

# Influence of HR Practices on Autonomy and Control in Selected Upstream Multinational Oil Companies in Nigeria

BEN E. AKPOYOMARE OGHOFOR, PhD.

Department of Business Administration, University of Lagos, Akoka, Yaba, Lagos, Nigeria

Email: aoghojafor@unilag.edu.ng

SAMUEL EMEKA MBAH

Department of Industrial Relations and Personnel Management, University of Lagos, Akoka, Yaba, Lagos, Nigeria.

Email: mbasam@yahoo.com

Accepted: September 09, 2012 Published: October 10, 2012

Doi:10.5296/ijhrs.v2i4.2517 URL: <http://dx.doi.org/10.5296/ijhrs.v2i4.2517>

## ABSTRACT

This study addressed the complexities in decision-making on personnel policies and practices in the Multinational companies. The purpose was to examine the influence of human resource practices on outcome of autonomy and control in the selected Upstream Multinational oil companies in Lagos State, Nigeria. The study adopted a field survey research method with validated and tested reliable instruments, the questionnaire and the interview. The Cronbach's alpha reliability test of all variables indicated (.876) above the recommended (0.7) cut off point of high reliability statistics. A Random Sampling Technique was adopted for selection of 5 (25.4%) of 22 companies in the Upstream Multinational oil sector as sample population while a total of 300 randomly selected research subjects represented respondents of the present study. The Chi-Square ( $X^2$ ) Test, Pearson Product Moment Correlation Coefficient and the Regression Analysis were statistical tools used with the aid of Statistical Package for Social Sciences (SPSS) to test hypotheses. Findings revealed among others that influence of staff resourcing is more on outcome of autonomy and control in the subsidiaries; that when the influence of staff resourcing increases or is extensively established at the headquarters, its influence on outcome of autonomy and control also increases in the subsidiaries; that there is a significant direct relationship between outcome of autonomy and control and HR practice(s) which implies that when autonomy increases as a result of a corresponding increase in extensively established HR practice(s), employees gain more satisfaction on the job whereas, when control increases as a result of a corresponding increase in control strategies in HR practices, employees gain less satisfaction on the job. It was however concluded among others that a new policy redirection that is people-oriented be adopted to ensure more employee autonomy and less control in the Upstream MNC subsidiaries in Nigeria.

**Key Words:** Influence, Autonomy, Control, Human Resource Practices, Upstream Multinational, Strategic International Human Resource Management, Nigeria.

## Introduction

Globally, there is a growing consensus that the influence of human resource practices in multinational organisations poses great challenges and presents daunting tasks in strategic International Human Resource Management (SHIRM) (Zucker, 1998, Harvey, Speir & Novicevic 2001 & Pulignano, 2006). The truth of this claim is premised on the great influence that human resource practices have on firm performance (Kopp, 1994). Human resource (HR) practices influence strategic international actions and innovative decisions in firms (Rosenzweig & Nohria 1994). Research evidence on human resource management and performance illustrates that HR practices can have influence on performance of business units (Nohria & Ghoshal, 2003). This makes this study timely and strengthens the need for more investigation in this area of study.

Multinational companies strategically design and adapt HR policies and practices from their headquarters to achieve human resource objectives at the subsidiaries (Rosenzweig & Nohria, 1994). The firms' ability to deal with complexities in the systems of decision making from the foreign to the local centres is being identified as the core problem of this research (Grammelgaard, Holm & Pedersen, 2004). Decision making process on issues relating to personnel policies of multinational companies is either centralized to the firm's parent company abroad or decentralised to autonomous group of top management at the subsidiary (Rosenzweig & Nohria, 1994; Meardi & Toth, 2006). The centralisation of management authority result to bureaucratic rules and procedures which are often adopted at subsidiary companies to regulate employees' behaviour and labour activities in industry. Managements do exercise bureaucratic or social and structural control over workers and the work process (Kreitner, 2000). These forms of control have made work segmentation, multi-skilling, alienation, task flexibility and so on inevitable which are in most cases not in the best interests of the worker (Blauener, 1964, Burns, 1969 & Braverman, 1974). A situation which result to employees' dissatisfaction, employees' inferior effect, work demotivation, and low performance (Herzberg, Mausner, & Saynderman 1959,).

In practice, all multinational companies need to have their subsidiaries or affiliates report regularly on new technology, market developments, and competitors' actions. These and other reports can aid headquarters of companies in the vital task of developing and implementing an effective practice and evaluation system. The tasks of tracking events in the international environment and developing effective systems for evaluating local management can be quite complex due to the variety of circumstances under which each subsidiary and its management operate (Colling, Morley & Gunnigle, 2008). These are some of the reasons why decision making is not so easy and to maintain equilibrium between autonomy and control more difficult. The major problem of staff resourcing in multinational operations is that of making effective selection decision (Tung, 1998). This is because selection decisions are based on international selection criteria which are factors used to choose employees of multinational organisations (Tung, 1982 & Guningle, 1998). These selections are influenced by experiences which are culturally based (Mayrhofer & Morley, 2004). Differences in customs, beliefs and attitudes made it difficult for a uniform application of selection procedures between the parent company and its subsidiary. This results to ethnocentric conflicts which cause disaffection and negative attitudes among workers.

Related to the problem of ineffective selection criteria, is the problem of unreliable and invalid tests. Factors such as cultural bias of tests and other selection procedures imported from abroad, social stereotypes and prejudices militate against the use of tests and distortions render results unreliable and invalid. (Tung, 1982, Fagbohunge & Longe, 1994). These are perhaps some of the convergence strategies employed by MNCS to manipulate selection procedures at subsidiary units (Fajana, 1996b, Mayrhofer & Morley, 2004). In line with this, Otobo (1994) observes "*in Africa where management practices are, for historical reasons thought to be "western" and where important industrial organisations are owned by western multinationals, managements do get away with a lot in the*

*absence of an indigenous industrial traditions to draw upon;*"(P.221). This explains the degree of freedom that foreign managers of MNCs have to influence or manipulate indigenous industrial traditions under the guise of convergence of foreign traditions and practices that are not compatible with the local circumstances. For instance the labour market is manipulated internally in the subsidiaries through the mechanism and strategies of the contract labour by multinational organisations in disregard to government regulations and dictates on selection practices and mandate of at least some degree of "nativization." in recruitment processes. Yet managements of MNCs still manipulate the labour market internally through 'contract labour' and gets away with it. A situation which Shadare (2008), describes as an erratic form of employment which poses new challenges to unions and manifests some ugly employment practices in a number of ways, thus, influencing treatment in selection procedures by western multinationals is one basic problem in this regard.

Another good example of the problem is the one related to designing equitable remuneration practices such as compensation and variable payment plans for MNCs personnel. Events reveal that administrative negotiation and bargaining period of total compensation system including variable payment systems at the subsidiaries of MNCs in Nigeria is pretty difficult. The reason is that some parts of total compensation are not backed up by labour laws or legislation but by negotiations and bargaining processes (Fajana, 1996a). Sometimes multinational companies prove very difficult to negotiate with. This situation is often aggravated while employee wants the better pay and conditions of service, the employer or management would like to minimize cost as much as possible for profit maximization at the detriment of the worker. Most multinational companies in Nigeria disregard labour laws, decrees, edicts or legislation. For these reasons the worker is left with no alternative than to accept what is offered to him as meager compensation package thus the employment relationship subordinates the worker to a structure of managerial control designed to maximize effort which the worker devotes in exchange for his wages or compensation (Braverman, 1974 & Otobo, 1994).

