Intercultural Human Resource Management Practices and Employees’ Satisfaction in Quoted Food and Beverages MNC in Nigeria

Arogundade, K. K.
Department of Business Administration, Ekiti State University, Ado-Ekiti

Alase, P. O.
Department of Business Administration, Ekiti State University, Ado-Ekiti

Ajayi, O. M.
Department of Business Administration, Ekiti State University, Ado-Ekiti
omobola.ajayi@eksu.edu.ng

Abstract

This study assessed the impact of intercultural human resource management practices (Recruitment and Selection practices, Employee empowerment practice, and Compensation practice) on employees’ satisfaction in food and beverages MNCs in Nigeria. The study adopted descriptive survey research design. The target population comprises 6,356 staff of quoted food and beverages MNCs in Nigeria. Taro Yamane statistical formulae 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 beverages MNCs. A structured survey questionnaire was adapted, validated, and used for the construct ranged between 0.61 and 0.93. The response rate to the 1,568 copies of the questionnaire administered 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. Findings revealed that, Recruitment and Selection practices, Employee empowerment practice, and Compensation practice had significant positive influence on employees’ satisfaction among Nigerians and Other Nationals in food and beverages MNCs in Nigeria (β = -.025 -.441; P< .000 ; β = -.025; P> .343); (β = -.124 -.514; P< .000): (β = .168 -.299; P< .000; β = -.15; P>.566; - .225 -.246; P< .000): (β = -.144 -.421; P< .000; β = -.004; P>.886); (β = -.105 -.456; P< .000 -.001) respectively, except for power distance that had negative and insignificant influence on employees’ satisfaction among Nigerians with respect to recruitment and selection and collectivity and individuality that had negative and insignificant influences on employees’ satisfaction among Nigerians with respect to compensation and employee empowerment.

Keywords: Intercultural human resource management practices, employees’ satisfaction, Multinational Corporations.
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, 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 (Gardmer, Anakwe, Jackson, Bjorkman and Budwar, 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 (Ogunfunwbla, 2018). In addition to these, there have been increase in the rate of business failure, closure and poor organizational 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; Ogunfunwbla, 2018; Okogba, 2018; Onyema, 2014).). The recent and on-going retrenchment of workers across many manufacturing industries and the death of many newly introduced products in Nigeria are as a result of poor performance (Okogba, 2018; Zirra, Ogwu & Ojo, 2017; Desk research, 2019).

2. Conceptual Framework

<table>
<thead>
<tr>
<th>HRMP</th>
<th>EMPLOYEES’ SATISFACTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>R &amp; S</td>
<td>NIGERIANS</td>
</tr>
<tr>
<td>FF</td>
<td>OTHER NATIONALS</td>
</tr>
<tr>
<td>COMP</td>
<td>CULTURE</td>
</tr>
</tbody>
</table>

Researchers’ conceptualisation (2019)
2.2 Theoretical Framework

This study discusses five theories which are relevant to it. These theories include the following because they have been identified with strategic human resource management practice in Multinational Corporations (De Cieri & Dowling, cited in Stahl & Bjorkman, 2006): Resource based theory; Resource dependence theory; Stakeholder theory; Systems theory and Contextually-based HR theory. The theory underpinning the study is contextually-based HR theory (Paauwe, 2004).

3. Methods

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 by making use of structured questionnaires. These companies are considered not only because they are listed on the Nigeria Stock Exchange but also because they are the largest subsector of the Nigerian manufacturing firms on the Exchange (Okere, cited in Osundina, 2014).

3.2 Population of the Study and sample size and sampling technique

The population for this study consisted of all quoted food and beverages Multinational Corporations in Nigeria. The study made use of the entire population not only because most of them are based in Lagos (Osuagwu & Ezie, 2013), but also as a result of the fact that they are the largest subsector of the Nigerian manufacturing firms listed on the Exchange (Okere, cited in Osundina, 2014). The target population is six thousand, three hundred and fifty-six (6,356) full-time employees of the quoted food and beverages Multinational Corporations. The sample size was drawn using Yamane (1967) and the total sample calculated was 1,568. Purposive sampling technique (maximum variation sampling method) which is a deliberate choice of participants considering their qualities (nationalities) was employed in this study (Etikan, Musa, & Alkassim, 2016).

