication while at work?

	Face-to-face communication	Online communication
Arabic		
English		
French		
It depends		
Others		

With whom?

Only with teammates	
Certain workers in the company	
Outsiders (from other companies, etc.)	
All of these	

Are there communication difficulties between employees of different linguistic backgrounds?

Frequently (70%)	
Once in a while (25%)	
Rarely (05%)	
Not really	

How do you cope with situations in which a conversation is held in a language that you don't understand?

You ask someone to interpret	
You make a low profile	
You leave the scene	

Do you ever feel uncomfortable in such situations?

Definitely	
Yes	
Somewhat	
Not at all	

Do you believe this would affect business performance and quality among the employees?

Of course	
Yes	
Probably	
I don't think so	

- *Written/read language*

With which of the following languages do you experience more difficulty while reading?

Arabic	
English	
French	
None	

What language do you prefer to read at work (emailing, browsing, documents, etc.)?

Arabic	
English	
French	
Others	

In which language are the software you are using in your computer at work?

Arabic	
English	
French	
Others	

What language you think would better suit your job with computer other than that you are currently using?

Arabic	
English	
French	
Others	

- **Attitudes and perceptions**

Which profile do you think is more profitable for the company business?

Being monolingual	
Being bilingual	
Being multilingual	

Does it help you if the company is more Anglicized?

Yes	
No	
No matter	

- **Matters of pay, promotion and the like**

Is the position of occupation within your company of firm relation to the languages mastered?

Definitely	
Yes	
Probably	
No	

Whom, in your opinion, are more qualified for promotion?

Work-experienced people	
Bilingual/multilingual people	
People of full mastery of English regardless of efficiency or deficiency in other languages	

Whom do you believe should be paid better in the company?

Monolinguals	
Bilinguals/ multilinguals	
It depends	
No matter	

Is a command of some certain language is more prioritized over other(s) in certain positions within your company?

Absolutely	
Yes	
Occasionally	
Not really	

Have you ever come of desire to learn or enhance your competency in a language, say English, in order to boost occupational demands?

Doubtless	
Only circumstantial	
Not necessarily occupational demands	
Never	

Do you have any concern(s) about the language at work you would like to communicate?

.....
.....
.....
.....

What would you suggest to improve the communication problems due to the use of different languages in your business?

.....
.....
.....
.....

B. French version

Origine				
Langue(s) parlée(s)				
Langue maternelle				
poste(s) occupé(s)				
Avec promotion		oui		non

- **Compétence en langue**

- *Langue parlée*

Quelle(s) langue(s) utilisez-vous dans les communications orales au travail?

	Communication en personne propre	E-communication (en ligne)
L'arabe		
L'anglais		
Le français		
Cela depends		
Autre(s)		

Avec qui?

Uniquement avec les coéquipiers	
Certaines employés dans l'entreprise	
Des externes (d'autres sociétés)	
Tout ce qui a précédé	

Y a-t-il des difficultés de communication entre les employés de différentes origines linguistiques?

Fréquemment (70%)	
De temps à autre (25%)	
Rarement (05%)	
Pas vraiment	

Comment faites-vous face à des situations dans lesquelles une conversation est tenu dans une langue que vous ne comprenez pas?

Vous demandez à quelqu'un de traduire	
Vous faites profil bas	
Vous quittez la scène	

Vous sentez-vous mal à l'aise dans de telles situations?

Certainement	
Oui	
Un peu	
Pas du tout	

Croyez-vous que cela pourrait affecter la performance des employés et la qualité du travail?

Bien sûr	
Oui	
Probablement	
Je ne crois pas	

- *Langue lue / écrite:*

Avec laquelle des langues suivantes éprouvez-vous plus de difficulté lors de la lecture?

L'arabe	
L'anglais	
Le français	
Aucune	

Dans quelle langue préférez-vous lire au travail (courriel, navigation, documents, etc)?

L'arabe	
L'anglais	
Le français	
Autres	

Dans quelle langue sont les logiciels que vous utilisez sur votre ordinateur au travail?

L'arabe	
L'anglais	
Le français	
Autres	

A votre avis, quelle langue correspondant le mieux à votre travail sur l'ordinateur autre que celle actuellement utilisée?

