Archives of Business Research – Vol. 9, No. 4
Publication Date: April 25, 2021
DOI:10.14738/abr.94.9960.
Arogundade, K. K. (2021). Intercultural Human Resource Management Practices and Employees' Satisfaction in Quoted Food and Beverages Mncs in Nigeria. Archives of Business Research, 9(4). 67-82.

Intercultural Human Resource Management Practices and Employees' Satisfaction in Quoted Food and Beverages Mncs in Nigeria

Arogundade, K. K. (Ph.D)
Department of Business Administration, Ekiti State University, Ado-Ekiti

ABSTRACT

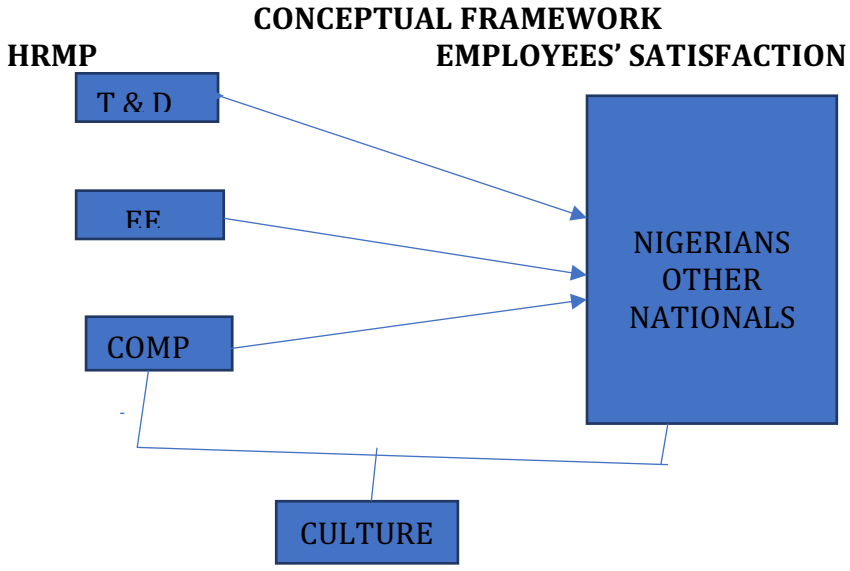
This study investigated the impact of intercultural human resource management practices (Training and development; Employee empowerment; and Compensation practices) on employees' satisfaction in food and beverages MNCs in Nigeria. The study adopted descriptive survey research design. The target population 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 Training and Development 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 = .064 - .526; P< .000 - .021; β = .107 - .312; 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 collectivity and individuality that had negative and insignificant influences on employees' satisfaction among Nigerians with respect to compensation and employee empowerment.

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' 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).. There is need to continually reconciling the different ethnocentric and polycentric colourations which might cause a disconnect between what an individual seeks from a job and the actual outcome because the ability of an organisation to retain and engage its employees is hinged on quality performance and survival of the entity (Sattar, Ahmad, & Hassan, 2015; Ugoani, 2016).

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). Gardmer, Anakwe, Jackson, Bjorkman and Budwar, cited in Oppong, (2013) posited that while Multinational Corporations policies and practices influence how the host country employee works, the employee's cultural values also impact on how he does his work and that requires reconciling the different ethnocentric and polycentric colourations. 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 poor organizational performance due to low productivity of employees and commercial globalizationmainly 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). 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, Ogbu &Ojo, 2017; Desk research, 2019). Meanwhile, roles of financial performance measures used by organisations are becoming inadequate because of recent changes such as accelerated technologies, increased product and movement of people across the globe which in turn leads to multi-cultured organisations (Moers, 2015).

CONCEPTUAL FRAMEWORK



Researchers' conceptualisation (2019)

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).

METHODS

Research design

This study adopteddescriptive 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).

Population of the Study, 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 and the 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 (1967). 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).

RESULTS AND INTERPRETATION

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

Table 1.1: Regression Coefficient

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.715	.140		5.122	.000
	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 1.1, 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 1.1: 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 1.1 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.

