



Full Length Research

## Effects of Cultural Dimensional on Employees' Satisfaction among Multi-National Corporations in Lagos State, Nigeria

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**Abstract:** The achievement of high organisational productivity in today's competitive environment must take into account the necessity of motivating and inspiring the workforce through a strong reward system based on cultural expectations that demand the best from the workforce in terms of performance commitment, dedication, and loyalty. All nations, including those in transition and developing regions, are cognizant of the crucial responsibilities that multinational corporations play in economic development, as evidenced by the existence of these corporations and their subsidiaries. The study's goal was to evaluate how the cultural factor affected how satisfied employees were with how multinational corporations managed their human resources. Six (6) chosen multinational corporations in Lagos State make up the study population. While purposive sampling approaches were employed to deliver the study instrument to a sample of 1200 respondents, of which 1000 returned used, convenience sampling procedures were utilised to choose the suitable Corporations. Data collection was done using a questionnaire with a likert scale structure, and both the face and content validity were properly adjusted by a specialist for the study's needs. The constructs' respective Cronbach Alpha reliability coefficients lie between 0.78 and 0.86. For the data analysis, descriptive and inferential statistics were also employed. The study found that, with regard to the cultural dimension effect, training and development practises have positive, substantial effects on employees' satisfaction among nationals in MNCs. The study suggested that in order to establish, maintain, and sustain a stable human resources management practise

for the successful operation of the subsidiary in their particular environment, the management of Multi-National Corporations should have an understanding of the cultural dimension and the environments in which they operate. Additionally, has a solid understanding of the nation's cultural reward system, which inspires workers to be dedicated to the goals of their organisations.

**Keywords:** Cultural Dimension: Employee Satisfaction: Human Resource: Management Practice: Employees' Performance.

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## **1.0 Introduction of the Study**

In order to inspire and motivate the workforce in today's competitive environment and achieve high organisational productivity, a strong reward system that is based on the cultural perception of the workforce and demands the best from them in terms of performance commitment, dedication, and loyalty must be designed, established, and implemented (Banjoko, 2006; Tsegaye, 2022; Wubante et al., 2022). These are contingent upon the strategies employed to improve labour standards and working conditions. Massive global economic, technological, and cultural shifts are forcing managers of all kinds of organisations and businesses to constantly search for innovative approaches to satisfy client expectations. Due to issues that are disrupting industrial harmony, human resource management practices—a collection of internally consistent policies and practices—appears to be insufficient in guaranteeing that a firm's human capital contributes to the attainment of its business objectives. Because of this, human resource management practices are seen as a collection of techniques used by companies to manage their human resources (Egounleti, 2022; Falode & Mustapha, 2022a). These techniques include fostering the development of company-specific talents, handling intricate social and interpersonal relationships, and preserving sustainability and competitiveness. Develop distinctive human qualities to differentiate yourself from your colleagues in light of the company's distinct goal and vision, which are impacted by human capital and the surrounding environment. The expanding number of multinational firms and their subsidiaries, according to Zamfir (2012), indicates that all nations—especially transitional and emerging ones—are cognizant of the critical roles that multinational corporations play in economic development.

Multi-National Corporations (MNCs) face significant challenges in maintaining a sustainable level of corporate performance due to their complex, harsh, and changing environment, as well as tight legal requirements. The current pandemic has complicated and increased the bar for company operations as people strive to survive or thrive. Productivity in Multi-National Corporations (MNCs) experiences is relatively low in