L'arabe	
L'anglais	
Le français	
Autres	

• **Attitudes et perceptions**

Quel profil pensez-vous est le plus rentable pour les activités de l'entreprise:

Être monolingue	
Être bilingue	
Être multilingue	

Vous serait-il profitable si la compagnie était anglicisée davantage ?

Oui	
Non	
Peu importe	

Les questions de rémunération, de promotion et autres

Le poste occupé au sein de votre entreprise, est-il en relation étroite avec les langues maîtrisées?

Certainement	
Oui	
Probablement	
Non	

Qui, à votre avis, sont les plus qualifiés pour la promotion?

Des personnes expérimentées au travail	
Bilingues / multilingues	
Les personnes en parfaite maîtrise de l'anglais, en dépit de la déficience dans d'autres langues	

Qui croyez-vous devrait être mieux payé dans l'entreprise?

Les monolingues	
Les Bilingues / multilingues	
Cela depends	
Peu importe	

La maîtrise d'une langue donnée est-elle plus prioritaire par rapport à d'autres pour certains postes au sein de votre entreprise?

Absolument	
Oui	
Occasionnellement	
Pas vraiment	

Vous est-il venu à l'idée d'apprendre ou d'améliorer vos compétences dans une langue, par exemple l'anglais, pour booster les exigences professionnelles?

Sans aucun doute	
Exceptionnellement	
Pas nécessairement	
Jamais	

Avez-vous d'autres éléments concernant la langue de travail que vous souhaitez communiquer?

.....
.....
.....
.....

Que suggèreriez-vous pour améliorer les problèmes de communication dus à l'utilisation de différentes langues dans votre entreprise?

.....
.....
.....

Appendix B

Questionnaire for Bosses

Origin					
Language(s) spoken					
Mother tongue					
Position(s) occupied					
With promotion		Yes		No	

1. What role do you see language plays within the company?

Prime	
necessary	
Secondary	
Marginal	

2. What profile would you believe to be more profitable for the company?

Monolingual	
Bilingual	
Multilingual	
No matter	

3. Employees with academic degree, do they apply with the professional requirements in your company in practical terms?

Sure	
Somewhat	
Not really	
Not at all	

4. If academic achievement is of relation with professional career in the company at all, which is, in your opinion, that of more importance?

Academic achievement in specialization with direct relation to work	
Academic achievements in relation to foreign language(s) skills	
Academic achievement with higher degree no matter the specialty	
None of these	

5. In your opinion, is such academic profile adequate for work demands?

Absolutely	
Very often	
Almost never	
Never	

6. On which measure do your company recruit employees?

Linguistic efficiency	
Work competence and experience	
Skill in some specialty other than language(s) mastery	
Linguistic efficiency along with skills in other fields	

7. To whom do you believe higher work positions should be assigned?

Monolinguals	
Bilinguals	
Multi-linguals	
It depends	

8. In the company, key positions should be occupied by whom?

Monolingual foreigners	
Monolinguals in general	
People with skill in more than one language	
It depends on the nature of the post	

9. Which of the following may be a scale for hiring employees in the company?

Individuals with efficient work skill	
Individuals with efficient linguistic skill	
Individuals with skill in more than a language	
Individuals with skill in both work and languages	
It depends	

10. In your belief, are the measures of hiring match the employees' profiles?

Certainly	
Most often	
Sometimes	
Not really	

11. Which profile applies to you?

Monolingual	
Bilingual	
Multilingual	

12. Which of the languages you use most?

Arabic	
French	
English	
Others	

13. What language acts as an intermediary tool of communication within the company?

Arabic	
French	
English	
Other(s)	

14. What language acts as a tool for external communication (partners, other companies, other institutions, etc.)?

Arabic	
French	
English	
More than a language	
Languages other than the above-mentioned	

15. Does the linguistic background play any role for work positions?

Definitely	
Sometimes	
Not really	
Don't know	

16. To whom key work positions are nominated?

Foreigners of English background	
Foreigners of French background	
Foreigners of Arabic background	
It depends	

17. Do you have any concern(s) about the language at work you would like to communicate?

.....

.....

.....

.....

18. What would you suggest to improve the communication problems due to the use of different languages in your company?

.....

.....

.....

.....

