

Human Resource Management Practices and Employee Job Satisfaction in Quoted Food and Beverages MNCs in Nigeria: The Moderating Roles of Culture

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Abstract

This study assessed the impact of human resource management practices (Compensation practices and occupational health and safety practices) on employees' satisfaction in food and beverages MNCs in Nigeria taking into consideration the moderating role of culture.

The study adopted descriptive survey research design. The target population comprise 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. 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.

The findings of the study revealed that compensation practices had significant positive influence on employees' satisfaction among Nigerians ($t = 5.284$; $p < 0.05$) and positive significant influence on employees' satisfaction among other nationals ($t = 5.086$; $p < 0.05$), Occupational health and safety practices had significant positive influence on employees' satisfaction among Nigerians ($t = 11.571$; $p < 0.05$) and had positive significant influence on employees' satisfaction among other nationals ($t = 4.752$; $p < 0.05$) in quoted food and beverages MNCs in Nigeria.

Keywords: Human resource management practices, Culture, employees' satisfaction, Multinational corporations.

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I. Introduction

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 human resource management practice is increasingly being recognized as a major determinant of accomplishments and regrets in international business. Multinational firms have recorded losses in international businesses just because they have not taken into consideration the different socio-cultural realities in their international subsidiaries ((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 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, 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)).

II. Conceptual Clarifications

Compensation practice

Compensation is the bonuses given to the employee due to their services. Compensation process can be divided into financial or nonfinancial (Gabriel, Gabriel & Nwaeke, 2015). Compensation is a strategic policy in the organization, it has effect on the employer's possibility to attract new applicants, gain employee's loyalty and ensure the maximum level of performance to meet the organization goal and objective. Compensation is a process of offering monetary value to employees for the effort they directed in their tasks performed. Employee compensation and benefits is described as any form of pay, monetary rewards, bonuses, commissions, leaves, recognition programs, flexiwork hours and medical insurance (Sherman & Snell cited in Gabriel *et al.*, 2015). Another description of compensation is any form of monetary returns including the intangible service and benefits that are paid to an individual and it is useful in enhancing the efforts of promoting output towards the company's objectives accomplishment (Oladejo & Yinus, 2014).

Choosing an appropriate compensation mechanism is probably the core problem of human resource managers and represents the heart of personnel economics (Dubrin, cited in Al.-Qudah, Osman, Halim & Shatanawi, 2014; Oladejo & Yinus, 2014). However, a recent study by Ayode and Nwanjo cited in Izuogu and Onyekwere, (2019) confirmed that Offshore allowance of intermediate management staff is 156% higher than that of the senior staff Offshore allowance, while both category of staff do the same work and face the same risk working Offshore. In the same vein, Aberdeen Group cited in Oladejo and Yinus (2014) posited that there was still much confusion on how to do it right observing a general lack of visibility into many compensation programs being created and a lot of bad habits being brought into the process, and all these are causing dissatisfaction among employees in the food and beverages and oil and servicing multinational corporations in Nigeria.

Occupational Health and Safety Practices (OCHSP)

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

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

Culture and Strategic Human Resource Management Practices in Multinational Corporations

Many scholars have defined culture from different angles that round off to mean the same thing. Schein, cited in Sylwia, (2013) posits that culture is a pattern of shared basic assumptions that learned by group or as it solves its problems of external adaptation and internal integration that has worked well to be considered valid, and therefore, to be taught to new members as the accepted way, to perceive, think, and feel in relations to those problems.

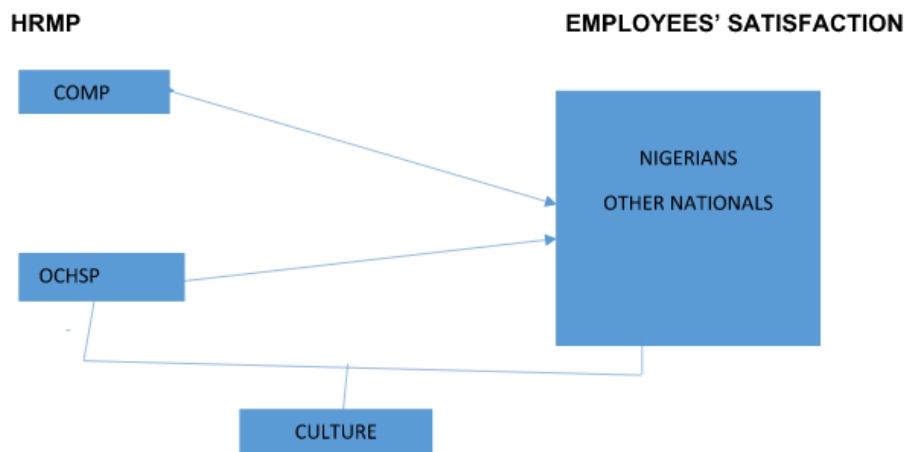
Trompenars and Charles, cited in Al-Sarayrah et al., (2016) see it as different type of rules and devices developed by society to iron out mundane challenges that it does experience. According to Triandis cited in Milikic (2009) culture represents what some group of people have considered to be working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

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. Employees' satisfaction refers to an employee's overall sense of well-being at work. It is an internal state based on assessing the employee and employee-related experiences with some degree of favor or disfavor (Locke, cited in Imocho, *et al.*, 2017).

Izuogu and Onyekwere, (2019); Onyema (2014) and Ibojo and Asabi (2014) posited that many Nigerian organisations, especially multinational corporations and particularly food and beverages subsector are experiencing apathy and nonchalant attitudes from their employees resulting in employees' dissatisfaction.