Nigeria due to the high level of job dissatisfaction caused by behavioural practices, movement restrictions, unethical management practices, unstructured human resources practices, unproven quality work life of employees, poor work values, and hostile work environments (Mustapha, 2022; Ohanyelu, 2022). This is a result of the unchallenging attitudes and apathy of the staff. It is vital to continuously address and reconcile the various ethnocentric and polycentric viewpoints that may result in a discrepancy between what an individual seeks and the actual outcome obtained from a job because the organization's capacity to engage and retain its employees depends on the quality of performance and the entity's survival (Ugoani, 2016). Globalisation broke down all obstacles to travel and made it possible for people from all countries, not just those near borders, to move freely between them. A more diverse workforce became possible as a result, especially in the subsidiaries of large firms (Zhang, 2012). Furthermore, Prakash (2015) highlights the importance of developing regional trade agreements, regional integrations, regional advancements in communication, transportation, and technology, standardisation of trade able goods, and convergence of human aspirations. It has been stated that HRM practises have a direct impact on job satisfaction among employees and foster organisational commitment (Ulrich, cited in Onyema, 2014). The work environment in manufacturing firms is heavily influenced by culture (Nerkede, 2011). Employer satisfaction with a diverse workforce is highly valued by successful organisations, especially in their subsidiary operations where employees' cultural values and the policies and practices of multinational corporations influence how they perform their jobs in the host country (Gardmer, Anakwe, Jackson, Bjorkman, and Budwar, cited in Opong, 2013). Comprehending the vital role that individuals and their culture play in an organisation becomes pertinent to the degree of employee loyalty (Abdullah et al., 2010). Workplace personnel management becomes a crucial component of management. Multinational firms find that their home approaches to managing human resources do not translate effectively to other markets since cultural differences are a fundamental aspect of what makes humanity unique. Consequently, there is a negative influence on earnings, a drop in collective motivation, a promotion of losses, and a disruption to teamwork (Rees & Smith, 2014). Hence, the perception of multinational corporations as productive lies in their ability to achieve their objectives through the effectiveness of their personnel, and the belief that modern organisations cannot emphasise the recognition of human elements and culture. A competent, modern manager views their staff as the cornerstone and source of high-quality productivity increases with regard to both human capital and capital expenditures. Meeting employee requests is a top concern for many successful businesses because they believe it will boost employee commitment (Ahmed & Jameel, 2016). Human resource management practices are influenced by corporate strategies and methods, as well as the cultures of the host country (Riyadh et al., 2015). Companies that operate internationally and have authority over production and value-generating services are known as multinational corporations (Leat, 2003).

Multinational companies are managed from their home countries, but through their subsidiaries in host countries, they carry out manufacturing activities to satisfy local demand claim (Osibanjo et al., 2014). Selecting the human resource management strategies required for overseas subsidiary operations to be effective presents a number of challenges for multinational corporations (Bratton & Gold, 2012; Ugoani, 2016). This can assist companies in resolving organisational issues resulting from cultural differences that may jeopardise their chances of achieving global compliance. Decenzo & Robbins (2010) assert that multinational firms must focus on the labour market and the effects of culture, national development, and employee skills in both the host and home countries due to the high costs of failure. The rate of business failure, closure, and poor organisational performance has increased due to staff underperformance and commercial globalisation (Izuogu & Onyekwere, 2019). As a result, many newly launched goods have failed owing to subpar performance, and people in a range of manufacturing businesses have been laid off. Despite their large investments, these multinational firms have been operating below capacity lately, which has resulted in a very low GDP contribution (Akpan et al., 2016). Furthermore, global cultural and environmental challenges are having a major impact on the success of multinational firms (Ogunfunwa, 2018; Okogba, 2018). This is the outcome of the management of multinational corporations neglecting to include significant cultural facets of the chosen region of operation in their human resource management strategies in an effort to hire as many locals as possible and get higher performance.

The main objective of the study is to ascertain how cultural variables impact employees' satisfaction with the HRM practices employed by multinational companies in Nigeria. The study particularly examines the link between the independent and dependent variables with regard to HRM practises. The purpose of the investigation guides the creation of the hypotheses. The degree of job satisfaction among Nigerian employees of multinational businesses is not significantly impacted by HRM practices. The majority of reviewed studies on the relationship between culture and HRM practise, along with related studies (Aljayi et al., 2016; Riyadh et al., 2015), failed to find a clear relationship between the contextually-based HRM theory and the cultural dimensions put forth by Hofstede (1981). Eventhough relationships were found in earlier study on cultural HRM practices when other control factors were included. The impact of cultural HRM practises on the job satisfaction of multinational corporations operating in Nigeria has also received scant attention. Furthermore, the bulk of studies' conclusions might not apply in contexts and transitional economies like ours due to respondents' attitudes towards research tools. Due to the paucity of this kind of study, it is crucial to close the gaps observed in Nigeria and the rest of the world.

