



RECRUITMENT AND SELECTION PRACTICES AND EMPLOYEE JOB SATISFACTION IN QUOTED FOOD AND BEVERAGE MNCs IN NIGERIA: THE MODERATING ROLES OF CULTURE.

- *1. Alase, Peter, O. (PhD)
2. Okusanya, Adedoyin, O.
3. Olatoye, Adeolu, O. (PhD)
4. Hassan, Tolani, A. (PhD)

*1. Dept. of Business Administration, Ekiti State University, Ado-Ekiti, Nigeria.
2,3, &4. Dept. of Business Education, Tai Solarin University of Education, Ijagun-Ijebu-ode
(*1) E-mail: olualase1971@gmail.com. Phone no: 234-8033565520.

Abstract

This study assessed the impact of recruitment and selection practices on employee job satisfaction in quoted food and beverages MNCs in Nigeria taking into consideration the moderating role of culture.

The study adopted descriptive survey research design. The target population comprised 6,356 staff of quoted food and beverages' MNCs in Nigeria. Taro Yamane statistical 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 beverages MNCs. 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 ($t = 5.322$; $p < 0.05$) in quoted food and beverage MNCs in Nigeria. It recommended that the MNCs should further invest in the human side of the organisation considering the different interests of diverse workforce on their payrolls.

Keywords: Recruitment and selection practices, culture, employee job satisfaction, and MNCs

1.1 Introduction

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 shops 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 globalization mainly caused by continued lack of attention on the benefits inherent in human resource management practices (especially pertaining to recruitment and selection 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)).

2.0. Conceptual Clarifications

Recruitment and Selection practices

This involves two interrelated processes. Recruitment is the process of generating a pool of capable people to apply for employment in an organisation 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) categorised recruitment and selection into three stages: defining requirement, attracting candidates and selection of candidates. The recruitment and selection process is one of the most important human resource management practice functions as it is the point of entry into most organisations and in addition it is where most organizations recruit talents that drive their goals and interest. It also reflects the requirements and philosophy of the organisation as reflected in the calibre of people chosen for the job.

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 needs attention (Bako & Aladelusi, 2017; Mbah, Aga, & Onyia, 2018). Even though, it is the wish of every organisation to attract the best human resources in order to channel their collective effort into excellent performance; unconventional selection practices in terms of poor policy in selecting candidates, inconsistency in the selection process, side tracking employment test and interview, godfatherism in selection process and influence of the management on interviewer and on those who to pick may mar organisation's business plan and pose performance challenges.

Culture and Strategic Human Resource Management Practices in Multinational Corporations

Trompenars and Charles, cited in Al-Sarayrah et al., (2016) viewed culture 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).

Employees' Satisfaction

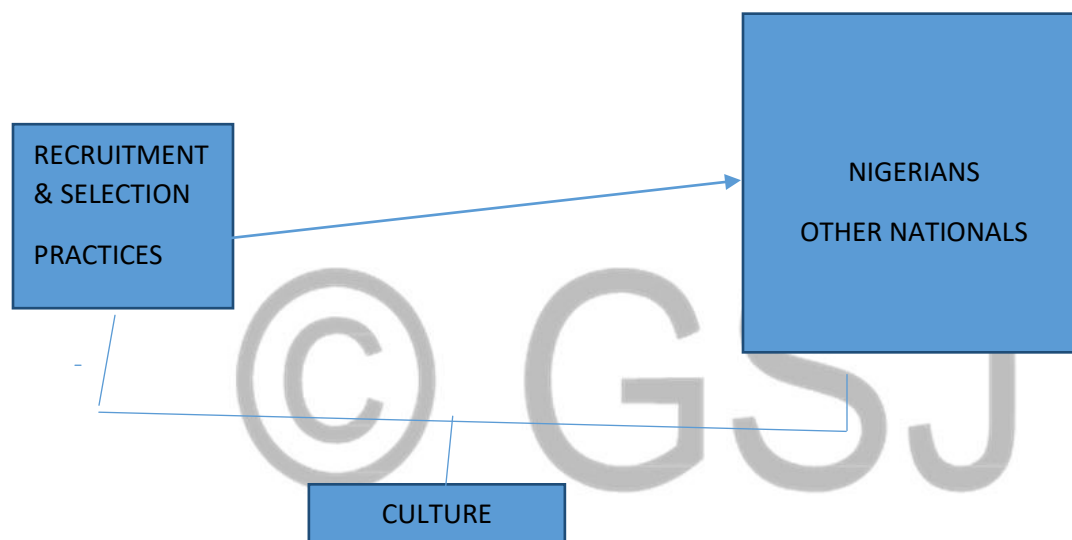
Employees' satisfaction connotes happiness with one's roles and responsibilities, the work environment and one's experiences with management. Organisations should find out what mix of benefits matter most to their employees, what skills they wish to acquire as they develop in their careers and put in 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 & Kwena, 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. 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

HRMP

EMPLOYEES' SATISFACTION



Researchers' conceptualisation (2019)

2.2. Theoretical Framework

The theory underpinning the study is contextually-based HR theory (Pauwe, 2004). Since it is always difficult for multinational corporations to achieve the same result using the same strategies all over the world, a debate that was centred around the concept of firm performance and its meaning in different settings has given birth to a theory-Contextually Based HR Theory which according to DeCieri and Dowling cited in Stahl and Bjorkman (2006) 'can be used both from a comparative perspective (in terms of analysing different companies operating in different national contexts) and from the perspective of internationally operating companies.

