

Intercultural Human Resource Management Practices and Employees' Satisfaction in Quoted Food and Beverage MNCs in Nigeria

Alase, Peter O. (Ph.D)
Taiwo, Sunday F.
Ogbechi, Adigwe D. (Ph.D)

^{1,3.} Department of Business Administration, Ekiti State University, Ado-Ekiti.

^{2.} Department of Business Administration and Management, MoshoodAbiolaPolytechnic, Abeokuta.

Email - soft104313@gmail.com, phone 08033256124.

(1*) email-olualase1971@gmail.com, phone no-08033565520

This study assessed the impact of intercultural human resource management practices (Training and development; Recruitment and selection; and Occupational health and safety practices) on employees' satisfaction in food and beverage MNCs in Nigeria.

The study adopted descriptive survey research design. The target population comprised 6,356 employees of quoted food and beverage MNCs in Nigeria. Taro Yamane model was used to determine the sample size of 1,568. Purposive sampling technique was used to determine the respondents which included Nigerians and other nationals working in the quoted food and beverage MNCs. The response rate was 74%. Data were analysed using descriptive and inferential (Student t-test of multiple regression analysis) statistics. Hypotheses were tested at 0.05 level of significance using SPSS 20. The study findings revealed that training and development practices had significant positive influence on employees' satisfaction among Nigerians ($t=17.420$; $p < 0.05$) and had positive significant influence on employees' satisfaction among other nationals ($t = 6.389$; $p < 0.05$). Recruitment and selection practices had positive significant influence on employees' satisfaction among Nigerians ($t = 12.286$; $p < 0.05$) and positive significant influence on employees' satisfaction among other nationals ($t = 5.322$; $p < 0.05$), and occupational health and safety practices had significant positive influence on employees' satisfaction among Nigerians ($t = 11.571$; $p < 0.05$) and had positive significant influence on employees' satisfaction among other nationals ($t = 4.752$; $p < 0.05$) in quoted food and beverage MNCs in Nigeria except for power distance that had negative and insignificant influence on employees' satisfaction among Nigerians with respect to recruitment and selection.

Keywords: Intercultural human resource management practices, employees' satisfaction, Multinational Corporations.

1.1 Introduction

External factors, most especially culture does play a vital role in the work environment of manufacturing organisations (Nerkede, 2011) and human resource management (HRM) practices have been said to directly influence the job satisfaction of employee as well as increase organisational commitment (Ulrich (1996), cited in Onyema, 2014). Successful organisations

have taken employees' satisfaction of their diverse workforce very important especially in subsidiary operations where multinational corporations' (MNCs) policies and practices influence how the host country employee works and the employee's cultural values also impact on how he does his work (Gardiner (1998), cited in Oppong, 2013).

Multinational corporations have been contending with challenges concerning which of the human resource management practices to transfer to their subsidiaries abroad (Bratton and Gold, 2012).. Zhang (2012) posits that intercultural human resource management practice is increasingly being recognized as a major determinant of accomplishments and regrets in international business. Majority of U.S and Swiss corporations have recorded losses in international business just because they have not taken into consideration the different socio-cultural realities on ground (Anderline, 2011; Sang-Hun, 2006). multinational corporations have been relocating from one region to the other and up and down in the same sub-region: Michelin has since relocated to Ghana from Nigeria, and of recent, Off-line Xpress for Windows (OLX), an e-commerce business has divested and closed down its business citing high cost of doing business among other reasons (Ogunfunwa, 2018). In addition to these, there have been increase in the rate of business failure, closure and occasional drop in performance due to low productivity of employees and commercial globalization mainly caused by continued lack of attention on the benefits inherent in human resource management practices, and this is negatively impacting employees' well-being in Nigeria and causing staff dissatisfaction, strikes and desire to withdraw professional services especially in multinational corporations (Izuogu and Onyekwere, 2019;Ogunfunwa, 2018; Okogba, 2018; Onyema, 2014).

Zakari (2017) has determined new performance measurement trends in six leading multinational corporations across the world. 90% of surveyed companies perceived that improved management of their workforce was key to gaining competitive advantage. Individual check-ins, team touch points and individual development plan measurement trends which are all in the interests of multinational corporations' employees are devoid of manipulations, take into consideration both long and short term values accruable to employees and the organisation, and above all, embrace emerging "complex-contextual" realities of business environments (Sylwia, 2013). It is in the light of this background that this work investigated the impact of intercultural human resource management practices on employees' satisfaction in food and beverages multinational corporations in Nigeria.

2.0 Conceptual clarifications

Training/Development (TD)

Training has been defined as "the formal and systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience" (Armstrong, 2006). Training is a necessity in the workplace. Without it, employees don't have a firm grasp on their responsibilities or duties .Employee training refers to programs that provide workers with information, new skills, or professional development opportunities Due to fast pace global and technological development, the firms are now facing new changes as well as challenges. Effective training programs helps in constructing a more conducive learning environment for the workforce and train them to cope with the upcoming challenges more easily and in time (Wei-Tai, cited in Elnaga& Imran, 2013).

Training and development can advance the level of self-awareness of a person, enhance talent of an individual and enhance the motivation of an employee (Wexley& Latham, 2002).

The activities of organizations have turned more knowledge-driven and as such, training and development now perform eternally supplementary significant functions to meet the education desires of persons as well as tactical essentials of the organization (Elnaga& Imran, 2013).

Recruitment and Selection (RS)

This involves two interrelated processes; recruitment is the process of generating a pool of capable people to apply for employment in an organization while selection is the process by which specific instruments are employed to choose from a pool of applicants, persons most suitable for the job taking into consideration management goals and legal requirements (Bratton & Gold, 2012). Armstrong (2014) categorizes recruitment and selection into three stages: defining requirement, attracting candidates and selection of candidates.