## **2.0 Conceptual Clarification**

### **2.1 Human Resource Management**

Scholars hailing from diverse geographic locations have employed a range of definitions and measurements to scrutinise human resource management practises from multiple angles. Fajana et al. (2011) assert that the practice of human resource management is connected to the management of people in organizations. Storey (2001) defined human resource management practice as a unique approach to employment management that aims to achieve competitive advantage through the strategic development of a highly capable and committed workforce. This is achieved through the use of an integrated range of cultural, structural, and personnel techniques. Academics have expressed significant worry on the methods used by companies, especially multinational ones, to manage their human resources (Edward et al., 2013). Research has shown that multinational firms' home nations' influences and the locations in which they operate are equally fascinating (Edward et al., 2013). Prior studies had hypothesized and found that companies adopted a global agenda, particularly in terms of cost reduction, because they were unrestricted by the unique characteristics of their home country. Multinational firms today have challenges when it comes to the transfer of HRM practices from developed to developing countries as well as from developing to developed environments (Bratton & Gold, 2012). For use and adaptation with international affiliates, three general human resources practices—adaptive, export, and integrative policies—have been found among the multinational firms. It has been established that there is a notable concentration of multinational firms employing various approaches to human resource management in various nations, which can be distinguished by their contextual differences.

#### **2.1.1 Culture and Cultural Dimensions**

Culture is seen as an essential element of social life and the general well-being of the people. It is a complex system of norms, beliefs, values, practises, and any other skills and habits that man has learned as a member of the community. Culture is a blend of the human, spiritual, and materialistic because it is composed of ideas, values, beliefs, religious practices, and artefacts. Aluko (2003) states that Nigeria is a secular, multiethnic, multicultural, and diversified state. The Hausa-Fulani people are a devout group of people who will not compromise their beliefs for any kind of selfish advantage. It is important to honour their traditional leaders and respect their right to freedom of religion. One could argue that a religious component influencing people's work schedules on Fridays and throughout Ramadan is a national culture that needs to be overseen by international businesses (Falode & Mustapha, 2022b; Hassan et al., 2022). On the other hand, Igbos are very adaptable and pushed to succeed due to the way an achiever is honoured. The goals of anarchy, independence, and equality are embodied in the working culture. While age and tradition are taken into consideration, other tribal men mostly use financial wealth to define the typical Igbo guy. The aggressive and boisterous behaviour

at work indicates a frantic attempt to succeed. Due to their social nature, Yoruba people behave according to the norms and requirements of their environment (Aluko, 2003). They are equally hardworking and committed, although not being nearly as aggressive and focused as their Igbo relative. The trio, in the words of Budhwar & Debrah (2001), stands for conventional values like deference to authority figures and gender conventions. Nigeria is a predominantly male state where people value age. More men than women are recognised. The takeaway is that a young manager needs to be humble and remember to address his staff members based on their age. Furthermore, the male of each of the three main tribes consistently disapproves of and won't collaborate with any woman in leadership. Family members support one another, and the family is given priority. In Nigeria, going to social gatherings honouring friends, colleagues, associates, etc., is seen as a sign of support, collaboration, and loyalty. In this area, this is really appreciated. These are the prevailing cultural norms and lifestyles that have become deeply embedded in the people due to the desperate attempts of the Nigerian people to endure despite the callousness of their government. In Nigeria, an aberrant show is being applauded by both the ruling class and the populace. Olukoju (2013) asserted that Nigeria's national culture consists of thirteen ideas, attitudes, conventions, and ways of life, among them self-help, impunity, and corruption.

The link between the individual and the collectivity that governs a given society is contrasted in Individualism versus Collectivism. Four main cultural dimensions that are largely independent of one another were proposed by Hofstede in 1980. (a) Power Distance: This is the degree to which the less powerful members of an organisation or group accept and anticipate an uneven power distribution. (b) Avoiding Uncertainty: The fundamental issue here is how society interprets the reality that time is finite. Certain civilizations have tried to instill in their people the acceptance of this unpredictability and the refusal to take offence at it. (c) Masculinity vs. Femininity: Traditional masculine cultural norms permeate every part of society, including women's thought processes, in patriarchal nations. These more traditionally feminine values—not boasting, valuing relationships over material belongings, caring about one's quality of life and the preservation of the environment, helping those in need, especially the weak, and accepting that small is beautiful—dominate in feminine societies (James et al., 2022; Nnamdi, 2014). Due to their popularity among academics and business executives, as well as the fact that the methods of observation and analysis provide them with valuable insights into cross-cultural interactions, the Hofstede cultural dimensions are extensively recognised and utilised (Jones & Alony, 2007).