Another angle of the problem is the significant wage differentials which arise between the expatriates and those of their Nigerian counterparts. Sometimes, an expatriate who has the same paper qualifications, experience and the same job knowledge may earn a wage or a salary different and better than that of the Nigerian counterpart. This situation causes disaffection between the expatriate and the Nigerian counterpart. All efforts made by relevant unions to implement provisions of International Labour Organisation (ILO) standards as solutions to these problem prove abortive (Aturu, 2000, Adewumi 2002 , Adewumi & Mbah 2011), Other problems are related to other practices such as union avoidance and substitution strategies, employee involvement, management of managerial careers and so on.

Autonomy and control are elements in the content and context of job and they are characteristics of job performance (Hackman & Oldham, 1976, Kreitner, 2000). Guest (1995) holds the view that managerial control and autonomy are contrasting organisation design dimensions of industrial relations and human resource management while Fajana, (2006) identifies autonomous work group as a mechanism of workers' participation in management. Autonomy reveals the extent of individual discretion while control connotes threat, checks, and strict adherence to set standards (Tannenbaum, 1966). This research therefore set out to unlock these challenges and difficulties in the way human resource practices influence the degree of employee autonomy and control in upstream MNCs subsidiaries in Nigeria. Through empirical and theoretical efforts the research attempted to provide answers to several questions raised in this study.

## **2.1 Literature Review**

This section is basically concerned with previous empirical findings and case studies that specifically addressed the research questions. Here core variables were used as headings under which previous empirical research findings, case studies or hypothetical events or examples are discussed. Empirical literatures provide conclusions about research questions, hypotheses or conclusions about research problems (Perry, 1998):

### 2.2.1. Staff Resourcing and outcome of Autonomy and control

Staff resourcing has influence on employees' autonomy and control as well as on firm performance (Baliga & jaeger, 1984; Martinez & jarillo, 1989; Sohn, 1994; Taylor, Beechler & Napier 1996). Research has shown that there is a common believe that there is a contingent relationship between an organization's global staff resourcing practices and the location of overseas subsidiary selection from candidate pools that could result in more effective realization of organization's strategy and firm performance (Harvey, et al., 2001). According to Heenan and Perlmutter (1979); Ondrack, (1995); Taylor, Beechler & Napier (1996); and Welch (1994), three strategic orientations have been espoused for addressing global staffing. They are **geocentric philosophy**, **ethnocentric philosophy**, and **polycentric philosophy**. **Geocentric philosophy** emphasizes collaborative determination between headquarters and subsidiary units of operations around the world (Taylor, et al., 1996), in **ethnocentric philosophy**, headquarter makes all key decisions and foreign subsidiaries have little autonomy or input. Expatriates are used to monitor and to control subsidiary operations. In between these two extremes are the two other philosophies. The **polycentric philosophy** and **regiocentric**. In **polycentric** the local management controls the foreign subsidiary, although headquarters still makes broad strategic decisions (Edstrom & Galbraith, 1977). One of such strategic decisions is the adoption of contract labour and outsourcing as strategic means of costs reduction. A recruitment situation among multinationals in oil and gas in Nigeria which discourages workers solidarity and described as an erratic form of employment practices that has long been an integral part of the oil and gas business in Nigeria (Adewumi, 1997, Shadare, 2008 & Danise, 2008). The **regiocentric philosophy**, most foreign employees will not move into headquarters positions but, can move from country to country in a particular region to determine a common set of hiring and evaluation standards. A common set of hiring and evaluation standards here implies bureaucratic control and monitoring. Remarkably, the expatriates perform this function across the region (Kostova, 1999, Scullion & Starkey, 2000 & Lavelle et al., 2009). Hence literatures confirm great influence of extensive staff resourcing practices on employee control in the subsidiaries.

### 2.2.2. Remuneration Practices and outcome of Autonomy and Control

Almond, (2004) and Shibata, (2002) noted that headquarters generally take a strong interest in establishing common reward structures worldwide. The Worldat work (2004 – 2005), salaries Budget survey (2004) and several broader national surveys indicated that employers are continuing to increase their focus on variable/ incentive pay while striving to balance incentive portfolios which tie incentives to specific goals. Research studies by Taylor et al., (1996) and Duarte (2001) reported that multinational is pattern and pace-setters down to their subsidiaries financial matters and will not attempt to treat such with triviality. Research studies revealed that the multinational companies have the reputation for centralizing HR policy and applying it in a standardized way across subsidiaries internationally (ferner, Clark, Colling, Edwards, and Holden & Muller-Camen 2004). Centralising policy and applying same in a standardized form international also implies bureaucratic control. This claim is also

### 2.2.3 Union Avoidance Strategies and Outcome of Autonomy and Control

Beaumont and Townley (1985) submitted that sophisticated human resource management procedures such as few job grades, task flexibility, teamwork arrangements, extreme communication, and grievance handling system are used to restrict the recruitment opportunities of trade unions by multinational companies. Fajana (2006) maintains that the principal reason for establishing a grievance handling scheme for unorganized workers may be to keep off trade unionism. Case studies have reported global policies on union avoidance in the multinationals and in extreme instances such policies have been moderated only minimally by host country regulations (Royle, 1998). Union avoidance strategies or substitution tactics include less job creation which is adopted to reduce the prospective number of employees that are likely to form or join union in multinational companies (Aamodt, 1999). Studies revealed that in 1995, restructuring resulted in 123,000 at AT & T, 122,000 in IBM and 99,400 at General Motors lost their jobs in their respective subsidiaries (Aamodt, 1999).

All union avoidance strategies, substitution or suppression tactics are instruments to keep off trade unionism and increase management control of labour and over the labour process (Blauner, 1964, Burns, 1969, Braverman, 1974; Ootobo, 1986 & Fajana, 2006). Hence workers alienation from the labour process is a strategy of control.

#### **2.2.4 Employee Involvement and Outcome of Autonomy and Control**

Research studies show that effective employees' involvement and bargaining can only be enhanced where union exists and in absence of the union, collective representation may prove difficult (Gunnigle, 1995). In the research survey of four subsidiary multinational companies, pharmaco, HR Adviser (2009), A USA multinational reported to have its collective bargaining prescriptions closely scrutinized as the HR Adviser reiterates that "*every strategic decision must be approved by them --- what we can do are areas concerning communication approach, the mechanisms of setting up a negotiations team*". Hence this emphasizes the ceremonial functions of the HR managers in the subsidiaries. Hyman (2001) noted in support:

*"while workers became free to organize collectively, the employer was equally free to dismiss those who join a union while union was entitled to bargain collectively employers were equally at liberty to refuse to negotiate or to recognize a union, whatever its level of membership and while a union would lawfully call strike --- individual strikers were still in breach of their contract of employment and might therefore be summarily dismissed"*(p.104).

The same view was captured in Ootobo (1994) that inevitably in a unitary perspective, trade unionism is condemned and suppressed while any form of industrial conflict is seen as "irrational" and the sacking of striking workers is preferred to consultation or negotiation and such persons also support the enactment of laws to regulate workers behaviour. As a corollary to this view, a significant number of large multinational companies never tolerated union involvement or employee participation and has long implemented union substitution approaches (Dundan 2002). Thus, union avoidance, substitution or suppression is a strategy adopted to relegate workers to maximum control.