Various techniques are employed in the recruitment and selection process and these include various forms of interviews, assessment centres, curriculum vitae, references amongst others. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organization's selection system can influence bottom-line business outcomes, such as productivity and financial performance" (Ekwoaba, Ikeije, &Ufoma., 2015). The process of recruiting and selecting all categories of employees into both private and public companies in Nigeria has been a matter of concern to many and need attention (Bako&Aladelusi, 2017; Mbah, Aga, &Onyia, 2018).

Occupational Health and Safety Practices (OCHSP)

Occupational health and safety practices involve all managerial activities aimed at protecting and maintaining the physical injury and psychological and social health of workers and their families (Hughes & Ferret, cited in Olatubi&Olatubi, 2017). It can also be viewed as the study of factors or conditions influencing the survival of workers not only in the place of work but also at home with the aim of promoting health, safety and welfare of the workers and their family.

The joint International Labour Organization ILO (2006) and WHO (2004) constituted in 1950 and revised in 1995, defined Occupational health as the "promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupation".Majority of industries are unsafe and unhealthy (Koehn &Datta, 2003) and the Nigerian work environment has been described as worst considering the level of unemployment, corruption, bad and outdated legislation and inappropriate enforcement mechanisms (Achumba, Ighomereho, &Akpon-Roharo, cited in Olatubi&Olatubi, 2017). The level of safety management in industrial firms in the Nigerian industrial settings is largely inadequate (Ewuzie and Ugoani, 2016; Olatubi&Olatubi, 2017). Empirical study linking industrial safety to wellbeing status is scarce (Izuagu&Onyekwere, 2019). Also, studies localised to the study of industrial hubs in the Nigerian hinterland are limited and studies in these areas have gained little attention from regulatory authorities (Ishola, 2017).

Culture and Strategic Human Resource Management Practices in Multinational Corporations

Many scholars have defined culture from different angles that round off to mean the same thing. Schein, cited in Sylwia, (2013) posits that culture is a pattern of shared basic assumptions that learned by group or as it solves its problems of external adaptation and internal integration that has

worked well to be considered valid, and therefore, to be taught to new members as the accepted way, to perceive, think, and feel in relations to those problems.

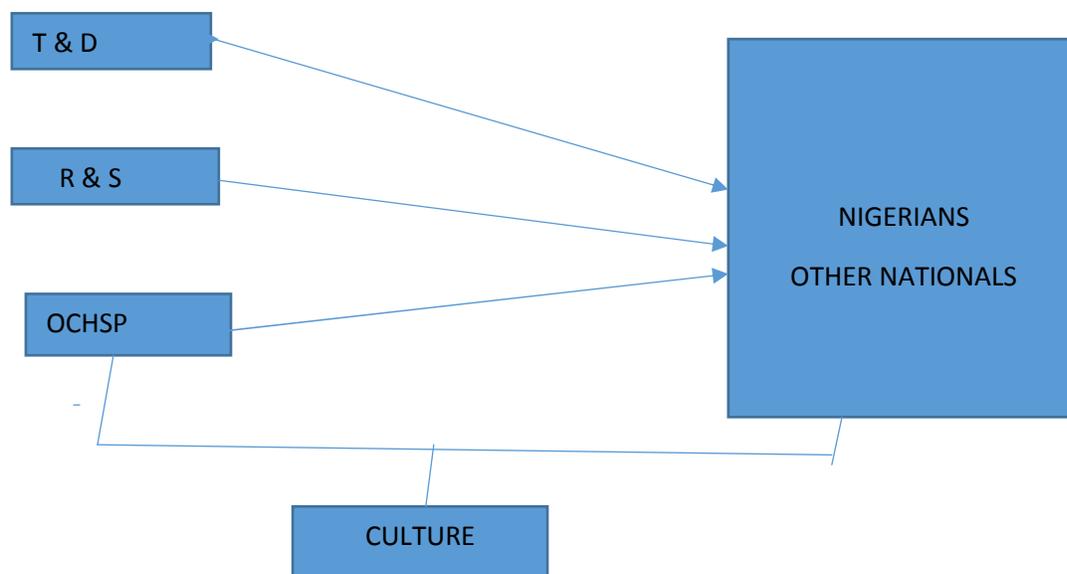
Trompenars and Charles, cited in Al-Sarayrah et al., (2016) see it as different type of rules and devices developed by society to iron out mundane challenges that it does experience. According to Triandis cited in Milikic (2009) culture represents what some group of people have considered to be working and that worth sharing with younger generations. They looked at culture from both material and subjective angles. 'The model of culture fit' as proposed by Kanungo and Jaegar, cited in Abdullah, et al.,(2010) assert that the socio-cultural environment affects the internal work culture, which in turn influences human resource management practices. Culture in organisations has turned out to be so popular to the extent that it is now the determinant of success within organisation and to a very large extent, organisational effectiveness is increasingly dependent on manpower who can be effective, efficient and reliable in various cultural settings (The Cultural Intelligence Centre, 2012). To this extent, intercultural HRM practices entail fashioning out strategies and structures that manage work groups in a manner that takes into consideration differences in cultures, values, practices and preferences in an international settings (Singh, 2012)

Employees' Satisfaction

Employees' satisfaction connotes happiness with one's roles and responsibilities, the work environment and one's experiences with management. Organisations should find out what mix of benefits matter most to their employees, what skills they wish to acquire as they develop in their careers and put in place mechanisms to meet their expectations. Employees' satisfaction represents one of the most widely studied constructs in industrial psychology (Katzenbach & Smith, cited in Imocho, Nzulwa & Kwenya, 2017). According to Imocho, *et al.*, (2017) while referring to Tomažević, & Aristovnik, employees' satisfaction has most often been defined as a pleasant or positive emotional state resulting from the perception of work, conception and assessment of the work environment, work experience and the perception of all elements of the work and workplace. Employees' satisfaction refers to an employee's overall sense of well-being at work. It is an internal state based on assessing the employee and employee-related experiences with some degree of favor or disfavor (Locke, cited in Imocho, *et al.*, 2017). Izuogu and Onyekwere, (2019); Onyema (2014) and Ibojo and Asabi (2014) posited that many Nigerian organisations, especially multinational corporations and particularly food and beverages subsector are experiencing apathy and nonchalant attitudes from their employees resulting in employees' dissatisfaction.