Table 1.1: Analysis of Variance (ANOVA)

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	600.910	5	120.182	223.717	.000[b]
	Residual	616.173	1147	.537		
	Total	1217.082	1152			

a. Dependent Variable: Employees' satisfaction for Nigerians

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

Source: Data Analysis from SPSS 20 (2019)

The findings from the ANOVA help in indicating the weakness or the strength of the model. According to Belle (2008), an insignificant F-test value indicates a weak regression model. From the findings obtained in the Table 1.1 the F-test value is 223.717 with a significance value of 0.00 at 0.05 level of significance. Since the p-value 0.00 obtained was < 0.05, the F-test is significant hence the conclusion that the regression model was a good fit.

Training and development on employees' satisfaction of other nationals

Table 1.2: 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 1.2, 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 1.2: 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 1.2 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.

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

Table 1.3: Regression Coefficient

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.507	.138		10.890	.000
	EE	.286	.028	.244	10.035	.000
	PD	.259	.022	.297	11.599	.000
	UA	.168	.024	.182	6.990	.000
	COL	-.015	.027	-.016	-.573	.566
	MAS	.299	.022	.339	13.531	.000

a. Dependent Variable: Employees' satisfaction for Nigerians

From the Table 1.3, 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

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.736[a]	.541	.539	.710

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

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.213	.176		12.578	.000
	EE	.246	.034	.207	7.298	.000
	PD	.181	.022	.271	8.172	.000
	UA	-.225	.025	-.229	-9.189	.000
	COL	.190	.027	.179	7.023	.000
	MAS	.150	.022	.195	6.803	.000

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

From the Table 1.4, the following regression equation was established

$ES_{FN} = 2.213 + 0.246_{EE} + 0.181_{PD} - 0.225_{UA} + 0.190_{COL} + 0.150_{MAS}$

From the regression, the ES_{FN} (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

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.686[a]	.471	.468	.744

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 4.5: Regression Coefficients

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.670	.151		17.699	.000
	COMP	.144	.027	.133	5.284	.000
	PD	.350	.023	.434	15.438	.000
	UA	.421	.029	.476	14.695	.000
	COL	-.004	.029	-.006	-.143	.886
	MAS	.206	.026	.260	7.789	.000

a. Dependent Variable: Employees' satisfaction for Nigerians

Source: Data Analysis from SPSS 20 (2019)

From the Table 1.5, the following regression equation was established

$ES_N = 2.670 + 0.144_{COMP} + 0.350_{PD} + 0.421_{UA} - 0.004_{COL} + 0.206_{MAS}$

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 1.5: Result of Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.660[a]	.435	.433	.718

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 1.5 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

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.589	.163		15.909	.000
	COMP	.150	.029	.126	5.086	.000
	PD	.316	.024	.357	12.907	.000
	UA	.280	.031	.289	9.071	.000
	COL	-.105	.031	-.130	-3.382	.001
	MAS	.456	.029	.524	15.979	.000

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

$ES_{FN} = 2.589 + 0.150_{COMP} + 0.316_{PD} + 0.280_{UA} - 0.105_{COL} + 0.456_{MAS}$

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 have1.30% 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

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.674[a]	.454	.452	.774

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

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}	Employee Empowerment Practices	Employees' Satisfaction for Nigerians and Other Nationals	.000	Reject H_0
H_{03}	Compensation 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-cal > t-tab, accept H_1 and reject H_0 and
If t- cal < t-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; Employee empowerment practices and Compensation practices) have probability of 0.00 which is less than 0.05. As a result Training and Development Practices;; Employees' Empowerment Practices and Compensation Practices have significant effects on Employees' Satisfaction for Nigerians and Other Nationals working in food and beverages MNCs in Nigeria.

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); Myloni *et 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 (Myloni *et 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 socializing.

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 variables 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.

CONCLUSION

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) 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

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; 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

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.

Al-Qudah, M. K, Osman, A., Halim, M. S., & Shatanawi, H. (2014). The effect of human resources planning and training and development on organisational performance in the governance sector in Jordan. *Int'l Journal of Academic Research in Business and Social Sciences*, *4*(4), 79-85.