4. Results and interpretation

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

Table 1.1: Regression Coefficient

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>3.021</td>
<td>.197</td>
<td></td>
</tr>
<tr>
<td></td>
<td>RS</td>
<td>.441</td>
<td>.036</td>
<td>.321</td>
</tr>
<tr>
<td></td>
<td>PD</td>
<td>-.025</td>
<td>.027</td>
<td>-.025</td>
</tr>
<tr>
<td></td>
<td>UA</td>
<td>.362</td>
<td>.028</td>
<td>.369</td>
</tr>
<tr>
<td></td>
<td>COL</td>
<td>.382</td>
<td>.029</td>
<td>.389</td>
</tr>
<tr>
<td></td>
<td>MAS</td>
<td>.159</td>
<td>.027</td>
<td>.154</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employees’ satisfaction for Nigeria

From the Table 1.1, the following regression equation was established

$$ESN = 3.021 + 0.441_{RD} - 0.025_{PD} + 0.362_{UA} + 0.382_{COL} + 0.159_{MAS}$$
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 1.1: Result of Regression Analysis**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.577</td>
<td>.333</td>
<td>.330</td>
<td>.866</td>
</tr>
</tbody>
</table>

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 1.1 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 $R^2$ 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 1.2: Regression Coefficient**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>.495</td>
<td>.171</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RS</td>
<td>.180</td>
<td>.034</td>
<td>.121</td>
<td>2.894</td>
</tr>
<tr>
<td>PD</td>
<td>.135</td>
<td>.020</td>
<td>.170</td>
<td>5.322</td>
</tr>
<tr>
<td>UA</td>
<td>-.124</td>
<td>.024</td>
<td>-.141</td>
<td>6.657</td>
</tr>
<tr>
<td>COL</td>
<td>.171</td>
<td>.025</td>
<td>.201</td>
<td>-5.114</td>
</tr>
<tr>
<td>MAS</td>
<td>.514</td>
<td>.028</td>
<td>.468</td>
<td>6.767</td>
</tr>
</tbody>
</table>

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

From the Table 4.2, the following regression equation was established

$$ES_{FN} = 0.495 + 0.180RS + 0.135PD - 0.124UA +0.171COL + 0.514MAS$$
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 1.2: Result of Regression Analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.716*</td>
<td>.512</td>
<td>.510</td>
<td>.681</td>
</tr>
</tbody>
</table>

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 1.2 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.

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

Table 1.3: Regression Coefficient

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.507</td>
<td>.138</td>
<td>10.890</td>
<td>.000</td>
</tr>
<tr>
<td>EE</td>
<td>.286</td>
<td>.028</td>
<td>.244</td>
<td>10.035</td>
</tr>
<tr>
<td>PD</td>
<td>.259</td>
<td>.022</td>
<td>.297</td>
<td>11.599</td>
</tr>
<tr>
<td>UA</td>
<td>.168</td>
<td>.024</td>
<td>.182</td>
<td>6.990</td>
</tr>
<tr>
<td>COL</td>
<td>-.015</td>
<td>.027</td>
<td>-.016</td>
<td>-573</td>
</tr>
<tr>
<td>MAS</td>
<td>.299</td>
<td>.022</td>
<td>.339</td>
<td>13.531</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employees’ satisfaction for Nigerians
From the Table 4.3, the following regression equation was established
\[ ES_N = 1.507 + 0.286_{EE} + 0.259_{PD} - 0.168_{UA} - 0.015_{COL} + 0.299_{MAS} \]

From the regression, the \( ES_N \) (Employees' satisfaction) is 1.507 when other factors (Employee Empowerment 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 in Nigeria aside Uncertainty Avoidance which had negative and statistically insignificant effect on employees’ satisfaction of Nigerians in food and beverages firms in Nigeria. Hence, a percent’ increase in EE, PD, UA, and MAS will bring about 24.4%, 29.7%, 18.2% and 33.9% increase in the level of employees’ satisfaction of Nigerians working in food and beverages industry in Nigeria while COL will result to about 1.6% decrease in employees’ satisfaction of Nigerians working in food and beverages sector in Nigeria. Nonetheless, the study established that employees’ empowerment practices have significant influence on employees’ satisfaction among Nigerians working in food and beverages MNCs in Nigeria.