2.1 Conceptual framework

HRMPEMLOYEES' SATISFACTION



Researchers' conceptualisation (2019)

2.2 Theoretical framework

The theory underpinning the study is contextually-based HR theory (Paauwe, 2004). A 'best fit' model incorporating contingency and configurational approaches to exploring the relationship between human resource management practice and firm's performance. Underlying arguments of CBHRT is based on the resource-based view of the firm which highlights that people fit the criteria of added value, rareness, inimitability and non-substitutability – all necessary conditions for organisational success. Also, inputs were got from institutional and co-evolution theory which stressed the importance of organisational environments and managerial wishes, as well as issues pertaining to strategic choice and power and politics within organisations.

3.0 METHOD

3.1 Research design

This study adopted descriptive survey research design. Quantitative research usually fit with deductive approaches in which there is a theory and/or hypothesis which justifies the variables and the objective of the research (Borrego, Strevelar, Miller & Smith, 2009).

Through this approach, responses were sought from staff of Nestle Foods Plc, Unilever Plc, Cadbury Plc, GlaxoSmithKline Plc, International Breweries Plc and Guinness Nigeria Plc head offices and production plants by making use of structured questionnaires. These companies were considered not only because they were listed on the Nigeria Stock Exchange but also because they were the largest subsector of the Nigerian manufacturing firms on the Exchange as at the time of this study (Okere, cited in Osundina, 2014).

3.2 Model specification:

The study adapted the moderated or interactive relationship model in the work of Singh (2010) and so, the determinants of the impact of human resource management practices on employees’ satisfaction in relation to national culture are given by

:

$$ES_{N1} = f(TD,PD,UA,COL,MAS) \text{-----}(3.1)$$

$$ES_{oN1} = f(TD,PD,UA,COL,MAS) \text{-----}(3.2)$$

Where: ES_{N1} = Employees’ satisfaction of Nigerians; ES_{oN1} = Employees’ satisfaction of other nationals and TD = Training and Development; PD = Power Distance; UA = Uncertainty Avoidance; COL= Collectivity Vs Individuality and MAS = Masculinity Vs Femininity: Equations 3.1 and 3.2 centred on employees’ satisfaction among Nigerians and other nationals with respect to training and development

$$ES_{N2} = f(RS,PD,UA,COL,MAS) \text{-----}(3.3)$$

$$ES_{oN2} = f(RS,PD,UA,COL,MAS) \text{-----}(3.4)$$

Where : ES_{N2} = Employees’ satisfaction of Nigerians; ES_{oN2} = Employees’ satisfaction of other nationals and RS=Recruitment and Selection; PD = Power Distance; UA = Uncertainty Avoidance; COL= Collectivity Vs Individuality and MAS = Masculinity Vs Femininity. Equations 3.3 and 3.4 centred on employees’ satisfaction among Nigerians and other nationals with respect to recruitment and selection.

$$ES_{N3} = f(OCHSP,PD,UA,COL,MAS) \text{-----}(3.5)$$

$$ES_{oN3} = f(OCHSP,PD,UA,COL,MAS) \text{-----}(3.6)$$

Where : ES_{N3} = Employees’ satisfaction of Nigerians; ES_{oN3} = Employees’ satisfaction of other nationals and OCHSP=Occupational health and safety practices; PD = Power Distance; UA = Uncertainty Avoidance; COL= Collectivity Vs Individuality and MAS = Masculinity Vs Femininity: Equations 3.5 and 3.6 centred on employees’ satisfaction among Nigerians and other nationals with respect to occupational health and safety practices.

3.3 Population of the Study, Sample size and Sampling technique

The target population is six thousand, three hundred and fifty-six (6,356) full-time employees of the quoted food and beverages Multinational Corporations. Sample size was drawn from all the departments in the headquarters and factories of the Multinational Corporations. The statistical formula that was applied in determining the sample size from the population of the study was formulated using Yamane model (1967). Total sample calculated is 1,568. Purposive sampling was used to determine respondents who were mixtures of Nigerians and other nationals working in the MNCS irrespective of their employment status.

4.0 Results and interpretation

Training and Development practices have no significant influence on employees' satisfaction among Nigerians in food and beverages MNCs in Nigeria.

Table 4.1: Regression Coefficient

Coefficients^a

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.715	.140		5.122	.000
1 TD	.526	.030	.407	17.420	.000
PD	.293	.022	.342	13.360	.000
UA	.155	.024	.173	6.401	.000
COL	.064	.028	.068	2.310	.021
MAS	.080	.023	.093	3.531	.000

a. Dependent Variable: Employees' satisfaction for Nigeria

From the Table 4.1, the following regression equation was established

$$ES = 0.715 + 0.526_{TD} + 0.293_{PD} + 0.155_{UA} + 0.064_{COL} + 0.080_{MAS}$$

From the regression, the ES (Employees' satisfaction) is 0.715 when other factors (Training and Development; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity) were held constant. All the explanatory variables have positive and significant effect on employees' satisfaction in Nigeria. Hence, a percent' increase in TD, PD, UA, COL and MAS will bring about 40.7%, 34.2%, 17.3%, 06.8% and 09.3% increase respectively on employees' satisfaction in Nigeria. Hence, Training and Development practices have significant influence on employees' satisfaction among food and beverages MNCs in Nigeria. Hence, Training and Development practices have significant influence on employees' satisfaction among Nigerians in food and beverages MNCs in Nigeria.