#### **2.2.5 Management of Managerial Careers and Outcome of Autonomy and Control.**

Empirical findings show that most of the multinational companies had well established graduate training schemes operating at subsidiary level as succession plan for prospective graduates (Peter, Dolling, Peter, & Quintanilla, 2005). There are generally formal management tools for the development of high potential managerial talent, examples include, assessment centres, or career development workshops for employees with some experience were popular and were globally controlled and managed from the centre (Thompson, Mabey, Storey, Gray, & Iles 2001). Research findings maintained that typical development activities include training needs assignments, leadership programmes, and planned rotational assignments for experiential learning (Storey, Edwards & Sisson 1997). Here literature evidences confirm there are formal training and development of high potential managerial talents in the subsidiaries but they are globally controlled and coordinated.

### **2.3 Theoretical Frameworks and Hypotheses**

This research is guided by the following theories.

#### **Theories of Imperialism**

- Dependency theory: Propounded by Karl Marx doctrine and popularized in Africa by the likes of Claude Ake, 1981 Eskor Toyo, 1980 etc
- Agency theory: Popularized by Roth & O' Donnell, 1996

#### **Managerial Theories**

- Scientific Management theory: Frederick W. Taylor, 1911
- Labour process theory: Braverman H., 1974
- Unitary Perspectives: Allan Fox, 1966 & Ootobo (1994) citing Allan Fox, 1974.

#### **Job Design Theories**

- Two-factor theory (Hygiene factors) : F. W. Herzberg, Musner, and Saydnerman, 1959

### 3.3.1. Theories of Imperialism

- **Dependency Theory**

The dependence theory framework was developed from the analysis of Karl Marx, the doctrine of Marxism. According to Ake (1981),

*“An economy is dependent to the extent that its positions and relations to other economies in the international system and the articulation of its internal structures make it incapable of auto-centric development”*  
(P.55).

When a developing economy depends on externally generated resources to manage its business system without looking inwards is a sign of dependency. Multinational companies strategically design and adapt HR policies and practices from the headquarters to achieve its human resource objectives at the subsidiaries (Rosenzweig & Nohria, 1994).

- **Agency Theory**

Agency theory focuses on problems that arise when principals delegate tasks to agents because the principals have neither the time nor the ability to complete the tasks themselves (Jensen & Meckling; 1976, Harvey et al., 2001). Agency problems occur when the agent acts in a manner inconsistent with the best interests of the principal and such problems can be mitigated by exerting monitoring strategies on the behaviour of the agent which amounts to bureaucratic control as applied to work situations (Harvey et al., 2001, Eisenhardt, 1985, Tosi & Gomez-Mejia, 1989, Gomez-Mejia & Balkin, 1992). The agency theory principles therefore apply in work domain where tasks are unstructured, outcomes difficult to evaluate and employees enjoy a great deal of autonomy (Roth and O' Donnell, 1996).

### 2.3.2 Managerial Theories

- **Scientific Management Theory by Frederick W. Taylor, 1911.**

Taylor (1911) insisted that management should assume responsibility for deciding how work was to be performed, leaving to workers the task of obeying orders to the letter in order to gain maximum productivity at least cost. In principles of Scientific Management, Taylor argued that workers cannot achieve much if they are left on their devices and that the best solution is for management to ‘relieve’ workers of the necessity of planning their own tasks, that is, (lack of autonomy), particularly those with a mental component; that workers will learn from management how best to increase their output to the benefit of both and the best inducement is money or economic reward (Taylor, 1967). Braverman (1974), criticized Taylor’s views as amounting to managerial control.

- **Labour Process Theory**

The labour process theory was originally formulated by Karl Marx (1971, translated in 1976). His thesis was that surplus is appropriated from labour by paying it less than the value it adds to the labour process (Armstrong, 2006). Capitalists therefore design the labour process to secure the extraction of surplus value. This was the basic reason in Braverman’s critique against Taylor’s views. This critique was predicated on three cardinal points namely; dissociation of the labour process from the skill of the workers; separation of conception from execution that is the unity of labour is broken up by the capitalist who separate mental from manual labour and lastly the use of the monopoly over knowledge to control each step of the labour process and it’s mode of execution. Braverman (1874), argued that the most important aspect of this process was not the written instructions but the systematic pre-planning and pre- calculation of the labour process, which took away from workers the responsibility for conceiving, planning and initiating their work tasks thus leaving the imaginative tasks of creation to management. Braverman, (1974) corroborated the views of Blauner, (1964) on workers alienation and freedom as well as Burns (1969) views of the use of man as an industrial machine. (Otobo, 1994) captured and summarized this same view thus, labour although as human whose “open-ended” contract and status as a commodity enables it to be deployed as seem fit by employers. This in simple term implies managerial control over labour and processes of labour.

- **The Unitary Perspectives by Allan Fox, 1966 & 1974**

The unitary and pluralist theories are two contrasting dimensions of management – labour relations in industry. This study is interested in the unitary perspective which relate to managerial control. The unitary theory is management perspective of being only the source of authority and loyalty as opposed to the recognition of rival sources of leadership and attachment. Otobo (1994), captured this contrasting managerial perspective in his remarks as citing Fox (1974) thus: *the unitary perspective sees the enterprise as pointing towards a unified authority and loyalty structure with managerial prerogatives accepted by all members of the organisation. Emphasis is placed on common objectives and values which are claimed to unite and bind together all participants..... best operated in paternalist firms such as multinational operations with many long service employees and charismatic figure at the top, pg.220.* In the unitary perspective, management prerogatives reign supreme and workers are subjected to management control.

### 2.3.3 Job Design Theories

- **The Two-Factor Theory (Hygiene Factors)**

The Herzberg's two-factor theory of satisfaction and motivation was one of the most influential work design theories in the management literature (Hackman & Oldham, 1976). The Herzberg theory specifies that a job will enhance work motivation and satisfaction only to the degree that "Motivators" are designed into the work itself (Herzberg, et al., 1959). The implication is that the Herzberg's two factor theory is a job design theory. This theory proposes that the primary determinants of employee satisfactions are factors intrinsic to the work that is done, that is recognition, autonomy, achievement, responsibility, advancement, personal growth in competence. These factors are called "motivators" because they are believed to be effective in motivating employees to superior effort whereas company policies, supervision, control, pay plans, working conditions and so on are extrinsic and contrasting factors that dissatisfies workers on the job (Herzberg et al., 1959; Braverman, 1974 & Kreitner, 2000). According to Fagbohunge and Longe (1995) all motivators or satisfiers are job content factors because they are intrinsic in the job while demotivators or dissatisfiers are job context factors because they are extrinsic on the job. Pay or remuneration package according to Herzberg is not a motivator. This view is in contradiction with Taylor's belief that the best type of workers inducement is money and economic reward. In Herzberg's view, satisfaction can only be achieved when job is enriched and made more challenging through the process of job design. When job is enriched and made more challenging there is increase in employee autonomy and merit is rated based on individual performance (Kreitner, 2000). On the other hand, the extent of the job depth designed into the work itself determines the extent of management control. Job depth according to Kreitner, (2000) is the extent to which an individual worker can control his or her work. When management set rigid standards, organizes the work to the least detail, prescribes methods and supervises the work closely, it means that the job depth of the employee is low. The implication is that there is increase in management control (Braverman, 1974, Otobo, 1994, Adewumi, 1995, & Fajana, 2006). On the other hand, if after objectives and general rules are set, employees are free to set their own pace and do the job as they think best, then the job depth of the employee is high. The implication therefore is that there is increase in employee autonomy (Herzberg et al., 1959, Hackman & Oldham, 1976). The overall implication is that the lower the job depth of the employee the more the increase in management control and the higher the job depth of the employee the more the autonomy increases. High work effectiveness and employee satisfaction are identified as outcomes of increase in employee autonomy (Lawler, 1969, Herzberg et al., 1959, Mbah & Ikemefuna, 2012) whereas low work effectiveness and employee dissatisfaction are outcomes of increase in management control strategies ( Braverman, 1974, Otobo, 1994, Adewumi, 1995, & Fajana, 2006).