### **2.1.2 Employees' Satisfaction**

Employee happiness is one of the topics in industrial psychology that has been the focus of the most research (Imocho et al., 2017). Employee satisfaction is a term used to describe an employee's overall feeling of well-

being at work. The most common description of it is as a happy or positive emotional state brought on by how one perceives their work, how they conceptualise and evaluate their work environment, how they experience their work, and how they see everything related to their work and workplace (Imocho et al., 2017). It is an internal condition determined by how favourably or unfavourably the employee and his experiences are evaluated. Gupta (2015) asserts that an employee's degree of job satisfaction and the workplace environment have an impact on his level of job satisfaction. A prerequisite for increasing productivity and producing high-quality work is having contented staff, as this plays a big part in both. Six metrics were created by Santos and Brito (2012) to gauge employee happiness. These variables include the pace at which workers join and depart the organisation, the amount spent on training and education, salaries and benefits, career advancement, the atmosphere inside the workplace, and general worker happiness.

### **2.1.3 Business Performance**

A business organization's performance in a particular environment reflects the reason for its existence. Business performance, as defined by Venkatraman & Ramanujam (1986), cited by Frolick et al. (2012), is the combination of managerial and analytical procedures that allow management to achieve predefined goals. The secret to the business performance of multinational firms lies in concentrating on organisational activities at both high-level and low-level levels of activity to ensure they are functioning as planned (Mann & Kehje, 2009). An organization's performance is evaluated by measuring the degree of stakeholder satisfaction with its outcomes in relation to its objectives and guiding principles, which can be determined by looking at input-output levels and the organization's adherence to legal and regulatory requirements. Thus, the achievement or finishing of a task, a project, or a goal to the desired degree of satisfaction. Three main tasks are considered to comprise business performance measurement: selecting objectives, gathering measurement information relevant to the organization's attainment of these objectives, and making managerial decisions based on the information. Business performance analyses all business processes that are concentrated on coordinating the strategic and operational objectives of the company in order to improve performance by guaranteeing that the set organizational goals and objectives are met on time (Ogbechi et al., 2020). As a result, in order to address performance gaps, skills gaps, role mismatches, and competency issues, multinational corporations have recently implemented regular performance discussions between managers and their subordinates as well as team discussions to evaluate alignment. These conversations have been viewed as a means of coordinating the requirements for performance measurement with the strategic priorities while accounting for Consequently, the ability of an organization to satisfy the needs of its staff and stakeholders is the definition of performance. It is possible to evaluate the value that an enterprise expects from its stakeholders as well as the value that each group of stakeholders expects from the organization. Other essential components of strategic business performance measurement include: (i) monitoring process efficiency; (ii) defining the standards of minimal

level of performance and level of target performance; (iv) focusing on performance drivers and the components of current profitability; and (v) (v) Multinational companies have a wealth of sound suggestions for improving their financial performance (Atkinson et al., 2009). The business management is always in charge of formulating a rational process for identifying the key performance indicator of the organization.

#### **2.1.4 Performance Determinants in Multinational Corporations**

People's aggregate skills, abilities, and experiences, as well as their capacity to apply them in the service of the employing business, are increasingly regarded as significantly contributing to organisational success, according to Armstrong & Baron, referenced in Waiganjo et al. (2012). They also contribute significantly to a company's competitive edge. A firm's performance is determined by how well it accomplishes specific objectives as measured against predetermined standards (Richard, 2009). Performance can be measured in two dimensions (Bhatti et al., 2013). A financial and market-based set of measures, such as market share, profitability, and capacity utilisation, make up the objective component of performance measurement. The second category is subjective performance, which includes measures of employee and customer satisfaction, such as service quality. The latter measures essential components of profitability and proposes that, in order for a company to achieve successful objective performance, particular attention needs to be given to the quality of services provided as well as to the satisfaction of both customers and employees (Bhatti, et al., 2013; Yani et al., 2022). Nonetheless, indices that aren't financial can also be used to evaluate a company's performance:

Luther (2015) defines financial indicators as the conventional performance metrics that are based on numerical data and comprise sales, cash flow position, profit, revenue, and return on investment, among other metrics. The second indicator, known as non-financial performance, provides information on the activities that a company believes are essential to accomplishing its strategic objectives. Examples of these actions include market share, employee satisfaction, and metrics related to customer relations and employee performance (Moers, 2015). Furthermore, it has been observed that the use of financial performance metrics by organisations is becoming inadequate as a result of the quick changes taking place in the world, such as better product quality, a rise in population migration abroad, and faster technological advancements. This has led to a tendency for businesses to be multi-cultural in nature. According to Zakari (2017), performance evaluation should continue to prioritise taking into account the present environmental circumstances. Concerned about the substantial benefits of coordinating employee performance management with corporate performance management, multinational corporations point out that in order to stay competitive, managers must create "context-specific" human resource management practices in light of the "complex-contextual" environmental realities. Because performance management can be applied to many different areas—such as performance



evaluation, behaviour guidance and motivation enhancement, ongoing process improvement, identification of problem areas, enhanced communication, increased accountability, strategy implementation, goal achievement support, and information sharing on strategy implementation—it is necessary to manage the impact of performance management (Zakari, 2017). An organization's performance is assessed based on how well the intended expectations of its stakeholder employees are met.

## **2.2 Theoretical Literature**

A collection of relevant theories forms the basis of this subject. These theories have been connected to the practice of strategic human resource management in international firms, claim Stahl & Bjorkman (2006). They are resource-based theory and stakeholder theory. The resource-based approach states that a firm's strategy must take into account two primary internal sources of competitive advantage. By making effective and efficient use of these resources, an organisation can achieve a sustained competitive advantage (Moers, 2015). This idea is crucial because it could make it difficult for a foreign subsidiary to prosper if it starts to identify too much with the structures, institutions, and social realities of its host country. The dependent variable is employee satisfaction with the non-financial performance of the organisation, and the stakeholder theory is deemed relevant and appropriate in this context. The success of an organisation is thought to be correlated with the contentment or happiness of its workforce. Furthermore, it states that an organization's performance is determined by how well stakeholders' and employees' desired expectations are met.

## **2.3 Empirical Literature**

A theoretical study on "Cultural impacts in human resource management practice" in Romania was carried out by Badea (2013). The need to ascertain how HRM strategies help close gaps amongst different workforces in Nigerian multinational corporations. The study discovered that HRM practices work as a bridge between parent companies and their foreign subsidiaries in multicultural settings. Sylwia (2013) carried out an empirical study on "The home-country culture as one of the factors of human resource management practice," using the example of multinational firms in Poland. It was found that while the cultures of the countries of origin have an impact on HRM practices and regulations, they are not the main contextual factor. Omar, Salessi & Urteaga (2017) investigated the impact of managerial practices on job satisfaction among employees in Argentina. The results demonstrated that firms' application of HRM practices has an impact on workers' job satisfaction. Hee & Jing (2018) investigated the effects of HRM practices on labour productivity in Malaysia's manufacturing sector. The findings indicated that the most important variables influencing an employee's performance are training and development, with performance appraisal coming in second. Aljayi et al. (2016) conducted a study in Morocco titled "Multinational firms' human resource management practices and their organizational culture effect on employee loyalty: Case of Japanese Multinational Corporations." The study

found that Moroccan labourers were devoted, supported by the company's adoption of Japanese HRM techniques as well as Moroccan environmental traits that fostered Moroccan culture. The study's conclusions suggest that combining Moroccan social, cultural, and religious values can result in a productive workplace that benefits both businesses and employees. Ihionkhan & Aigbomian (2014) looked at how human resource management practices—such as teamwork, communication, reward and recognition, training and development, and performance appraisal—affect organizational commitment. The results of the study demonstrated a positive correlation between organizational commitment and teamwork, communication, reward and recognition, training and development, and performance evaluation. Additionally, the study's findings indicated that every facet of the HRM practices chosen for analysis plays a critical role in inspiring employees to be dedicated to their organizations' objectives.