Table 4.1: Result of Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.703 ^a	.494	.492	.733

- a. Predictors: (Constant), Training and Development; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity

Source: Data Analysis from SPSS 20 (2019)

The Table 4.1 indicated that the model had a correlation value of 0.703, which manifests a good linear relationship between dependent (employees’ satisfaction for Nigerians) and independent variable (Training and Development; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). The $R^2 = (0.494; p < 0.05)$ which depicted that 49% of the changes in dependent variable (employees’ satisfaction for Nigerians) was accounted for by the independent variable (Training and Development; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). The adjusted R2 shows the actual contribution of the independent variable (Training and Development; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity) to the dependent variable (employees’ satisfaction for Nigerians). The F-value of 223.717 significant at .000 shows a good explanatory power of the independent variable. This showed that the model do not suffer from specification bias.

Training and development on employees’ satisfaction of other nationals

Table 4.2: Regression Coefficient

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.675	.174		9.632	.000
	TD	.242	.038	.164	6.389	.000
	PD	.312	.021	.436	14.730	.000
	UA	.162	.024	.154	6.681	.000
	COL	.169	.028	.150	6.030	.000
	MAS	.107	.023	.131	4.722	.000

a. Dependent Variable: Employees’ satisfaction for other nationals in Nigeria

From the Table 4.2, the following regression equation was established

$$ES_{FN} = 1.675 + 0.242_{TD} + 0.312_{PD} + 0.162_{UA} + 0.169_{COL} + 0.107_{MAS}$$

From the regression, the ES_{FN} (Employees’ satisfaction) is 1.675 when other factors (Training and Development; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity) were held constant. All the explanatory variables have positive and significant effect on employees’ satisfaction in Nigeria. Hence, a percent’ increase in TD, PD, UA, COL and MAS will bring about 16.4%, 43.6%, 15.4%, 15% and 13.1% increase respectively on employees’ satisfaction in other nationals in Nigeria. Hence, Training and Development practices have significant influence on employees’ satisfaction among other nationals in food and beverages MNCs in Nigeria.

Table 4.2: Result of Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.718 ^a	.516	.514	.761

a. Predictors: (Constant), Training and Development; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity

Source: Data Analysis from SPSS 20 (2019)

The Table 4.2 indicated that the model had a correlation value of 0.718, which manifests a good linear relationship between dependent (employees’ satisfaction for other nationals in Nigeria) and independent variable (Training and Development; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). The $R^2 = (0.516; p < 0.05)$ which depicted that 49% of the changes in dependent variable (employees’ satisfaction for other nationals in Nigeria) was accounted for by the independent variable (Training and Development; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). The adjusted R^2 shows the actual contribution of the independent variable (Training and Development; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity) to the dependent variable (employees’ satisfaction for other nationals in Nigeria). The F value of 244.391 significant at .000 shows a good explanatory power of the independent variable. This showed that the model do not suffer from specification bias.

Recruitment and selection practices have no significant influence on employees’ satisfaction among Nigerians in food and beverages MNCs in Nigeria.

Table 4.3: Regression Coefficient Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.021	.197		15.320	.000
1 RS	.441	.036	.321	12.286	.000
PD	-.025	.027	-.025	-.948	.343
UA	.362	.028	.369	12.889	.000
COL	.382	.029	.389	13.223	.000
MAS	.159	.027	.154	5.825	.000

a. Dependent Variable: Employees’ satisfaction for Nigeria

From the Table 4.3, the following regression equation was established

$$ES_N = 3.021 + 0.441_{TD} - 0.025_{PD} + 0.362_{UA} + 0.382_{COL} + 0.159_{MAS}$$

From the regression, the ES (Employees’ satisfaction) is 3.021 when other factors (Recruitment and Selection, Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity) were held constant. All the explanatory variables have positive and significant effect on employees’ satisfaction in Nigeria except PD which had negative and significant effect on employees’ satisfaction in Nigeria. Hence, a percent’ increase in RS, UA, COL and MAS will bring about 32.1%, 36.9%, 38.9% and 15.4% increases respectively on employees’ satisfaction in Nigeria while PD will bring about 2.5 decrease effect on employees’ satisfaction in Nigeria. Hence, recruitment and selection practices have significant influence on employees’ satisfaction among food and beverages MNCs in Nigeria. Hence, recruitment and selection practices have significant influence on employees’ satisfaction among Nigerians in food and beverages MNCs in Nigeria.

Table 4.3: Result of Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.577 ^a	.333	.330	.866

a. Predictors: (Constant), Recruitment and Selection; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity

Source: Data Analysis from SPSS 20 (2019)

The Table 4.3 indicated that the model had a correlation value of 0.577, which manifests a good linear relationship between dependent (employees’ satisfaction for Nigerians) and independent variable (Recruitment and Selection; Power Distance; Uncertainty Avoidance; Collectivity Vs

Individuality and Masculinity Vs Femininity). The $R^2 = (0.333; p < 0.05)$ which depicted that 49% of the changes in dependent variable (employees’ satisfaction for Nigerians) was accounted for by the independent variable (Training and Development; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). The adjusted R2 shows the actual contribution of the independent variable (Recruitment and Selection; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity) to the dependent variable (employees’ satisfaction for Nigerians). The F value of 114.357 significant at .000 shows a good explanatory power of the independent variable. This showed that the model do not suffer from specification bias.