### **2.3.3 Relevance of Theories.**

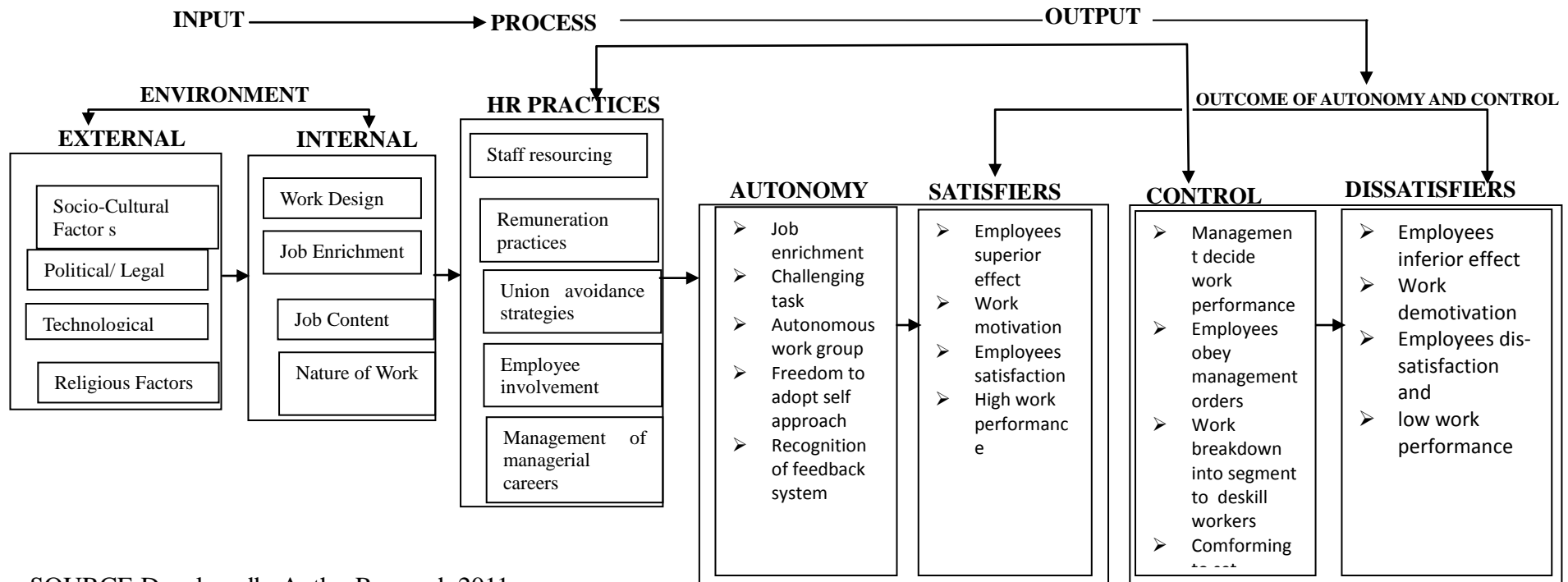
These theories are relevant to this research because they provided good background knowledge that help to grasp the dynamics of human nature and behaviour. This is because in an attempt to grasp the dynamics of human nature and behaviour, managements do recourse to making some theoretical assumptions about workers and their behaviour such that management strategy to accommodate such assumptions, come in handy. Although all the theories are relevant, but the most relevant upon which the theoretical framework of the study was built is the critique of labour process theory by (Braverman, 1974) against Scientific management theory by Frederick, W, Taylor (1967) .This theory is the most relevant because it's main thrust is on control.

### **2.4. Conceptual Model of the Study**

This section is concerned with the conceptual model of the study. A simple descriptive model is derived from the core variables of interest which included: Staff Resourcing, Remuneration Practices, Union Avoidance Strategies, Employee Involvement and Management of managerial careers.



**Figure:2.1: Conceptual Model Showing Dependent and Independent Variables.**



SOURCE:DevelopedbyAuthorResearch,2011

#### 2.4.1 The Theory of Structural Functionalism

This model is guided by the theory of Structural functionalism. A sociological paradigm that has gained popularity through the more contemporary works of Talcott Parsons (1960) and Robert Merton (1957). This theory views the work domain as a social system with interrelated parts that contribute to the whole. The whole social system is made up of Structures or parts classified according to such criteria as contributions each make to integration of the whole system which results to kinds of equilibrium- sustaining mechanisms adopted for survival requisites (Igun, 1994). In this perspective, casual analysis revolves around how changes in parts or a combination of parts affect the state of the whole system. Linking theory to model, the model itself represents the entire work system and all the variables represent the structural parts categorized under: **Input, Process and Output**. Each variable under each category perform some functional prerequisites towards the survival and pattern maintenance of the entire work system. The relevance of this theory to this model is that structural functionalist perspective emphasizes consensus and normative integration. Normative integration would mean application of regulatory rules and procedures which according to (Armstrong, 2006) is a feature of industrial relations system and bureaucratic control, a common practice in multinational companies.

#### 2.4.2 Model Description

The conceptual model is structurally demarcated into two, large and small parts. The large part consists of environment, HR practices, Autonomy and it's Outcome, while the smaller part represents Control and it's Outcome. The **input** consists of external and internal work environment. External work environment is made up of socio-cultural, political or legal, technological, religious factors while the internal environment consists of organization or work design, job enrichment, job content, job context, job depth and work itself and so on. **HR practices** represent the **process** in the model which has effect on outcome of autonomy and control as **output** in the model. The model represents HR practices as **independent variables** which have effect on **dependent variables of outcome of autonomy and control** as indicated in figure 2.1 The outcomes of autonomy are **employee superior effect, work motivation, employee satisfaction and high work performance**, collectively called satisfiers while outcomes of control are **employee inferior effect, work demotivation, employee dissatisfaction and low work performance** and collectively called dissatisfiers as indicated in figure 2.1

In view of several arguments and literature evidences, we hypothesize as follows:

##### **Hypothesis One**

There is no significant relationship between effect of staff resourcing and outcome of autonomy and control in the upstream multinational oil companies in Nigeria.

##### **Hypothesis Two**

There is no significant relationship between effect of remuneration practices and outcome of autonomy and control in the upstream multinational oil companies in Nigeria.

##### **Hypothesis Three**

There is no significant relationship between effect of union avoidance strategies and outcome of autonomy and control in the upstream multinational oil companies in Nigeria.

#### **Hypothesis Four**

There is no significant relationship between effect of employee involvement and outcome of autonomy and control in the upstream multinational oil companies in Nigeria.

#### **Hypothesis Five**

There is no significant relationship between effect of management of managerial careers and outcome of autonomy and control in the upstream multinational oil companies in Nigeria.