3.0 Methods

3.1 Research design

This study adopted descriptive survey research design. 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.

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 target population was 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).

3.3 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 recruitment and selection practices on employees' satisfaction in relation to national culture are given by:

$$ES_N = f(RS, PD, UA, COL, MAS) \text{-----}(3.1)$$

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

Where : ES_N = Employees' satisfaction of Nigerians; ES_{ON} = 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 3.1 and 3.2 centred on employees' satisfaction among Nigerians and other nationals with respect to recruitment and selection.

4.0 Results and interpretation

4.1: Recruitment and Selection practices influence on employees' satisfaction among Nigerians in food and beverage MNCs in Nigeria.

From Table 4.1, the following regression equation was established

$ES_N = 3.021 + 0.441_{RS} - 0.025_{PD} + 0.362_{UA} + 0.382_{COL} + 0.159_{MAS}$. 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 effects 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 in 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 beverage MNCs in Nigeria. Hence, recruitment and selection practices have significant influence on employees' satisfaction among Nigerians in food and beverage MNCs in Nigeria.

Table 4.1: Regression Coefficient of Recruitment and Selection practices influence on employees' satisfaction among Nigerians in food and beverage MNCs in Nigeria

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.021	.197		15.320	.000

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

Source: Data Analysis (2020)

Table 4.2: Result of Regression Analysis of Recruitment and Selection practices influence on employees' satisfaction among Nigerians in food and beverage MNCs in Nigeria

Table 4.2. indicated that the model had a R-value of 0.577 which manifests a good linear relationship between dependent (employees' satisfaction for Nigerians) and independent variables (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 variables (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 variables (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 is significant at .000 which shows a good explanatory power of the independent variable. This shows that the model does not suffer from specification bias.

Table 4.2: Result of Regression Analysis of Recruitment and Selection practices influence on employees' satisfaction among Nigerians in food and beverage MNCs in Nigeria

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 (2020)

The findings from the ANOVA in Table 4.3 help in indicating the weakness or the strength of the model. From the findings obtained in Table 4.15, the F-test value is 114.358 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.

Table 4.3: Analysis of Variance (ANOVA) of Recruitment and Selection practices influence on employees' satisfaction among Nigerians in food and beverage MNCs in Nigeria

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	428.467	5	85.693	114.358	.000 ^b
	Residual	859.495	1147	.749		
	Total	1287.962	1152			

a. Dependent Variable: Employees' satisfaction for Nigerians

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

Source: Data Analysis (2020)

4.2: Recruitment and selection practices influence on employees’ satisfaction among other nationals in food and beverage MNCs in Nigeria.

From Table 4.4, the following regression equation was established

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

From the regression, the ES_{oN} (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 effects 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 in 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 effects on employees’ satisfaction of non-nationals in Nigeria.

Table 4.4: Regression Coefficient of Recruitment and selection practices influence on employees’ satisfaction among other nationals in food and beverage MNCs in Nigeria.

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.495	.171		2.894	.004
	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

Source: Data Analysis (2020)

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

Table 4.5 indicated that the model had a R-value of 0.716, which manifests a good linear relationship between dependent (employees’ satisfaction for other nationals in Nigeria) and independent variables (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 variables (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 variables (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 is significant at .000 which shows a good explanatory power of the independent variables. This shows that the model does not suffer from specification bias.

Table 4.5: Result of Regression Analysis of Recruitment and Selection practices influence on employees' satisfaction among other nationals in food and beverage MNCs in Nigeria.

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 (2020)

The findings from the ANOVA help in indicating the weakness or the strength of the model. From the findings obtained in Table 4.18, the F-test value is 240.957 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.

Table 4.6: Analysis of Variance (ANOVA) of Recruitment and selection practices influence on employees' satisfaction among other nationals in food and beverage MNCs in Nigeria.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	558.950	5	111.790	240.957	.000 ^b
	Residual	532.141	1147	.464		
	Total	1091.091	1152			

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

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

Source: Data Analysis (2019)

4.3: Discussion of findings

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 moderating 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.

Conclusions

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

Recommendations

Recruitment and selection process should be objective as much as possible. Job specifications should therefore, be developed and strictly adhered to in the organisation. An interview panel composed of professionals is also needed because when organisations hire hard, they will manage soft and vice versa.

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 employee job satisfaction. Also, more human resource management practices can be examined to clarify their effects on other dependent variables of interests to multinational corporations.

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