Recruitment and selection practices on employees’ satisfaction of other nationals in Nigeria

Table 4.4: Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.495	.171		2.894	.004
1 RS	.180	.034	.121	5.322	.000
PD	.135	.020	.170	6.657	.000
UA	-.124	.024	-.141	-5.114	.000
COL	.171	.025	.201	6.767	.000
MAS	.514	.028	.468	18.239	.000

a. Dependent Variable: Employees’ satisfaction for other nationals in Nigeria

From the Table 4.4, the following regression equation was established

$$ES_{FN} = 0.495 + 0.180_{RS} + 0.135_{PD} - 0.124_{UA} + 0.171_{COL} + 0.514_{MAS}$$

From the regression, the ES_{FN} (Employees’ satisfaction) is 0.495 when other factors (Recruitment and Selection; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity) were held constant. All the explanatory variables have positive and significant effect on employees’ satisfaction among other nationals in Nigeria except UA which had negative and significant effect on employees’ satisfaction of other nationals in Nigeria. Hence, a percent’ increase in RS, PD, COL and MAS will bring about 12.1%, 17.0%, 20.1%, and 46.8% increase respectively on employees’ satisfaction of other nationals in Nigeria while UA had negative and significant effect on employees’ satisfaction of other nationals in Nigeria. Therefore, based on the result of the study, it can be ascertained that recruitment and selection have positive and significant effect on employees’ satisfaction of non-nationals in Nigeria.

Table 4.4: Result of Regression Analysis**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.716 ^a	.512	.510	.681

a. Predictors: (Constant), Recruitment and Selection; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity

Source: Data Analysis from SPSS 20 (2019)

The Table 4.4 indicated that the model had a correlation value of 0.716, which manifests a good linear relationship between dependent (employees' satisfaction for other nationals in Nigeria) and independent variable (Recruitment and Selection; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). The $R^2 = (0.512; p < 0.05)$ which depicted that 51.2% of the changes in dependent variable (employees' satisfaction for other nationals in Nigeria) was accounted for by the independent variable (Recruitment and Selection; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). The adjusted R^2 shows the actual contribution of the independent variable (Training and Development; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity) to the dependent variable (employees' satisfaction for other nationals in Nigeria). The F value of 240.957 significant at .000 shows a good explanatory power of the independent variable. This showed that the model do not suffer from specification bias.

Occupational health and safety practices have no significant influence on employees' satisfaction among Nigerians in food and beverage MNCs in Nigeria.

Table 4.5: Regression Coefficient**Coefficients^a**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.099	.146		21.164	.000
	OCHSP	.278	.024	.296	11.571	.000
	PD	.092	.023	.099	3.901	.000
	UA	.284	.024	.321	11.774	.000
	COL	.444	.026	.501	16.956	.000
	MAS	.064	.024	.069	2.692	.007

a. Dependent Variable: Employees' satisfaction for Nigerians

From the Table 4.5, the following regression equation was established

$$ES_N = 3.099 + 0.278_{OCHSP} + 0.092_{PD} + 0.284_{UA} + 0.444_{COL} + 0.064_{MAS}$$

From the regression, the ES_N (Employees' satisfaction) is 3.099 when other factors (Occupational Health and Safety Practices; Employees'; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity) were held constant. All the explanatory variables have positive and significant effect on employees' satisfaction among Nigerians in food and beverages firms in Nigeria. Hence, a percent' increase in OCHSP, PD, UA, COL and MAS will bring about 29.6%, 09.9%, 32.1%, 50.1% and 06.9% increase in the level of employees' satisfaction of Nigerians working in food and beverages industry in Nigeria. Therefore, the study established that occupational health and safety practices have significant influence on employees' satisfaction among Nigerians working in food and beverages MNCs in Nigeria.

Table 4.5 Result of Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.607 ^a	.368	.365	.760

a. Predictors: (Constant), Occupational Health and Safety Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity

Source: Data Analysis from SPSS 20 (2019)

The Table 4.5 indicated that the model had a correlation value of 0.607, which manifests a good linear relationship between dependent (employees' satisfaction for Nigerians) and independent variable (Occupational Health and Safety Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). The $R^2 = (0.368; p < 0.05)$ which depicted that 36.8% of the changes in dependent variable (employees' satisfaction for Nigerians) was accounted for by the independent variable (Occupational Health and Safety Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). The adjusted R^2 shows the actual contribution of the independent variable (Occupational Health and Safety Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity) to the dependent variable (employees' satisfaction for Nigerians). The F value of 133.635 significant at .000 shows a good explanatory power of the independent variable. This showed that the model do not suffer from specification bias.

Occupational health and safety practices and employees’ satisfaction among other nationals in food and beverages MNCs in Nigeria

Table 4.6: Regression Coefficient

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.311	.135		9.746	.000
OCHSP	.115	.024	.096	4.752	.000
PD	.237	.020	.270	12.052	.000
UA	.408	.024	.418	17.273	.000
COL	.347	.024	.367	14.459	.000
MAS	.457	.026	.377	17.488	.000

a. Dependent Variable: Employees’ satisfaction for other nationals in Nigeria

From the Table 4.6, the following regression equation was established

$$ES_{FN} = 1.311 + 0.115_{OCHSP} + 0.237_{PD} + 0.408_{UA} + 0.347_{COL} + 0.457_{MAS}$$

From the regression, the ES_{FN} (Employees’ satisfaction for other nationals) is 1.311 when other factors (Occupational Health and Safety Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity) were held constant. All the explanatory variables have positive and significant effect on employees’ satisfaction among other nationals in working in food and beverages industry in Nigeria. Hence, a percent’ increase in OCHSP, PD, UA, COL, and MAS will bring about 09.6%, 27%, 41.8%, 36.7% and 37.7% respective increase in the level of employees’ satisfaction of other nationals working in food and beverages industry in Nigeria. Hence, the study established that occupational health and safety practices have significant influence on employees’ satisfaction among other nationals working in food and beverages MNCs in Nigeria.