**3.0 Methodology of the Study**

In the descriptive research design, questionnaires were distributed using the cross-sectional survey method. The study's population consists of six (6) carefully selected multinational firms located in Lagos State, Nigeria. Using convenience sample techniques, the pertinent Corporations within Lagos State's 20 LGA were selected. Purposeful sampling techniques were used to provide the study instrument to a sample of 1200 responders; 1000 of them were retrieved, accounting for an 83.3% response rate. Consequently, the 1000 questionnaires that were discovered became the focal point of the study's investigation. A questionnaire with a five-format Likert scale framework was used to collect the data. In order to properly adjust the face and content validity of the instrument in relation to the study's applicability, experts were consulted. The Cronbach Alpha reliability coefficients for each of the constructs range from 0.78 to 0.86. Descriptive and inferential statistics were used to examine the many data sets collected for the study. Frequency and simple percentages are examples of descriptive statistics. Using inferential statistics from the T-test of multiple regression analysis, the components of the independent variables (HRM practices) and their impact on the dependent variable (employee satisfaction) were investigated.

**3.1 Model Specification**

The linear equations model was formulated capturing the variables of Employees' satisfaction and cultural dimensions (Training and Development (TD), Power Distance(PD), Uncertainty Avoidance (UA), Collectivity vs Individuality (COL), Masculinty vs Femininty (MAS).Hence, to achieve the statistical objectives or test the hypotheses in the model estimation above, the multiple regression models are given as follows:

$$Y=f^1 (X).....(1)$$

$$ES = f^1 (CD) .....(2)$$

$$CD= f^1 (PD, UA, COL,MAS).....(3) \quad ES_{N1} = \beta_0 +$$

$$\beta_1TD + \beta_2PD + \beta_3UA + \beta_4COL + \beta_5MAS + \varepsilon)-----(4)$$

Where:  $\beta_0$  = Constant term and  $\beta_1 - \beta_5$  = Parameters to be estimated (i.e coefficient of the independent variables and moderating variables and  $\varepsilon$  = error term.

**NOTE:** The linear equations model was formulated capturing the variables of Employees' satisfaction(Training and Development (TD) and Cultural dimensions (PD, UA, COL, MAS) were used in the models to assess the cultural differences of the diverse workforce as well as to determine their influence on employees' satisfaction.

#### **4.0 Results and Findings**

From the aforementioned, it can be seen that the descriptive analyses of the bio-data of the respondents of the six multi-national corporations in Nigeria that were chosen for the study, as shown in Table 1, revealed that out of the total respondents in the study, 96 (9.6%) were employees of Cadbury Nigeria Plc, 191 (19.1%) were Guinness Nigeria Plc, 132 (13.2%) were employees of Unilever Nigeria Plc, 201 (20.1%) were representatives of International Brewery Plc In terms of gender, the study's participants included 188 female employees and 812 male employees, or 81.2% and 81.2% respectively. It suggests that there are more male than female employees working for multinational corporations in Nigeria. Despite the fact that 727 (72.7%) of the employees are Nigerians, 273 (27.3%) are not. Furthermore, 295 (29.5%) of the respondents were married, 191 (19.1%) were divorced, and 41 (4.1%) were widowed, leaving 473 (47.3%) of the total respondents to be single. This implies that many of the employees are married with families, thus they will want to continue working due to their responsibilities. Regarding age, 137 (13.7%) of all respondents were between the ages of 16 and 25; 305 (30.5%) were between the ages of 26 and 25; 346 (34.6%) were between the ages of 36 and 45; 102 (10.1%) were between the ages of 46 and 55; and the final 110 (11.1%) were 56 years of age or over. It suggests that the majority of workers are capable of making logical decisions and are restricted by labour force mobility. According to the analysis, 101 people (10.1%) have worked for the company for between one and five years, 141 people (14.1%), 274 people (27.4%), have worked there for between one and fifteen years, 309 people (30.9%), have worked there for between sixteen and twenty-one years, and the final 175 people (17.5%), have worked there for more than twenty-one years. Last but not least, when it comes to respondents' educational backgrounds, 91 (9.1%) were elementary school graduates and 241 (24.1%) were secondary school grads. 359 (34.9%) were graduates from tertiary institutions; 134 (13.4%) were postgraduate degree holders; and 175 (17.5%) were professionals. This suggests that over 70% of the workforce is capable of making defensible decisions.