### **3.1 Research Methods**

A random selection of five (5) companies in the upstream multinational oil sector in Nigeria was sampled as indicated in table: 3.1.

Table: 3.1 **Sample of Organisations and Research Subjects.**

<b>S/NO.</b>	<b>SAMPLED COMPANIES</b>	<b>SAMPLED SUBJECTS</b>
1.	COMPANY A	100
2.	COMPANY B	100
3.	COMPANY C	100
4.	COMPANY D	100
5.	COMPANY E	100
<b>TOTAL</b>		<b>500</b>

**Source:** Developed by Author, Field Survey, 2011.

Five (5) companies in the upstream oil sector from four different countries of origin were selected for this study. This sample population was a result of random selection of 5 companies out of 22 companies (25.4%) in the upstream sector as indicated in table 3.1. The selection of 5 companies was made on the bases of their location in the same geographical area in Lagos State where the research was carried out and different countries of origin to examine if there are similarities or otherwise in application of HR practices across countries. 100 sampled subjects were randomly selected from each of the 5 sampled companies for this study as indicated in table 3.1.

#### **3.1.1 Questionnaires and Interview**

The questionnaire and the structured interview (SI) were instruments used. The questionnaire was made up of opinion and open-ended questions categorized into parts. The 5-point and 3-point Likert scales ranging from strongly agree (4), agree (3), indifferent (0), strongly disagree (2) and disagree (1) while always (2), sometimes (1) and never (0) were used in the construction of the questionnaire, whereas the Structured Interview Schedule Format (SISF) consisting of five (5) Structured Questions (SQs).

#### **3.1.2 Validity and Reliability of Instruments**

In order to ensure its face validity, content and construct validity of the research instrument were conducted. This attracted constructive criticisms from the researcher's supervisors and other experts in the field of statistics and management sciences who judged the appropriateness of each item of the instrument. Their constructive criticisms were appropriately utilized in constructing the final questionnaire items which then served as the validated instrument used in this study. Apart from this, there were well established measures of variables supported by well grounded theories and this provided the theoretical validity to variables used in the study.

Finally, the Cronbach's alpha or coefficient model (1951) was adopted for the test of reliability of instrument. The tested result recorded a very high reliability of all items statistics .876 which was above the 0.7 cut off point recommended by (Nunnally, 1978).

### 3.1.3 Sources of Data Collection and Administration of Instrument

The study made use of both primary and secondary sources of data collection methods. The administration of questionnaire and conduction of interviews constituted the primary sources while secondary sources included inferences and excerpts from textbooks, relevant journal articles, Theses, Newspapers, Annual reports, company and union Directories, Archival documents example, (company payroll reports, Bulletins) and the tertiary that is the internet source. Questionnaires were also administered by self, that is, by one-on-one basis with the help of one Research Assistant (RA) appointed in each of the 5 sampled companies. Research Assistants (RA) were staff of the companies who are experienced and willing to offer assistance. A total of 500 copies of questionnaire were administered to respondents in the ratio of 100 copies per each of the five (5) sampled Upstream Multinational oil companies as previously indicated in table 3.1. The interview sessions were conducted at company premises across staff categories to corroborate perceptions with questionnaire responses. In order to achieve this, key Personal Interviews (KPI) were held using "Interview Schedule Report Format" (ISRF) containing five (5) structured questions and relative responses which were recorded.

### 3.1.4 Method of Analyses:

The use of descriptive statistics was deployed in the presentation of initial data collected from the questionnaire using frequency and percentage distribution tables with the help of Statistical Package for Social Sciences (SPSS) version 17. While content analysis was adopted in analyzing answers to structured interview questions (SIQ). Summary tables and calculations were also presented using descriptive statistics. Relevant bar and pie charts were presented where appropriate. The five (5) null hypotheses generated for this study were tested with appropriate statistical tools. In hypothesis One to Hypothesis five, the Chi-Square ( $\chi^2$ ) was adopted for a preliminary test of goodness of fit and the Pearson Product Moment Correlation Coefficient was used to test relationship among variables of hypotheses. In the resulting model the Multiple Regression analysis was appropriate for analyzing the combined effects of independent variables on dependent variables (Mcmillian & Schumacher, 2001, Frankfort – Nachmias & Nachmias, 1996). The Pearson Product Moment correlation ( $r$ ) was employed to ascertain the degree of association or correlation between each pair of variables of hypotheses. Pearson product Moment was appropriate because of the conversion scale from ordinal to interval scale in scores thus, the Model equations are:  $y_1 = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5 + e$  and  $y_2 = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5 + e$

Where,  $y_1$  = Dependent outcome of autonomy and  $y_2$  = dependent outcome of control;  $x_1$  = staff resourcing;  $x_2$  = remuneration practices;  $x_3$  = union avoidance practices;  $x_4$  = employee involvement;  $x_5$  = management of managerial careers; ( $b_1 \dots b_n$ ) = slope;  $a$  = intercept and  $e$  = error term or residual. The slope ( $b_1 \dots b_n$ ) of the regression line is simply the amount of change in ( $y$ ) for any unit change in ( $x$ ) while the intercept is the value of ( $y$ ) when  $x = 0$ .

### 3.1.5 Limitation and Scope of the study.

A research study of this nature and scope, very often presents some limitations which in one way or the other affect the outcome of the study. Major limitation that confronted this research was ethical issues involved in the uncompromising attitudes of employees of these organisations. Given the conservative nature and the closed system of multinational operations in Nigeria, employees were sensitive to what obtains in MNC operations and tried to restrict responses. Furthermore, there was a misconception of the intention of the study. The management thought the study was instituted in order to sensitize the workers to cause disaffection between management and employees. Against this, their employees were warned not to talk to an outsider without permission. The researcher however, through the appointment of Research Assistants in each of these companies overcame this problem by pestering some of the workers having convinced them through Research Assistants that information was required just for the purpose of academic work. However the study was successfully carried out after all. The research covers a field of learning in Strategic International Human Resource Management (SIHRM) with a focus on five substantive areas of human resource practices in companies A, B, C, D and E respectively. These companies belong in the upstream multinational oil sector in Nigeria. The junior, senior and management employees of these companies constituted the subjects of analysis. Equal chances of participation were given to all permanent employees in these categories. This was because the research was interested as a field survey in the perception or opinion of respondents on influence of human resource practices on outcome of employee autonomy and control. The five substantive HR practices studied are: staff resourcing, remuneration practices, union avoidance strategies, employee involvement and management of managerial careers. The reasons for selection were two fold. First, they constitute the core human resource practices. Second, they represent areas in International Human Resources Management (IHRM) where multinationals are strategically innovative and can easily diffuse practices Company wide (Edwards, 2004).

#### 4.1: Test of Hypotheses

**Table 4a: Insert table 4.9a: Preliminary Statistical Chi-square ( $X^2$ ) Test of Goodness of Fit (see Chi- Square ( $X^2$ ) table 4a in appendix 1).**

Preliminary statistical Chi-Square ( $x^2$ ) test of fitness of variables of HR practices and Outcome of Autonomy and Control was carried out in table 4.9a. The statistical results show  $p < 0.05$  for all cases which imply that there is significant relationship between HR practices and outcome of autonomy and control. Further, it implies that variables of HR practices are fit for further test. Hence, the Pearson Correlation Analysis is carried out in tables 4.9c and 4.9d.

interval.