Table 4.6 Result of Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802 ^a	.642	.641	.645

a. Predictors: (Constant), Occupational Health and Safety Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity

Source: Data Analysis from SPSS 20 (2019)

The Table 4.6 indicated that the model had a correlation value of 0.802, which manifests a good linear relationship between dependent (employees’ satisfaction for other nationals) and independent variable (Occupational Health and Safety Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). The $R^2 = (0.642; p < 0.05)$ which

depicted that 64.2% of the changes in dependent variable (employees' satisfaction for other nationals) was accounted for by the independent variable (Occupational Health and Safety Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). The adjusted R^2 shows the actual contribution of the independent variable (Occupational Health and Safety Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity) to the dependent variable (employees' satisfaction for other nationals). The F value of 412.127 significant at .000 shows a good explanatory power of the independent variable. This showed that the model do not suffer from specification bias.

Table 4.7: Validation of Hypotheses results

Hypothesis	Independent Variable	Dependent Variable	p < 0.05	Decision
H ₀₁	Training and Development Practices	Employees' Satisfaction for Nigerians and Other Nationals	.000	Reject H ₀
H ₀₂	Recruitment and Selection practices	Employees' Satisfaction for Nigerians and Other Nationals	.000	Reject H ₀
H ₀₃	Occupational Health and Safety Practices	Employees' Satisfaction for Nigerians and Other Nationals	.000	Reject H ₀

Source: Data Analysis from SPSS 20 (2019)

The t-test was done to test the significance of each of the explanatory variables using the student t-distribution test. It is carried out on a two tail test and by comparing the t-cal and the t-tab.

Decision Rule:

If $t\text{-cal} > t\text{-tab}$, accept H_1 and reject H_0 and

If $t\text{-cal} < t\text{-tab}$, accept H_0 and reject H_1 .

T-test would be employed at 95% confidence level i.e. 5% significance level.

From the Table 4.7, it is explicitly seen that all the independent variables (Training and Development Practices; Recruitment and Selection; and Occupational Health and Safety Practices) have probability of 0.00 which is less than 0.05. As a result Training and Development Practices; Recruitment and Selection; and Occupational Health and Safety Practices have significant effect on Employees' Satisfaction for Nigerians and Other Nationals working in food and beverages MNCs in Nigeria.

4.1 Discussion of findings

Training and development and employees' satisfaction with culture moderating.

Training and development practices have positive significant effect on employees' satisfaction for Nigerians and other nationals in food and beverages MNCs in Nigeria: This is in line with the results of Badea, (2013); Chaudhary&Bhaskar (2016); Hassan *et al.*, (2016); Kog, *et al.*, (2017); Kumpikaite, (2013); Nwachukwu&Chladkova, (2017); Omar *et al.*, (2017); Onyema (2014); Oyeniyi et al (2014); Self *et al.*, (2011); Myloniet *al.*, (2004) all of which revealed that training and

development has the most positive significant impact on employees' satisfaction and organisational performance and this is because most subsidiaries have adapted their HRM practices to a considerable extent to accommodate contextual variables (Myloniet *al*, 2004) which in effect means that human resource management practices constitute the bridges between the home-country policies and practices, and then the different cultures of work-force on their payrolls in subsidiary operations. Meanwhile, contradictory results were reported by Farahbod and Arzi (2014); Oppong, (2013); and Zhang, (2012); while Oladipo and Abdulkadir, (2011) reported moderate influence of HRM practices on organisational performance and employee job satisfaction and Riyadh, *et al.*, (2015) found that only HRM practices are not enough to achieve organisational performance. The individual control variables significantly affect employees' satisfaction of Nigerians and other nationals in Nigeria and this in effect means that the employees of studied MNCs have all adjusted and embraced the same style of socialising.

Recruitment and selection and employees' satisfaction with culture moderating.

Recruitment and selection positively and significantly affected employees' satisfaction of Nigerians and other nationals working in food and beverages MNCs' in Nigeria. The result is buttressed by the findings of Ibojo and Asabi, (2014); Ihionkhan and Aigbomian, (2014); Imocho *et al.*, (2017); Naveed and Jameel (2016); Onyema (2014). The finding of Alinno and Igwe (2017) contradicts this finding because it reported negative significant impact on employees, performance and invariably, employees' job satisfaction. The control variable of power distance has negative and insignificant effect on employees' satisfaction for Nigerians, which in effect means that employees in studied MNCs do not attach much importance to seniority on the job but rather on delivering on expectations of their different roles as spelt out by their job schedules (no wonder it was difficult to determine the status of the employees easily because they called one another by their first names), while uncertainty avoidance variable has negative and significant effect on employees' satisfaction of other nationals in Nigeria and this means the employees of the studied MNCs are not affected by the socio-cultural peculiarities of a developing country that is still battling with leadership challenges, high-level of corruption and other vices as a result of which the ordinary masses outside the studied MNCs are aggressive and highly emotional.

Occupational health and safety practices and employees' satisfaction with culture moderating

Occupational health and safety practices exhibited a positive and significant effect on employees' satisfaction for Nigerians and other nationals in Nigeria. The study is in consonance with results in the works of Iheanacho and Ebitu (2016); and Ogunyomi and Brunning (2015) which concluded that finance only does not satisfy employees but also with non-financial packages. Hence, their studies concluded that occupational health and safety had a direct relationship with employees' performance management. However, contrary result was arrived at in the works of Nwachukwu and Chladkova (2017); and Kaynak *et al.*, (2016); they both reported that occupational health and safety practices had indirect effects on job performance, and invariably employees' satisfaction of studied manufacturing organisations and this even corroborates the submissions of Iguisi (2014) which concluded that Western management ideas as exhibited in HRM practices are not enough to spur workers of African origin and may not be relevant in subsidiary operations.

Conclusions

- a) Training and development play essential and contributive roles in the improvement of employees' skills and gives them more competitive advantages over their competitors, which then leads to increase in productivity;
- b) An appropriate and ethical recruitment/selection processes of employees' that are best suited for a particular position enhances employees' performance and organizational growth;
- c) Regular and transparent occupational health safety practices significantly affects the progressive level of an employees' which may bring about the promotion of an employees' and achievement rate.