Appendix C

A First Request to SWCS

الجمهورية الجزائرية الديمقراطية الشعبية
وزارة التعليم العالي والبحث العلمي
جامعة سطيف 02

كلية الآداب واللغات
نائب العميد المكلف بما بعد التدرج
البحث العلمي والعلاقات الخارجية
إلى السيد مدير شركة Sahara Well Consruction

الموضوع: طلب استقبال طالبة مدرسة الدكتوراه Edolas في
إطار مشروع علمي

يشرفني أنا السيد نائب العميد المكلف بما بعد التدرج البحث العلمي
والعلاقات الخارجية لجامعة سطيف، أن أطلب منكم السماح للطالب
بضياف عبد الغفور المسجل بمدرسة الدكتوراه، تخصص انجليزية
الأعمال (Anglais des Affaires) بإجراء تريبص في إطار إنجاز مشروع
بحث علمي، وعليه فنرجو من سيادتكم تزويدهم بمستلزمات ما يتطلبه
البحث
كما يتعهد الطالب باستخدام الوثائق والمعلومات في حدود ما يسمح به
البحث العلمي والقانون.

نائب العميد المكلف بما بعد التدرج
البحث العلمي والعلاقات الخارجية

نائب العميد المكلف بما بعد التدرج
والبحث العلمي والعلاقات الخارجية
الدكتور: ياسين بن عبيد

Appendix D

A Reply to the First Request: Training Attestation

SAHARA Well Construction Services (SWCS)
Base Enafor IRRARA
30500, Hassi-Messaoud
Ouargla Algérie



HMD le, 06/09/2012

Département Ressources Humaines.
SAHARA Well Construction Services

**A l'attention de Monsieur le Responsable
Pédagogique EDOLAS**

Objet: Attestation de Stage

Au nom de la compagnie de services pétroliers Sahara Well Construction Services dont l'abréviation SWCS, et en sa qualité de Directeur des Ressources Humaines atteste que Mr BEDDIAF Abdelghafour, Né le 04 Mars 1987 à Khenchla, résidant sis Sahraoui Abdelatif, 38 Zoui Khenchla, a effectué son stage pratique dans le cadre de l'obtention du diplôme en Business English.

En effet, dans le cadre de son stage un questionnaire a été élaboré et diffusé, et dont le recueil d'une base de données informationnelle nécessaires à la réalisation de sa thèse.

Un questionnaire a été soumis au personnel afin de recueillir toute l'information nécessaire à la réalisation de son mémoire de recherche.

Cette attestation est délivrée pour servir et valoir ce que de droit.

Directeur des Ressources Humaines

A. KEMMOUCHE

A handwritten signature in blue ink, appearing to be "A. Kemmouche", written over a blue line.



Personnel Department, ref: SWCS-PersLet-Training 01

Appendix E

A Second Request to SWCS

الجمهورية الجزائرية الديمقراطية الشعبية
وزارة التعليم العالي والبحث العلمي

Université Sétif 2



جامعة سطيف 2

Vice Rectorat chargé des Relations Extérieures, la Coopération, de l'Animation
et la Communication et des Manifestations Scientifiques

N°: 93/U.R.R.E/2013

Sétif April 18th, 2013.

To Sir Amine KEMMOUCHE

Responsible at the Sahara Well Construction Services at Hassi Messaoud

Sir,

I have the honor to write to you this letter in order to ask for the possibility to give an authorization of access to Mr. Abdelghafour BEDDIAF, Second year Magister student at Sétif 2 University in order to fulfill the practical part of his research at the Sahara Well Construction Services at Hassi Messaoud.

Mr. Abdelghafour BEDDIAF is a second year student preparing for a Magister degree in Business English inside the édoles post-graduation (école doctorale langue de spécialité). His research is entitled "The Market Value of Multilingualism within Multinational Companies. Case of Sahara Well Construction Services".

We would also be very pleased to invite you to establish cooperation relations between our two institutions for further cooperative scientific research.

Looking forward to hearing from you, Please accept, Sir, the expression of my gratitude and regards.