**Table 4b: Descriptive Statistics**

	Mean Response Scores	Std. Deviation	N
Outcome of Autonomy & Control	1.1770	.24844	300
Staff Resourcing	1.5579	.33634	300

Remuneration Practices	1.2245	.47225	300
Union Avoidance Strategies	.9963	.40557	300
Employee Involvement	1.0556	.41964	300
Management of Managerial Careers	1.1619	.41097	300

Descriptive statistics in table 4b indicated mean response score of outcome of autonomy and control is obtained as (1.1770) and standard deviation (.24844). The mean response score for staff resourcing is obtained as (1.5579) and standard deviation (.33634). The mean response score for remuneration practices is (1.2245) and standard deviation (.47225). The mean response score for union avoidance strategies is obtained as (.9963) and standard deviation (.40557). The mean response score for employees involvement is obtained as (1.0556) and standard deviation (.41964) and the mean score response for management of managerial careers is obtained as (1.1619) and standard deviation (.41097) respectively.

**Table 4c&4d: Insert Tables 4c & 4d (see tables 4c & 4d in appendices 2 and 3): Pearson Correlation Analysis between Outcome of Autonomy and HR Practices and Between Outcome of Control and HR Practices respectively.**

**Interpretation:** In hypothesis one to hypothesis five; the Pearson Correlation result (0.000) in tables 4c and 4d show that there is significant direct correlation between outcome of autonomy and control and each of the HR Practices since the  $p < 0.05$  significant for all cases. Further, it implies that when the effect of HR practices increases, their effect on outcome of autonomy and control also increases for all cases.

#### **Model 1: The Effect of Human Resource Practices on Outcome of Autonomy**

**Table 4.9e: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.770	0.742	0.128	0.295

The Table 4.9e shows that multiple correlation (R) is obtained as 0.770 (77.0%) which suggest that there is a strong correlation between outcome of autonomy and HR practices. The regression coefficient of determination is obtained as 0.742 (74.2%) which suggest the amount of information the HR practices (independent variables) have on outcome of autonomy (dependent variables). Hence, the accounted information by the independent variables is adequate. This is tested in Table 4.9e

Table 4.9f: ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Model 1					
Regression	4.244	5	0.849	9.753	0.000
Residual	25.586	294	0.087		

Total	29.830	299		
-------	--------	-----	--	--

The ANOVA result in Table 4.9f shows that the model is adequate since the  $P < 0.05$  significant level.

Hence, the information supplied by the independent variables on outcome of autonomy is adequate and their effect on outcome of autonomy is carried out in Table 4.9f

**Table 4.9g: Regression Coefficients**

Model 1	Unstandardized Coefficient		Standardized Coefficient	T	Sig
	B	Std. Error	Beta		
(Constant)	0.707	0.087		8.122	0.000
Staff Resourcing	0.261	0.057	0.277	4.579	0.000
Remuneration practices	0.007	0.047	0.010	0.142	0.888
Union Avoidance Strategies	-0.175	0.046	-0.225	-3.798	0.000
Employee Involvement	0.118	0.051	0.157	2.335	0.020
Management of Managerial Careers	0.033	0.048	0.043	0.697	0.486

The result of regression analysis in Table 4.9g suggest that staff resourcing, Union Avoidance Strategies, Employee Involvement has significant effect on outcome of autonomy since  $P < 0.05$  significant level. However, Remuneration practices and Management of managerial careers do not have significant effect on outcome of autonomy since  $P > 0.05$  significant level. Thus the fitted model is obtained as:

**Model 1:**

Outcome of Autonomy =  $0.707 + 0.261\text{Staff Resourcing} + 0.007\text{Remuneration Practices} + 0.175\text{Union Avoidance Strategies} + 0.118\text{Employee Involvement} + 0.033\text{Management of Managerial Careers}$

The direct effect of each of the human resource practices on outcome of autonomy is displayed in

**Figure 4.1: (Appendix 4).**

The figure 4.1 shows that, based on the standardized coefficient, staff resourcing has the strongest direct effect on outcome of Autonomy followed by employee involvement, Management of Managerial Careers and Remuneration Practices respectively. Union Avoidance Strategies do not have direct effect on outcome of Autonomy.

**Model 2: The Effect of Human Resource Practices on Outcome of Control**

**Table 4.9h Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	0.953	0.935	0.341	0.250

The Table 4.9h shows that multiple correlation (R) is obtained as 0.953 (95.3%) which suggest that there is a strong correlation between outcome of control and HR practices. The regression coefficient of determination is obtained as 0.935 (93.5%) which suggest the amount of information the HR practices (independent variables) have on outcome of control (dependent variables). Hence, the accounted information by the independent variables is adequate. This is tested in Table 4.9h

**Table 4.9i: ANOVA**

Model 2	Sum of Squares	Df	Mean Square	F	Sig.
Regression	9.999	5	2.000	31.973	0.000
Residual	18.389	294	0.063		
Total	28.388	299			

The ANOVA result in Table 4.9i shows that the model is adequate since  $P < 0.05$  significant level.

Hence, the information supplied by the independent variables on outcome of control is adequate and their effect on outcome of control is carried out in Table4.9i

**Table 4.9j : Regression Coefficients**

Model 2	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.390	0.074		5.291	0.000
Staff Resourcing	0.300	0.048	0.327	6.209	0.000
Remuneration Practices	0.072	0.040	0.111	1.811	0.071
Union Avoidance Strategies	0.115	0.039	0.151	2.934	0.004
Employee Involvement	0.143	0.043	0.194	3.325	0.001
Management of Managerial Careers	0.029	0.040	0.039	0.721	0.471

Dependent Variable: Outcome of Control

The result of regression analysis in Table 4.9j suggest that staff resourcing, Union Avoidance Strategies, Employee Involvement has significant effect on outcome of control since  $P < 0.05$  significant level. However, Remuneration practices and Management of managerial careers do not have significant effect on outcome of control since  $P > 0.05$  significant level. Thus the fitted model is obtained as:

**Model 2:**

$$\text{Outcome of Control} = 0.390 + 0.300\text{Staff Resourcing} + 0.072\text{Remuneration Practices} - 0.115\text{Union Avoidance Strategies} + 0.143\text{Employee Involvement} + 0.029\text{Management of Managerial Careers}$$

The direct effect of each of the human resources practices on outcome of control is displayed in

**Figure 4.2: (Appendix 5):** The figure 4.2 shows that, based on the standardized



coefficient, staff resourcing has the strongest direct effect on outcome of Control followed by employee involvement, Management of Managerial Careers and Remuneration Practices respectively. Union Avoidance Strategies do not have direct effect on outcome of control.

#### **4.4. Discussion of Major Findings**

**a.** Research finding indicated that influence of HR practices are more on outcome of autonomy and control at the subsidiaries of upstream multinational oil companies in Nigeria; which implies that when HR practices improve or are extensively established at the headquarters then their effects on outcome of autonomy and control also improves at the subsidiaries. This is in agreement with (Ferner, et. al., 2004) that multinational companies have the reputation of centralizing HR practice or policy and applying it in a standardized way across subsidiaries.

**b.** The study showed that there is significant direct correlation between Staff Resourcing, remuneration practices, Union Avoidance Strategies, Employee Involvement, Management of Managerial careers and Outcome of Autonomy and Control .This implies that there is a strong headquarters – subsidiary relationship. Thus, this is in agreement with Perlmutter, (1969) that decision making processes are distributed between company headquarters and subsidiaries in each nation in a way that a balance of power and authority will be ensured.