Recommendations

A platform for regular training and development should be put in place to avoid employees' obsolescence because times and seasons change and to enhance their skills and use of technology for faster job performance;

Recruitment and selection process should be objective as much as possible. Job specifications should therefore, be developed and strictly adhered in the organization. An interview panels that are professional and not biased is also needed because when organizations hire hard, they will manage soft and vice versa;

Employees' safety should be of utmost importance to the food and beverages industries in Nigeria, therefore management of organisations should provide HR practice for occupational health and safety practices of their employees.

5.0 Suggestion for further studies

Other sectors of the Nigerian economy can equally be investigated to ascertain the role of other contextual variables on employees' satisfaction and performance. Also, more human resource management practices can be examined to clarify their effects on other dependent variables of interests to multinational corporations.

References

- Abdullah, A., Boyle, S., & Joham, C. (2010). Culture influences on workforce management in multinational corporations in South Asia: The case of Bangladesh. *Int'nal Conference on Innovation and Management*, Penang, Malaysia.
- Alinno, F., & Igwe, N. (2017). Proactive human resource management practice and the performance of the privatised organisations: Evidence from Selected Nigerian Organisations. *European Journal of Business and Social Sciences*, 6 (1), 77-98.
- Al-Sarayrah S., Tarhini, A., Obeidat, B., Al-Salti, Z., & Kattoug, T. (2016). The effect of culture on strategic human resource management practices. A Theoretical perspective. *Int'l Journal of Business Management and economic research*, 7 (4), 704-716.

- Anderline, J. (2011). Barbie fails to charm China fans as Shanghai's Pink Store closes. [http://www.ongo.com/preview articles](http://www.ongo.com/preview%20articles).
- Armstrong, M. (2006). *Handbook of human resource management practice*. (10th ed.), UK, Kogan Page.
- Armstrong, M. (2014). *Handbook of human resource management practice*. (13th ed.), UK, Kogan Page.
- Badea, M. (2013). Cultural influences in human resource management practice. *Review of general management*, 17 (1), 179 -187.
- Bako, Y., & Aladenusi, K. (2017). Recruitment and selection procedures and their relative effectiveness on employee performance in the hospitality industry in Ogun State. *Research Gate*, 2 (2), 55-62.
- Borrego, M., Streveller, R. A., Miller, R., & Smith, K. A. (2009). A new paradigm for a new field: communicating representations of engineering education research. *Journal of engineering education*, 97 (2), 147-162.
- Bratton, J., & Gold, J. (2012). *human resource management practice: Theories and Practice* (3rd ed.). Basingstoke, Palgrave Macmillan.
- Chaudhary, N. S., & Bhaskar, P. (2016). Training and Development and job satisfaction in education sector. *International journal of business quantitative economics and applied management research*, 2 (8), 89-97.
- Ekwoaba, J. Ikejie, U., & Ufoma, N. (2015). The impact of recruitment and selection criteria on organisational performance. *Global journal of HRM*, 3 (2), 22-33.
- Elnaga, A., & Imran, A. (2013). The effects of training on employee performance. *European Journal of business and management*, 5(4), 137-147.
- Ewuzie, M.A., & Ugoani, J. A. (2016). Health and safety education needs in the bottling industry in Nigeria: A study of the Nigerian bottling company in South-East Nigeria. *American journal of educational science*, 2 (1), 1-7.
- Farahbod, L., & Arzi, S. (2014). Impact of human resource management practices on employee job satisfaction: A study of Malaysian hotels: *Interdisciplinary journal of contemporary research in business*, 6 (3).
- Hassan, S., & Mahmood, B. (2016). Relationship between human resource management practices and organisational commitment of employees: An empirical study of textile sector in Pakistan. *Int'l journal of academic research in accounting, finance and management sciences*, 6 (1), 23-28.

- Ibojo, B., & Asabi, O. (2014). Compensation management and employees performance in the manufacturing sector. A case study of a reputable organisation in the food and Beverage Industry. *Int’nal Journal of Management Studies and Research*, 2 (9), 108-117.
- Iguisi, O. (2014). African values for the practice of HRM. *ResearchGate*, DOI10. 18221/bujss.58820 (online).
- Iheanacho, M., & Ebitu, E. T. (2016). Effects of industrial safety and health on employees’ job performance in selected cement companies in Cross-river State, Nigeria. *International journal of business and management review*, 4 (3), 49-56.
- Ihionkhan, P., & Aigbomian, E. (2014) The influence of human resource management practices on organisational commitment: A study of manufacturing organisations in Nigeria. *Indian journal of commerce & management studies*, V (1), 18-28.
- ILO (2006). Occupational safety and health synergies between security and productivity. Accessed from <http://www.ilo.org/publication/english/standards/relm/gb/docs/gb295/pdf/esp-3.pdf>
- Imocho, M., Nzulwa, J., & Kwena, R. (2017). Influence of human resource management practices on Employees’ satisfaction in manufacturing firms based in Nairobi City County, Kenya. *The Strategic Journal of Business and Change Management*, 4(4), 221-240.
- Ishola, A.A. (2017). Workplace safety management as correlates of well-being among factory workers in Oluyole industrial Estate, Ibadan. *African journal of social science*, 7 (2), 45-51.
- Izuogu, S. A., & Onyekwere, I. A. (2019). Human resource management practices and health and safety of employees in Saipem Offshore, Egina, UFR project, Nigeria. *International journal of development and management review*, 14 (1), 136-150.
- Kaynak, R. Toklu, A. Elci, M., & Toklu, I. (2016). Effects of occupational and health safety practices on organisational commitment, work alienation, and job performance: Using the PLS-SEM approach. *Int’l journal of business and management*, 11 (5), 146-165.)
- Kog, M., Cavus, M., & Saracoglu, T. (2014). Human resource management practices, job satisfaction and organisational commitment. *Int’l journal of academic research in business and social sciences*, 4 (9), 1-13.
- Koehn, E., & Datta, N. K. (2003). Quality, environmental, and health and safety management systems for construction engineering. *Journal of construction engineering and management*, 129 (5), 562-569.
- Kumpikaite, V. (2013). Training methods in cross-cultural Human resource Development; An intercultural study. AARESOC-ICBM. Proceedings of the first AARESOC *Int’l Conference on Business and Management*.
- Mbah, P., Aga, C., & Onyia, E. (2018). Effect of human capital development on organisational performance in manufacturing industries in South-East Nigeria. *Int’l journal of academic research in economics and management sciences*, 7 (3), 60-78.