**Table 1.3 Result of Regression Analysis**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.736*</td>
<td>.541</td>
<td>.539</td>
<td>.710</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Employees’ Empowerment Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity

Source: Data Analysis from SPSS 20 (2019)

The Table 1.3 indicated that the model had a correlation value of 0.736, which manifests a good linear relationship between dependent (employees' satisfaction for Nigerians) and independent variable (Employees’ Empowerment Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). The \( R^2 = (0.541; p < 0.05) \) which depicted that 54.1% of the changes in dependent variable (employees' satisfaction for Nigerians) was accounted for by the independent variable (Employees’ Empowerment Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). The adjusted \( R^2 \) shows the actual contribution of the independent variable (Employees’ Empowerment Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity) to the dependent variable (employees’ satisfaction for Nigerians). The F-value of 269.148 significant at .000 shows a good explanatory power of the independent variable. This showed that the model do not suffer from specification bias.

**Employee empowerment practices and employees' satisfaction among other nationals in food and beverages MNCs in Nigeria**

**Table 1.4: Regression Coefficient**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>2.213</td>
<td>.176</td>
<td></td>
<td>12.578</td>
</tr>
<tr>
<td>EE</td>
<td>.246</td>
<td>.034</td>
<td>.207</td>
<td>7.298</td>
</tr>
<tr>
<td>PD</td>
<td>.181</td>
<td>.022</td>
<td>.271</td>
<td>8.172</td>
</tr>
<tr>
<td>UA</td>
<td>-.225</td>
<td>.025</td>
<td>-.229</td>
<td>-9.189</td>
</tr>
<tr>
<td>COL</td>
<td>.190</td>
<td>.027</td>
<td>.179</td>
<td>7.023</td>
</tr>
<tr>
<td>MAS</td>
<td>.150</td>
<td>.022</td>
<td>.195</td>
<td>6.803</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employees’ satisfaction for other nationals in Nigeria
From the Table 1.4, the following regression equation was established

\[ E_{SN} = 2.213 + 0.246EE + 0.181PD - 0.225UA + 0.190COL + 0.150MAS \]

From the regression, the \( E_{SN} \) (Employees’ satisfaction) is 2.213 when other factors (Employees’ Empowerment 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 Nigeria aside Uncertainty Avoidance which had negative and statistically significant effect on employees’ satisfaction of other nationals in food and beverages firms in Nigeria. Hence, a percent’ increase in EE, PD, COL, and MAS will bring about 20.7%, 27.1%, 17.9% and 19.5% increase in the level of employees’ satisfaction of other nationals working in food and beverages industry in Nigeria while UA will result to about 22.9% decrease in employees’ satisfaction of other nationals working in food and beverages sector in Nigeria. Nonetheless, the study established that employees’ empowerment practices have significant influence on employees’ satisfaction among other nationals working in food and beverages MNCs in Nigeria.

**Table 1.4 Result of Regression Analysis**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.686(^a)</td>
<td>.471</td>
<td>.468</td>
<td>.744</td>
</tr>
</tbody>
</table>

\(^a\) Predictors: (Constant), Employees’ Empowerment Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity

**Source: Data Analysis from SPSS 20 (2019)**

The Table 1.4 indicated that the model had a correlation value of 0.686, which manifests a good linear relationship between dependent (employees’ satisfaction for Nigerians) and independent variable (Employees’ Empowerment Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). The \( R^2 = (0.471; p < 0.05) \) which depicted that 47.1% of the changes in dependent variable (employees’ satisfaction for other nationals) was accounted for by the independent variable (Employees’ Empowerment Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). The adjusted \( R^2 \) shows the actual contribution of the independent variable (Employees’ Empowerment 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 203.934 significant at .000 shows a good explanatory power of the independent variable. This showed that the model do not suffer from specification bias.

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

**Table 1.5: Regression Coefficients**

| Coefficients\(^a\) |
From the Table 4.5, the following regression equation was established:

\[ ES_N = 2.670 + 0.144 \text{COMP} + 0.350 \text{PD} + 0.421 \text{UA} - 0.004 \text{COL} + 0.206 \text{MAS} \]