**c.**The study revealed that Staff Resourcing, remuneration practices, Union Avoidance Strategies has significant effect on Outcome of Autonomy and Control. This is consistent with (Heenan and Perlmutter, 1979; Almond, 2004&Shibata,2002, & Royle, 1998) posited that in ethnocentric philosophy, headquarter makes all key decisions and foreign subsidiaries have little autonomy or input in addressing global staffing; Almond, (2004) &Shibata, (2002), noted that headquarters generally take a strong interest in establishing a common reward structures worldwide; and Royle, (1998), reported evidences of global policies on Union Avoidance in multinationals and in extreme instances such policies have been moderated only minimally by host country regulations. Employee Involvement and Management of Managerial careers do not have significant effect on Outcome of Autonomy and Control. This is probably because of environmental influence especially those of the internal work environment and local circumstances that may have effect on decision making. Thus, this is in agreement with Taiwo, (2010) that about 86% of productivity problems reside in the work environment of organisations; the work environment has effect on the performance of employees.

**d.**Research finding also showed that staff resourcing has the strongest direct effect on outcome of Autonomy and Control followed by employee involvement, Management of Managerial Careers and Remuneration Practices respectively. This suggests the degree or magnitude of their effects on outcome of autonomy and control. Staff Resourcing has the strongest direct effect because of popular deployment of expatriates and contract labour at MNC subsidiaries. This is in agreement with (Scullion & Starkey, 2000) on the use of HR structures by MNCs as policy frameworks to coordinate and monitor policy implementation at the local units thus, the deployment of expatriates and use of contract labour at the subsidiaries. Union Avoidance Strategies do not have significant direct effect on outcome of Autonomy and Control. This is because their effects on outcome of

Autonomy and Control are strategic and in varying forms; for instance the strategies of using autonomous work group and establishing a grievance handling scheme at MNC subsidiaries. This is in agreement with Fajana (2006) identified autonomous work group as mechanism of workers participation in management; principal reason for establishing a grievance handling scheme for unorganized workers may be to keep off trade unionism.

e. The research finding showed that autonomy and control are contrasting organisation design dimensions which are diametrically opposed to each other. While autonomy fosters employee satisfaction, control on the other, increases employee dissatisfaction. Thus this is consistent with Guest (1995) that managerial control and autonomy are contrasting organisation design dimensions of industrial relations and human resource management.

#### **4.5. Contributions to knowledge**

According to Babalola, (1998) if the end result of a research develops an existing knowledge further or it develops an entirely new knowledge, then, that research study is said to have contributed to a body of knowledge (Marshall, 2002). In line with this, the present study has made following contributions to knowledge in this order of importance:

(a). The study developed the concept that employees' performance and satisfaction increases on the job when human resource practices are extensively established as a result of increase in autonomy and decreases when HR practices are not extensively established as a result of increase in control strategies. (b). The study developed the concept of control as a job context factor which contrasts with autonomy and both as organisation design dimensions of performance and work itself. (c). This study has developed a conceptual model which shows a contrasting relationship between autonomy and control which can be adopted or adapted in a similar research in the future. (d). The study provided a good framework for policy formulation and practice among managers and professionals both within and outside the industry.

#### **5.1 Concluding Remarks**

It was however concluded that a new policy redirection that is people- oriented be adopted to increase employees' autonomy and decrease employees' control in the upstream MNCs subsidiaries in Nigeria. This has become very important because, in spite of their contributions to the oil explorations in Nigeria, some of their conservative strategies of application of HR and industrial relations policies and practices which have been influenced by ethnocentric sentiments should be revisited by relevant stakeholders to ensure increase in employee autonomy than management control.

**REFERENCES**

- Aamodt, M. (1999). *Applied Industrial Psychology/Organizational Psychology* (3<sup>rd</sup> Edn.). London: Wadsworth Publishing Company.
- Adewumi, F. (1995). "The State and Industrial Relations in Nigeria: A Study in Labour Control Strategies". *Journal of Politics*. Lagos State University, Ojo, Vol. 2, Nos. 1 & 2, pp. 14-27.
- Adewumi, F. and Mbah, S. E. (2011). *Social Security Legislation: From Global to Local* : In: F. Adewumi, J. Olarenwaju, F. Rafiq-Alaji & E. Anisha (eds.) (2011). *furthering social protection in Nigeria: issues and perspectives*,. Ilorin: Michael Imoudu National Institute for Labour Studies (MINILS), chapter one, pp1-11.
- Agbato, J.O (1990). *The Nature of Management: A Test for Professionals*. Lagos:
- Ake, C. (1981). *Political Economy of Africa*. Nigeria: Longman Nigeria Limited.
- Almond, P. (2004). "The Management of Pay, Wage Classifications and Performance in the U.K. Subsidiaries of US MNCs," Paper Presented to Conference on Multinationals and the International Diffusion of Organisational Forms and Practices. IESE, Barcelona, 15-17 July.
- Archival Reports- Company payrolls, 2011, annual reports 2010 & 2011,
- Armstrong, M. (2006). *Armstrong's Handbook of Human Resource Management Practice* (10<sup>th</sup> Ed.). U.K: Kogan Page Ltd.
- Aturu B. (2003). "ILO Conventions: An Overview. Public Lecture delivered on the 15<sup>th</sup>-19<sup>th</sup>, June on the Occasion of Inauguration of New Labour Officials in Ibadan".
- Babalola, S. (1998). *Research Methods in the Social Science in Fundamentals of Sociology*. Lagos: Lagos state university press.
- Baliga, B. R.(1984). "Multinational Corporations: Control Systems and Delegation Issues". *Journal of International Business* (Fall), 25-40.
- Beaumont, P. and Townley (1985). "Non-Union American Plants in Britain: Their Employment Practice". *Relations, Industrielles*, 40(4), 810-25.
- Blauner R. (1964). *Alienation and Freedom*. Chicago: University of Chicago Press.
- Braverman, H. (1974). "Labour and Monopoly Capital," *Monthly Review Press*.
- Brewster, C. Mayrhofer, W. and Morley M. (eds.) (2004). *Human Resource Management in Europe: Evidence of Convergence?* London: Elsevier//Butter-Worth-Heinemann.
- Budget Survey 2004.
- Burns, T. (1969). *Industrial Man*. Hammondsworth: Penguin.
- Collings, D.G. Morley, M.J. and Gunigle P. (2008). "Comprising the Top Management Team in the International Subsidiary Qualitative Evidence on International Staffing in US MNCs in the Republic of Ireland". *Journal of World Business*. Vol. 43, 1. in press.
- Cronbach, L. J.(1951). "Coefficient Alpha and the Internal Structure of Tests". *Psychometrika*, 16, 297-234.
- Danesi, R. (2008). *Contract Labour and Freedom of Association: The Need for a Protective Legislation* In: F. Adewunmi and S. Fajana (eds.). *Workers' Rights and Labour Standards in Nigeria*. Lagos: Department of Industrial Relations, Personnel Management and Friedrich Ebert Foundation, chapter 16, pp, 206-220