- Milikic, B. B. (2009). The influence of culture on human resource management practice processes and practices: The Propositions for Serbia. *Economic Annals*, 54(181).
- .Myloni, B., Harzing, A., &Mirza, H. (2004).Host country specific factors and the transfer of human resource management practices in Multinational Corporations.*Int'l journal of manpower*, 25 (6), 1-29.
- Narkhede, P. (2011). Multiculturalism and human resource management practices. *Research Gate*<https://www.researchgate.net>.
- Naveed, A., &Jameel, M. (2016). Human resource management practices as predictors of employee performance and job satisfaction: A study of NESPAK of Lahore. *Arabian journal of business and management review (Nigerian chapter)*.
- Nwachukwu, C., &Chladkova, H. (2017).Human resource management practices and employees' satisfaction in Microfinance Bank in Nigeria.*Trend Economics and Management*, 28(1), 23-36.
- Ogunfunwa, I. (2018, February 7). 'OLX closes shop in Nigeria. *Nigerian Punch Newspaper*, 10.
- Ogunyomi, P., &Bunning, N. (2015).Human resource management practice and organisational performance of small and medium enterprises (SMEs) in Nigeria. *The Int'al Journal of human resource management practice*, DOI:10.1080/09585192.2015.1033640. Downloaded by Manitoba Library.
- Okogba, E. (2018,February 3). Zinox acquires Konga in shock deal: *Vanguard Newspaper*,p.25.
- Oladipo, J., &Abdulkadir, D. (2011). Strategic human resource management practice and organisational performance in the Nigerian Manufacturing Sector: An Empirical Investigation. *Int'l Journal of Business and Management*, 6 (9), 46-56.
- Olatubi, M. O., &Olatubi, V. I. (2017). Ensuring a safe working environment in Nigeria: Reality or Myth? *American journal of environmental and resource economics*, 2 (3), 107-115.
- Omar, A., Salessi, S., &Urteaga, F. (2017).Impact of management practices on job satisfaction.*Revista de Administracao Mackenzie*, 18, (5), 92-115.
- Onyema, E. O. (2014). Assessing the relationship between human resource management practice and employee job satisfaction.A case study of a food and Beverage Company.*Journal of Business Administration Research*, 3(1), 71-81.
- Oppong, N. (2013). Dilemma Theory and Path to cross-cultural human resource management practice synergy within multinational firms. *Int'l Affairs and global strategy*, 16, 22-32.(online).
- Osundina, J. (2014). Working capital management and profitability: Evidence from Quoted Food and Beverage Manufacturing Firms. *Research Journal of Finance and Accounting*.2 (3), 10-21.

- Oyeniya, K., Afolabi, M., & Olayanju, M. (2014). Effects of human resource management practices on job satisfaction: An empirical investigation of Nigeria banks. *Int'l journal of academic research in business and social sciences*, 4(8), 243-251.
- Paaue J. (2004). *Human resource management practice and performance: unique approaches for achieving long term viability*. Oxford: Oxford University Press.
- Riyadh, M., Zaman, S., & Hassan, M. (2015). Impact of culture on human resource management practices: a comparative study between foreign Multinational Corporations and South Asian Companies in South Asia, *Journal of Business and Management*, 17(6), 46-61
- Sang-Hun, C. (2006). Wat-Mart selling stores and learning South Korea. The New York Times, Retrieved April 25, 2012 from <http://www.nytimes.com/2006/05/28/business/worldbusiness/23shop.html>
- Self, R., Self, D., & Bell-Haynes, J. (2011). Intercultural human resource management practice: South Korea and the United State. *Int'l Journal of Management and Information Systems*, 15(1), 41-48.
- Stahl, G., & Bjorkman, I. (2006). *Handbook of research in international human resource management*. (2nd ed.), Cheltenham, Edward Elgar publishing.
- Sylwia, B. (2013). The home-country culture as one of the factors of human resource management practice: A case of Multinational Corporations in Poland. *Croatia international conference*, 19-21, June, 2013.
- The Cultural Intelligence Centre (2012). *Cultural Intelligence in Organizational and Work Contexts*. Retrieved from the Cultural Intelligence Theory, Measurement and applications: New York Sharps.
- Wexley, K., & Latham, G. (2002). *Developing and training human resource in organisation*. Englewood Cliffs: NJ: Prentice Hall.
- World Health Organisation (2004). Promoting mental health concepts , emerging evidence, practice summary report. Available at <http://whqlipdoc.who.int/publications/2004/9241591595pdf>.
- Yamane, T. (1967). *Statistics: An introductory analysis*. (2nd ed.). New York: Harper and Row.
- Zakari, M. (2017). New Performance Measurement Trends: Evidence from selected Multinational Corporations. *Journal of World Economic Research*, 6(4), 54-48.
- Zhang, X. (2012). Intercultural human resource management practice Study on “Culture Clash” from Chinese Enterprises Investment in Brazil *Australian Journal of Business and Management Research*, 2(5), 47-51.
- Zirra, C., Ogbu, J., & Ojo, G. R. (2017). Impact of recruitment and selection strategy on employee performance: A study of three selected manufacturing companies in Nigeria. *Int'l journal of innovation and economic development*, 3 (2), 32-42.