The Vice Rector

Le Vice Recteur Chargé
des Relations Extérieures

Signé : Dr . MAMI
Née ABDELLATIF Nawal



Appendix F : Abstract in French

RESUME

La présente étude a pour ambition l'exploration du multilinguisme au travail et sa contribution à la création de valeur. Partant de l'hypothèse que la langue et l'économie sont étroitement liées, notre projet vise, dans une perspective économique, à examiner la diversité linguistique. De fait, Le plurilinguisme a été abondamment traité à la faveur des textes provenant de la linguistique et de ses inter-domaines. Cependant, et à la différence de cela, notre étude tente d'adopter une approche abordant l'aspect multivarié des compétences linguistiques en tant que marchandisation. Pour ce faire, le mémoire se subdivisera en quatre chapitres ; deux chapitres descriptifs immédiatement suivi par une paire de chapitres analytiques. Dans le cas de la partie théorique du mémoire, ses deux chapitres sont destinés à élaborer, respectivement et séparément, des points cruciaux et le contenu profond des langues -le multilinguisme à proprement parler- en sa qualité d'attribut marchand, et la puissance économique comme facteur déterminant de la valeur marchande du multilinguisme au point de vue de l'entreprise. La partie pratique de la thèse sert de catalyseur des deux chapitres qui précèdent. De ce fait, le troisième chapitre sera consacré au jalonnement du cadre méthodologique de l'étude, tout comme il expose certaines considérations à caractère éthique et ce qui s'en suit. Le dernier chapitre, quatrième en l'occurrence, sera focalisé sur l'analyse des données, l'interprétation des résultats, ponctué par des conclusions issues de l'analyse. Le dernier chapitre de la thèse sera clôturé par des considérations sous forme de recommandations, implications de l'étude, et recherches futures qu'inspire cette étude dans un esprit de continuité. Étant une composante sine qua non du mémoire, la conclusion générale présentera une vision évaluative de notre étude et ses mérites particuliers.

Mots-clés : multilingualisme; variables linguistiques; économie; valeur; et business international.

Appendix G : Abstract in Arabic

ملخص

تهدف هذه الدراسة إلى استكشاف التعدد اللغوي وكيف يساهم في توليد القيمة. إنطلاقاً من مفترض أن اللغة والإقتصاد عاملان مترابطان، فإن هذا البحث يسعى إلى اختبار التنوع اللغوي من منظور اقتصادي. أن التعدد اللغوي طالما كان محل دراسة مسهية في زخم النصوص؛ تلك النصوص المستقاة أساساً من علم اللسانيات أو الفروع المنطوية تحت لوائها. وبعيدا عن كل ذلك فإن الدراسة التي بين أيدينا هي إذا بصدد تفحص المهارة في التعددية اللغوية في قالب سلعة سوقية.

وعليه فإن هذه المذكرة تتألف من أربعة فصول، وتشمل بذلك فصلين وصفيين متبوعين مباشرة بفصلين تحليليين. ففيما يخص الجانب النظري للمذكرة فإن الزوج الأول من الفصول، بالتعاقب وعلى انفراد، يعنى بالتوسع في مسائل جوهرية، وكذا محتوى يهتم بخلفية عن اللغات -وتحديدا التعدد اللغوي- كسمة سوقية. وبالمثل، عامل الإقتصاد بكونه محدد يوجه القيمة السوقية للتعدد اللغوي من وجهة الشغل التجاري. وبصورة مشابهة فإن الجزء التطبيقي لهذه المذكرة يشتمل على الفصلين المتبقين. إن أول هذه الأخيرة يكون بالدرجة الأولى ذا صلة بالإطار المنهجي للدراسة قيد السياق؛ بالإضافة الى مسائل أخرى ذي علاقة بالجوانب الأخلاقية للبحث العلمي وغير ذلك. تبعا لهذا يأتي الفصل الثاني من العنصر التطبيقي والذي يمثل الفصل الأخير لإجمالي المذكرة. إن اهتمام هذا الفصل هو تحليل وتفسير النتائج ويفضي ذلك إلى تقرير المستخلص من ثمار الدراسة. كما أن هذا الفصل من شأنه ان يتعرض إلى اعتبارات كالاقتراحات الإرشادية والمضامين المستوحاة من الدراسة، وأخيرا الآفاق والأبعاد المستقبلية لموضوع الدراسة.

وكحوصلة أساسية أخيرة للمذكرة، تأتي الخاتمة العامة على الأغلب في قالب تقييمي للدراسة باستحقاقاتها

البارزة.

كلمات مفتاح: التعدد اللغوي، المتغيرات اللغوية، الإقتصاد، القيمة، الشغل على المستوى العالمي.