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.

Armstrong, M. (2006). *Handbook of human resource management practice.* (10th ed.), UK, Kogan ,Page.

Badea, M. (2013). Cultural influences in human resource management practice. *Review of general management, 17* (1), 179 -187.

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.

Cole, G., & Kelly, P. (2011). *Management: Theory and Practice*. (7th ed.) London. Bookpower.

Eckhardt, G. (2002). *Review of the Book culture's consequences: Comparing values, behaviours, institutions, and organisations across nations by Geert Hofstede*, 2001. (2nd ed.). London, Sage..

Edward, P. K., Sanchez-Mangas, R., Tregaskia, O., Levesque, C., McDonall, A., & Quintanilla, J. (2013). Human resource management practices in the multinational company: A test of system, societal, and dominance effects. *Industrial and Labour Relations Review, 66*(3), 588-617.

Elnaga, A., & Imran, A. (2013). The effects of training on employee performance. *European Journal of business and management, 5*(4), 137-147.

Etikan, I., Musa, A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American journal of theoretical and applied statistics, 5* (1), 1-4.

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).

Gabriel, J., Gabriel, L., & Nwaeke, L. (2015). Reappraising human resource management practices as predictor of employees performance in the Nigerian Banking Industry: Current Evidence. *European Journal of Business and Management*, *7*(24), 186-198.

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.

Hee, O. C., & Jing, K. R. (2018). The influence of human resource management practices on employee on performance in the manufacturing sector in Malaysia. *International journal of human resource studies, 8 (2),* 129-147.

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).

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.

.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.

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.

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.*

Milikic, B. B. (2009). The influence of culture on human resource management practice processes and practices: The Propositions for Serbia*. Economic Annals, 54*(181).

Miriti, B.M. (2017). The influence of cross-cultural management practices on organisational performance: a study of Multinational Corporations in Nairobi. Electronics Ms Thesis, Strathmore University, Nairobi Retrieved from http://su-plus.strathmore.edu/handle/11011/5582.

Mitchell R., Bradley, A., & Wood, D. (1997). Toward a theory of stakeholder identification and salience; defining the principles of who and what really counts. *The Academy of Management review 22*(4), 853 – 856.

Mitsuddi, I. (2011). *Managing Human Resources in Global Context.* New Delhi: New Age International.

Moers (2015). The influence of cross-cultural management practices on organisational performance: a study of Multinational Corporations in Nairobi. Electronics Ms Thesis, Strathmore University, Nairobi Retrieved from http://su-plus.strathmore.edu/handle/11011/5582.

Mohapatral, I., & Sundaray, B. (2018). Impact of employee empowerment on employee performance. *Int'l journal of advanced technology and engineering Research. National conference on recent trends in science, technology and management*. *01*, 98-102.

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.nat.

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.

Okogba, E. (2018,February 3). Zinox acquires Konga in shock deal*: Vanguard Newspaper*,p.25.

Oladejo, M., & Yinus, O. (2014). An assessment of the impact of compensation plan on workers performance of selected quoted Food and Beverage Manufacturing Companies in Nigeria, *IOSR Journal of Business and Management*, *16*(7).

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.

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).

Osuagwu, G., & Ezie, O. (2013). Multinational corporations and the Nigeria economy. *Int'l Journal Academic Research in Business and Social Sciences*, *3*(4), 359-369.

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.

Oyeniyi, 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.

Paauwe 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

Robins, S., & Coulter, M. (2007). Human resource management . (9th ed.) Prentice Hall, London.

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/2006/05/28business/worldbusiness/23shop;html

Sattar, T., Ahmad, K., & Hassan, S. (2015). Role of human resource management practices in employee performance and job satisfaction with mediating effect of employee engagement. *Pakistan Economic and Social Review, 53*(1).

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.

Ugoani, J. N. (2016). Cultural dimensions in global human resource management: Implications for Nigeria. *Independent journal of management and production, 7* (3).

Wexley, K., & Latham, G. (2002). *Developing and training human resource in organisation*. Englewood Cliffs: NJ: Prentice Hall.

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.