2.1 Conceptual Framework



Researchers' conceptualisation (2019)

2.2 Theoretical Framework

The theory underpinning the study is contextually-based HR theory (Paauwe, 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.

Contextually Based HR Theory (CBHRT) developed by Paauwe, (1994; 2004), De Cieri and Dowling cited in Stahl and Bjorkman (2006) was an example of a 'best fit' model incorporating contingency and configurational approaches to exploring the relationship between human resource management practice and firm's performance.

III. 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, Strevlar, 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 (Osua gwu & 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).

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 human resource management practices on employees’ satisfaction in relation to national culture are given by:

$$ES_{N1} = f(\text{COMP,PD,UA,COL,MAS}) \text{-----}(3.5)$$

$$ES_{ON1} = f(\text{COMP,PD,UA,COL,MAS}) \text{-----}(3.6)$$

Where : ES_{N1} = Employees’ satisfaction of Nigerians; ES_{ON1} = Employees’ satisfaction of other nationals and COMP = Compensation Practices; PD = Power Distance; UA = Uncertainty Avoidance; COL= Collectivity Vs Individuality and MAS = Masculinity Vs Femininity. Equations 3.5 and 3.6 centred on employees’ satisfaction among Nigerians and other nationals with respect to compensation practices.

$$ES_{N2} = f(\text{OCHSP,PD,UA,COL,MAS}) \text{-----}(3.9)$$

$$ES_{ON2} = f(\text{OCHSP,PD,UA,COL,MAS}) \text{-----}(3.10)$$

Where : ES_{N2} = Employees’ satisfaction of Nigerians; ES_{ON2} = Employees’ satisfaction of other nationals and OCHSP=Occupational health and safety practices; PD = Power Distance; UA = Uncertainty Avoidance; COL= Collectivity Vs Individuality and MAS = Masculinity Vs Femininity: Equations 3.11 and 3.12 centred on employees’ satisfaction among Nigerians and other nationals with respect to occupational health and safety practices.

IV. Results and interpretation

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

Table 4.1: Regression Coefficients

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(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 4.1, 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 4.2: 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 4.2 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 4.3: Regression Coefficients

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(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 4.3, 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 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 4.4: 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 4.4 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.

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

Table 4.5: Regression Coefficient

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

a. Dependent Variable: Employees’ satisfaction for Nigerians

From the Table 4.5, the following regression equation was established

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

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

Table 4.6 Result of Regression Analysis

Model Summary

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

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

Source: Data Analysis from SPSS 20 (2019)

The Table 4.6 indicated that the model had a correlation value of 0.607, which manifests a good linear relationship between dependent (employees’ satisfaction for Nigerians) and independent variable (Occupational Health and Safety Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). The $R^2 = (0.368; p < 0.05)$ which depicted that 36.8% of the changes in dependent variable (employees’ satisfaction for Nigerians) was accounted for by the independent variable (Occupational Health and Safety Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). The adjusted R^2 shows the actual contribution of the independent variable (Occupational Health and Safety Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity) to the dependent variable (employees’ satisfaction for Nigerians). The F-value of 133.635 significant at .000 shows a good explanatory power of the independent variable. This showed that the model do not suffer from specification bias.

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

Table 4.7: Regression Coefficient

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

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

From the Table 4.7, the following regression equation was established

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

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

Table 4.8 Result of Regression Analysis

Model Summary

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

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

Source: Data Analysis from SPSS 20 (2019)

The Table 4.8 indicated that the model had a correlation value of 0.802, which manifests a good linear relationship between dependent (employees’ satisfaction for other nationals) and independent variable (Occupational Health and Safety Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). The $R^2 = (0.642; p < 0.05)$ which depicted that 64.2% of the changes in dependent variable (employees’ satisfaction for other nationals) was accounted for by the independent variable (Occupational Health and Safety Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity). The adjusted R^2 shows the actual contribution of the independent variable (Occupational Health and Safety Practices; Power Distance; Uncertainty Avoidance; Collectivity Vs Individuality and Masculinity Vs Femininity) to the dependent variable (employees’ satisfaction for other nationals). The F value of 412.127 significant at .000 shows a good explanatory power of the independent variable. This showed that the model do not suffer from specification bias.

Table 4.9: Validation of Hypotheses

Hypothesis	Independent Variable	Dependent Variable	p < 0.05	Decision
H ₀₁	Compensation Practices	Employees’ Satisfaction for Nigerians and Other Nationals	.000	Reject H ₀
H ₀₂	Occupational Health and Safety Practices	Employees’ Satisfaction for Nigerians and Other Nationals	.000	Reject H ₀

Source: Data Analysis from SPSS 20 (2019)

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

Decision Rule:

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

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

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

From the Table 4.9, it is explicitly seen that the independent variables (Compensation Practices and Occupational health and safety practices) have probability of 0.00 which is less than 0.05. As a result Compensation practices and Occupational health and safety practices have significant effects on Employees' Satisfaction for Nigerians and other nationals working in Nigeria.

4.1 Discussion of findings

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.

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

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

V. Conclusions

- a) 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;
- b) Regular and transparent occupational health and safety practices significantly affects the progressive level of an employees' which may bring about the promotion of an employees' and achievement rate.

VI. Recommendations

Well-structured and competitive 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. In addition to this, employees' safety should be of utmost importance to the food and beverages industries in Nigeria, therefore management of organisations should provide HR practice for occupational health and safety practices of their employees.

Suggestion for further studies

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

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