

The Human Resource Management Systems and Practices of Multinational Companies in their Nigerian Subsidiaries

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Abstract

In spite of the extensive literature available on the human resource management (HRM) systems and practices of multinational companies (MNCs) from developed countries, there are gaps concerning emerging countries' multinational companies' (EMNCs) HRM systems and practices at home and abroad. This study examines the transfer of HRM practices in Nigerian subsidiaries of MNCs from South Africa (an emerging country). This study identifies the similarities and differences between the HRM systems and practices of South African MNCs at their South African headquarters as well as their Nigerian subsidiaries. It reveals that the MNCs in South Africa hybridise their recruitment and selection processes and localise their compensation and employee relations. It also proves that performance appraisal, talent management and code of conduct practices are largely transferred to subsidiaries with minimal adaptation.

Key words: HRM systems, HRM practices, globalisation, standardisation, hybridisation, localisation, EMNCs, South Africa, Nigeria