**Table 1: Demographic Distribution on the Respondents**

S/N	Demographic variable	Grouping	Frequency	Percent
1.	Multinational Corporations in Nigeria	Cadbury Nig. Plc.	96	9.6
		Guinness Nig. Plc.	191	19.1
		Unilever Nig. Plc.	132	13.2
		International Brew. Plc	201	20.1
		Nestle Nig. Plc	218	21.8
		Glaxo-Smithkline Plc	162	16.2
2.	Gender	Male	812	81.2
		Female	188	18.8
3.	Nationality	Nigerians	727	72.7
		Other Nationals	273	27.3
4.	Marital Status	Single	473	47.3
		Married	295	29.5
		Divorce	191	19.1
		Widowed	41	4.1
5.	Age	16-25 years	137	13.7
		26-35 years	305	30.5
		36-45 years	346	34.6
		46-55 years	102	10.2
		56 years and above	110	11.0
6.	Years of Experience	1-5 years	101	10.1
		6-10 years	141	14.1
		11-15 years	274	27.4
		16-20 years	309	30.9
		21 years and above	175	17.5
7.	Highest Educational Qualification	Primary	91	9.1
		Secondary	241	24.1

	Graduate	359	35.9
	Postgraduate	134	13.4
	Professional	175	17.5

**4.1 Human Resources Management Practices (TD) Influence on Employees’ Satisfaction among Nationals in the Six Selected MNCs in Nigeria**

Table 2 showed a good linear relationship between the dependent variable (employee satisfaction for nationals in Nigeria), independent variables (training and development), power distance, uncertainty avoidance, collectivity vs. individuality, and masculinity vs. femininity. The model had an R-value of 0.718. R<sup>2</sup> = (0.516; p 0.05) showed that the independent variables (Training and Development, Power Distance, Uncertainty Avoidance, Collectivity vs. Individuality, and Masculinity vs. Femininity) accounted for 49% of the changes in the dependent variable (employees’ satisfaction for other nationals in Nigeria). The modified R<sup>2</sup> demonstrates 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 (employee satisfaction for other nations in Nigeria). The F-value of 244.391 is significant at .000, demonstrating the independent variable’s strong explanatory power. This demonstrates that the model is not biased by specification.

**Table 2: Result of Regression Analysis of Human Resources Management Practices (TD) Influence on Employees’ Satisfaction of Nationals in the six Selected MNCs in Nigeria**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.718 <sup>a</sup>	.516	.514	.761

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

From the Table 3, the following regression equation was established

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

The model’s R-value was 0.718, according to Table 2, which demonstrated a strong linear relationship between the dependent variable (employee satisfaction among Nigerian nationals) and the independent variables (training and development, power distance, uncertainty avoidance, collectivism versus individuality, and masculinity versus femininity). The independent variables (Training and Development, Power Distance, Uncertainty Avoidance, Collectivity vs. Individuality, and Masculinity vs. Femininity) explained 49% of the changes in the dependent variable (employees’ satisfaction for other nationals in Nigeria), according to the R<sup>2</sup>

= (0.516; p 0.05) that showed this. The modified R2 demonstrates the real contribution made by the independent factors (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 independent variable's excellent explanatory power is demonstrated by the F-value of 244.391, which is significant at.000. This demonstrates that specification bias is not a problem for the model.

**Table 3: Regression Coefficient of Human Resources Management Practices (TD) Influence on Employees' Satisfaction of other Nationals in the Six Selected MNCs in Nigeria.**

**Coefficients<sup>a</sup>**

Model	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.675	.174		9.632	.000
Training and Development	.242	.038	.164	6.389	.000
Power Distance	.312	.021	.436	14.730	.000
Uncertainty Avoidance	.162	.024	.154	6.681	.000
Collectivity and Individuality	.169	.028	.150	6.030	.000
Masculinity and Femininity	.107	.023	.131	4.722	.000

a. Dependent Variable: Employees' Satisfaction for other Nationals in Nigeria

The results of the ANOVA in Table 4 aid in identifying the model's strength or weakness. Based on the results shown in Table 4, the F-test value is 244.391, with a significance level of 0.05 translating to a significance value of 0.00. The F-test is significant because the p-value 0.00 achieved was 0.05, which leads to the conclusion that the regression model was a good match.