From the regression, the \( ES_N \) (Employees’ satisfaction) is 2.670 when other factors (Compensation practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity) were held constant. Compensation practices; Power Distance; Uncertainty Avoidance; and Masculinity Vs Femininity have significant positive effect on employees’ satisfaction which implies that a percent’ increase in COMP, PD, UA and MAS will bring about 13.3%, 43.4%, 47.6% and 26% increases in employees’ satisfaction of Nigerians in food and beverages firms in Nigeria while COL have 0.06% in employees’ satisfaction of Nigerian. Hence, it can be concluded based on the result of hypothesis three that compensation practices have positive and significant effect on Nigerian employees’ satisfaction of food and beverages in Nigeria.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>2.670</td>
<td>.151</td>
<td>17.699</td>
</tr>
<tr>
<td>COMP</td>
<td>.144</td>
<td>.027</td>
<td>.133</td>
<td>5.284</td>
</tr>
<tr>
<td>PD</td>
<td>.350</td>
<td>.023</td>
<td>.434</td>
<td>15.438</td>
</tr>
<tr>
<td>UA</td>
<td>.421</td>
<td>.029</td>
<td>.476</td>
<td>14.695</td>
</tr>
<tr>
<td>COL</td>
<td>-.004</td>
<td>.029</td>
<td>-.006</td>
<td>-.143</td>
</tr>
<tr>
<td>MAS</td>
<td>206</td>
<td>.026</td>
<td>.260</td>
<td>7.789</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employees’ satisfaction for Nigerians

Source: Data Analysis from SPSS 20 (2019)

The Table 1.5 indicated that the model had a correlation value of 0.660, which manifests a good linear relationship between dependent (Employees’ satisfaction) and independent variable (Compensation practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). The Table further showed that the \( R^2 = 0.435; p<0.05 \) which depicted that 43.5% of the changes in dependent variable (Employees’ satisfaction) is accounted for by the independent variable (Compensation practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). More so, the adjusted R square is 43.3% which further justified the fact that the result of the study is not bias. The F-value of 176.024 significant at .000 shows a good explanatory power of the independent variable. This showed that the model do not suffer from specification bias.

Compensation practices have no significant influence on employees’ satisfaction among other nationals in food and beverages MNCs in Nigeria.
Table 1.6: Regression Coefficients

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>2.589</td>
<td>.163</td>
<td></td>
<td></td>
</tr>
<tr>
<td>COMP</td>
<td>.150</td>
<td>.029</td>
<td>.126</td>
<td>5.086</td>
</tr>
<tr>
<td>PD</td>
<td>.316</td>
<td>.024</td>
<td>.357</td>
<td>12.907</td>
</tr>
<tr>
<td>UA</td>
<td>.280</td>
<td>.031</td>
<td>.289</td>
<td>9.071</td>
</tr>
<tr>
<td>COL</td>
<td>-.105</td>
<td>.031</td>
<td>-.130</td>
<td>-3.382</td>
</tr>
<tr>
<td>MAS</td>
<td>.456</td>
<td>.029</td>
<td>.524</td>
<td>15.979</td>
</tr>
</tbody>
</table>

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

**Source: Data Analysis from SPSS 20 (2019)**

From the Table 4.6, the following regression equation was established

\[ ES_{FN} = 2.589 + 0.150 \text{COMP} + 0.316 \text{PD} + 0.280 \text{UA} - 0.105 \text{COL} + 0.456 \text{MAS} \]

From the regression, the \( ES_{FN} \) (Employees’ satisfaction for other nationals) is 2.589 when other factors (Compensation practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity) were held constant. Compensation practices; Power Distance; Uncertainty Avoidance; and Masculinity Vs Femininity have significant positive effect on employees’ satisfaction of other nationals which implies that a percent increase in COMP, PD, UA and MAS will bring about 12.6%, 35.7%, 28.9% and 52.4% increases in employees’ satisfaction of other nationals in food and beverages firms in Nigeria while COL have 1.30% in employees’ satisfaction of other nationals in Nigeria. Hence, it can be concluded based on the result of hypothesis three for other nationals that compensation practices have positive and significant effect on employees’ satisfaction of other nationals in food and beverages in Nigeria.

Table 1.6: Result of Regression Analysis

<table>
<thead>
<tr>
<th>Model Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>---------------</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

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

**Source: Data Analysis from SPSS 20 (2019)**

The Table 1.6 indicated that the model had a correlation value of 0.674, which manifests a good linear relationship between dependent (Employees’ satisfaction for other nationals) and independent variable (Compensation practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). The Table further showed that the \( R^2 = (0.454; p<0.05) \) which depicted that 45.4% of the changes in dependent variable (Employees’ satisfaction) is accounted for by the independent variable (Compensation practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). More so, the adjusted R square is 43.3% which further justified the fact that the result of the study is not bias. The F value of 189.937 significant at .000 shows a good explanatory power of the independent variable. This showed that the model do not suffer from specification bias.
Table 1.7: Validation of Hypotheses