**Table 4: Analysis of Variance (ANOVA) of Human Resources Management Practices (TD) Influence on Employees' Satisfaction of other Nationals in the Six Selected MNCs in Nigeria**

**ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
<b>1 Regression</b>	<b>707.666</b>	<b>5</b>	<b>141.533</b>	<b>244.391</b>	<b>.000<sup>b</sup></b>

Residual	664.259	1147	.579	
Total	1371.925	1152		

a. Dependent Variable: Employees' Satisfaction for other Nationals in Nigeria

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

### 5.0 Discussions of the Study

In connection to the use of human resources management in multinational corporations in Lagos State, Nigeria, this study examined the impact of cultural factors on employee satisfaction. The report gives a broad review of the new trend in how multinational corporations have successfully incorporated cultural considerations into their practice of human resources management in relation to employee satisfaction. It underlined the impact of cultural factors on workers' satisfaction in regard to the human resources practices used by multinational corporations to strategically strengthen their repositioning in light of the fierce market rivalry. The study found that training and development practices have positive, substantial effects on employees' happiness among nationals in MNCs in Nigeria based on the data analysis results and relevant literature: This is consistent with the findings of Badea (2013) and Ihionkhan & Aigbomian (2014), all of which showed that training and development has the most favourable significant impact on employees' satisfaction and organizational performance. This is due to the fact that the majority of subsidiaries have significantly modified their HRM practices to account for contextual variables (Myloni et al., 2004), which effectively means that human resource management practices constitute the foundation of organizational performance.

According to Riyadh et al. (2015), HRM practices alone are insufficient to attain organizational performance. The study's MNC employees have all adjusted to and adopted the same socializing style since the individual control variables have a big impact on how satisfied they are with Nigerians and other nationals in Nigeria. The conclusion drawn from the findings is that learning, education, instruction, development, and planned experience all contribute to training and development, which is a powerful instrument for boosting employee satisfaction. This is due to the fact that efficient training programmes play a significant role in creating a workforce that is better prepared to handle impending difficulties quickly and efficiently. It is common knowledge that workers who lack formal training and understanding on the job will perform worse and may not enjoy their work because everything they do will be flawed. For its staff to be productive and competitive in the workplace, MNCs managing the food and beverage industries in Nigeria must offer training programmes, workshops, and seminars on professional development. In turn, this will help an organization's employers and workers. If a person receives quality training, he will become more efficient and productive. This will boost organizational productivity and inspire people to promote their organizations via their work. Employee training generally has the following positive effects: improved job satisfaction and morale, increased drive, improved process efficiencies yielding financial gain, improved ability to adopt new technologies and methods, increased innovation in strategies and products, and decreased employee turnover. The study supported Omar et al. (2017) findings that employee empowerment has a positive, significant impact on the success of organizational change, that employee empowerment significantly affects employees' satisfaction and service quality, that satisfied employees deliver better service, and that the HRM practices that produced the highest levels of workforce satisfaction were those oriented to open systems and to employees.

### 6.0 Conclusion and Recommendations

The study was required to look at how Nigerian citizens' perceptions of training and development in human resource management practices affected their happiness as employees. A correlation between the cultural

dimension effect and human resource management practices (training and development) and employee satisfaction was found, according to the results. According to the results of the regression analysis, all the cultural dimension and human resource management practices have a positive substantial influence on the employees' happiness among the national workforce of the multinational corporations in Nigeria. This suggests that incorporating a cultural perspective into HRM practices for training and development would increase employee happiness, which would increase organizational productivity. The study came to the conclusions that because culture is a component that distinguishes men from women, the cultural dimension of human resource management practices greatly affects employees' satisfaction among Nigerian citizens. According to the study's findings and recommendations, multi-national corporations' management should have an understanding of cultural aspects and the local environment in order to establish, maintain, and sustain a stable human resources management practice for the successful operation of the subsidiary in the locality. In order to operate effectively in attaining the organization's mission in the environment, managers of Multinational Corporations need be aware of cultural differences and how they affect communication and good management practices. The study is significant for MNC management in understanding the robust reward structure that encourages workers to be dedicated to their organizations' goal in the home country.

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