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Independent Variable</th>
<th>Dependent Variable</th>
<th>p &lt; 0.05</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>H₀₁</td>
<td>Recruitment and Selection practices</td>
<td>Employees’ Satisfaction for Nigerians and Other Nationals</td>
<td>.000</td>
<td>Reject H₀</td>
</tr>
<tr>
<td>H₀₂</td>
<td>Employees’ Empowerment Practices</td>
<td>Employees’ Satisfaction for Nigerians and Other Nationals</td>
<td>.000</td>
<td>Reject H₀</td>
</tr>
<tr>
<td>H₀₃</td>
<td>Compensation Practices</td>
<td>Employees’ Satisfaction for Nigerians and Other Nationals</td>
<td>.000</td>
<td>Reject H₀</td>
</tr>
</tbody>
</table>

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-cal > t-tab, accept H₁ and reject H₀ and

If t-cal < t-tab, accept H₀ and reject H₁.

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

From the Table 1.7, it is explicitly seen that all the independent variables (Recruitment and Selection; Empowerment Practices and Compensation Practices) have probability of 0.00 which is less than 0.05. As a result Recruitment and Selection; Employee Empowerment Practices and Compensation Practices have significant effects on Employees’ Satisfaction for Nigerians and Other Nationals working in Nigeria.

5. Discussion of Findings

**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 (2014); 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.
Employee empowerment and employees’ satisfaction with culture moderating

Employee empowerment practices significantly and positively contributed to employees’ satisfaction among Nigerians and other nationals in Nigeria. The control variable of collectivity Vs individuality has negative and insignificant effect on employees’ satisfaction of Nigerians while uncertainty avoidance has negative and significant effect on employees’ satisfaction of other nationals in Nigeria. Employee empowerment is the HR practice that offers allowances for individual employee’s discretionary powers and initiatives in the course of accomplishing organisational set goals and objectives. As noted by Cole and Kelly (2011), employee empowerment creates room for organisations to be more responsive to the market place, brings about reduction in number of levels- in structures- co called delay ring; encourages lateral integration and communication among work teams with minimal supervision; allows senior management to concentrate on longer term issues and help in making ultimate utilisation of available resources (especially HRs); pressure to meet the higher expectations of a better educated workforce and the development of learning organisations are all the driving forces of empowerment. However, Nwachukwu and Chladkova (2017) found insignificant and negative relationship between employee empowerment and employee satisfaction in financial institutions in Nigeria.

Compensation practices and employees’ satisfaction with culture moderating

Compensation practice has significant and positive effect on employees’ satisfaction among Nigerians and other nationals working in food and beverages industries in Nigeria. The result is in consonance with the findings of Hamid et al., (2017); Imocho et al.,(2017); Nwachkwu and Chladkova, (2017); Oladejo and Yunis (2014); Onyema (2014); Oyeniyi, et al., (2014). Individualism and collectivism has an insignificant negative effect on employees’ satisfaction of Nigerians while the same variable has significant negative effect on employees’ satisfaction of other nationals in Nigeria: This is a pointer to the fact that the MNCs’ employees are not in any way affected by the individualistic and collectivist dimension as theorised by Hofstede (1980) and that their orientation is neither exportive nor adaptive and this finding is corroborated by the submissions in the work of Iguisi (2014) which concluded that Western management assumptions in theories and models might not work when it comes to motivating workers in African subsidiary operations. However, compensation is a strategic policy in the organization which has effect on the employer’s possibility to attract new applicants, gain employees’ loyalty and ensure the maximum level of performance to meet the organization goal and objective. The result was not in agreement with the revelations of Hee and Jing (2018); Naveed & Jameel (2016) which found that compensation practices have negative significant effect on employee performance in food and beverage MNCs.

Conclusions

a) An appropriate and ethical recruitment/selection processes of employees’ that are best suited for a particular position enhances employees’ performance and organizational growth;

b) Management of firms that provide their employees with empowerment practices gives room for more development based on new trend of successful happenings in other organisations which would enhance organisational productivity;

c) Through the adoption of well-structured compensation practices, employees’ are being motivated thereby making them more committed to the organization and thus, give their best for the progress of the firm;

Recommendations
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; Organisations should make room for employees’ empowerment programmes in order to boost employees’ satisfaction thereby bringing creativity and innovation into the organisations; Good reward and compensation practices, such as commensurable pay, incentives, praises and friendly working conditions should be created for the sustenance of employees’ loyalty to the firm.

References


system, societal, and dominance effects. Industrial and Labour Relations Review, 66(3), 588-617.


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..