- Duarte, R.G. (2001). Cross-border acquisitions and change in domestic management practices of Transnational Companies: The Case of Brazil. [Ph.D dissertation]. Judge School of Business, University of Cambridge, UK.; Retrieved from <http://netlibrary.com>[20th November 2011].
- Dundan, T. (2002). "Employer Hostility and Union Avoidance in the U.K". *Industrial Relations Journal*, 33(3): 234-45.
- Edstrom, A. and Galbraith, J.R. (1977). "Transfer of Managers as a coordination and Control Strategy in Multinational Organisations". *Administrative Science Quarterly*, (June), 248-263.
- Eisenhardt, K.M. (1985). "Control: Organizational and Economic Approaches". *Management Science*, 31(2), 134-149.
- Emery, F.F. (1969). "Designing Socio-technical Systems for Greenfield Sites", *Journal of Occupational Behaviour*, 1(1), pp. 19-27.
- Encyclopedia Americana International 1829.*
- Fagbohunge B.O. and Longe S.O. (1994). *Industrial Psychology: X- Ray of Behaviour in Nigerian Organisations*. Lagos:Kole Consults.
- Fajana, S. (1989). "The Systems Approach As Theory For Multinational Industrial Relations in Developing countries" *Relations Industrielles*, Vol 44, No.3. Laval University, Canada pp.615-634.
- Fajana, S. (1991). "British Multinational Companies and Industrial Relations in Nigeria: Managerial Philosophies Underlying Adopted Practices" in Nwokoye, G.O. (ed.), *International Business and National Development NASMET*
- Fajana, S. (1992). "Managerial Philosophies and Transfer to Industrial Relations Practices: The Case of British Multinational Companies in Nigeria" University of Lagos. (Ph.D Thesis).
- Fajana, S.(1996). *Transnational Corporations and the Convergence of Work Values: A British and Nigeria Study*. In Bayo Ninalowo (ed.), *The Quest for Democratisation: Military Governance and Trade Unionism*. *Friedrich Ebert Foundation Lagos*, pp 160-185.
- Fajana, S.(2005). *Good Industrial Relations in the Oil Sector in Nigeria*, Working Paper Series. *International Labour Organisation*, Geneva.
- Fajana, S.(2006). *Industrial Relations in Nigeria: Theory and Features..* Lagos: Labofin and Company
- Ferner, A., Clark, I. Colling, T., Edwards, T., Holden, and Muller-Camen, M. (2004). "The Dynamics of Central Control and Subsidiary Autonomy in the Management of Human Resources case study Evidence from US MNCs in the UK"; *Organization Studies*, 25(3): 363-91.
- Fox, A. (1966). "Industrial Sociology and Industrial relations", *Royal Commission on Trade Unions and Employers' Associations Research Paper No.3* London: HMSO.
- Fox, A (1974). *Beyond Contract: Work, Power and Trust Relations*. In:Otite O. (eds.). *Sociology: theory and applied*. Lagos : Malthouse Press Ltd.
- Frankfort- Nachmias and Nachmias, D. (1996). *Research Methods in the Social Sciences*. London: Oxford University Press.
- Grammelgaard, J., Holm, U., and, Pedersen, T.( 2004).*The Dilemmas of MNC Subsidiary*

- Transfer of HR practice and Knowledge. In V. Mahnke and T. Pedersen (eds.). Knowledge Flows, Governance and Multinational Enterprise: Frontiers in International Management Research. Basingstoke: Macmillan, pp.195-207.
- Gomez-Mejia, L. and Balkin, D.B. (1992). *Compensation, Organizational Strategy and Firm Performance*. Cincinnati: Southwestern.
- Guest, D.E.(1995).*Human Resource Management: Trade Unions and Industrial Relations*. In: J. Storey (ed.). *Human Resource Management: A Critical Text*. London : Routledge.
- Gulowsen,J. (1972). A Measure of Work Group Autonomy. In: L .E. Davis & J. C. Taylor (eds.). *Design of Jobs*. Middlesex, England: Penguin.
- Gunigle, P. (1995). “Collectivism and the Management of Industrial Relations in Greenfield Sites”. *Human Resource Management Journal*, 5(3): 24-40.
- Gunigle, P. (1998). *Human Resource Management and the Personnel Function*. In: W.Roche, K.Monks, and J.Walsh (eds.). *Human Resource Management Strategies: Policy and Practice in Ireland*. Dublin:Oak Tree Press, pp.1-23.
- Gunnigle, P. Collings, T. Morley, M. (2004). “Exploring the Dynamics of Industrial Relations in US Multinationals: Evidence from the Republic of Ireland”, *Industrial Relations Journal*, 36(3). 241-56.
- Hackman, J.R. and Oldham, G.R. (1976).”Motivation through the Design of Work: Test of a theory”. *Organisational Behaviour and Human Performance*, 16(2), pp.250-79.
- Hamill, J. (1984). “Labour Relations Decision making in Multinational Corporations”. *Industrial Relations Journal* 15(2), 30-31.
- Harvey,M., Novicevic, M. and Spier, C. (2001). “Selecting expatriates for increasingly complex global assignments”. *Career Development International*, 6(2) 69-86.
- Heenan, D. A. and Perlmutter, H.V.(1979).*Multinational Organisations Development*. Reading, M. A: Addison- Wesley.
- Herzberg, F.W., Mausner, B. and Sayderman, B.(1959). *The Motivation to Work*. New York: Wiley.
- HR Director of Healthcare Company as cited in Almond, P., Muller, M., Collings D. and Quintanilla J (2004) *Pay and Performance*. In: *The Dynamics of Central Control and Subsidiary Autonomy in the Management of Human Resources, Case-study Evidence from US MNCs in the UK Organization Studies*. UK: Sage.
- Hyman, R. (2001), *Understanding European Trade Union*. London: Sage.
- Igun, U.(194). *Sociological Theories*. In Otite, O. (ed.). *Sociology:Theory and applied*. Lagos: Malthouse Press Limited.
- Ikemefuna, C. O. (2010).*Management : Theory and Practice*. Lagos: Concept Publications
- Jacoby, S.(1985). *Employing Bureaucracy*. New York :Columbia University Press.
- Jensen, M.C. and Meckling, W.H. (1976). “Theory of the Firm: Managerial Behaviour, Agency Costs, and Ownership Structure”. *Journal of Financial Economics*, 3, 305-360.
- Kopp, R. (1994). “International Human Resource Policies and Practices in Japanese, European, and United States Multinationals”, *Human Resource Management Journal*, 33(4):581-99.
- Kostova, T.(1999).“Transnational Transfer of Strategic Organisational Practices: A

- Conceptual Perspective.” *Academy of Management Review*, 24 (2), 308-24.
- Kreitner, R. (2000). *Management* (7<sup>th</sup> ed.). India: A.I.T.B.S. publishers & Distributors.
- Lavelle, J., McDonnell, A., and Guningle (2009). *Human Resource Practices in Multinational Companies in Ireland: A Contemporary Analysis*. Dublin: The Stationary Office.
- Marshall P. (2002). *Research Methods: Student HandBooks*. India: Jaico Publishing House.
- Marx, K. (1971). *Capital*. Vol. 111, Moscow.
- Mayrhofer, W. and Morley, M. (eds.) (2004). *Human Resource Management in Europe: Evidence of Convergence?* London: Elsevier/ Butterworth-Heinemann.
- Martinez, J. and Jarillo, J. (1989). The Evolution of Research on Coordination Mechanisms in Multicultural Corporations. *Journal of International Business Studies*, 20 (3), 489-514.
- Mbah S. E. and Ikemefuna, C.Y. (2012). ”Job Satisfaction and Employees’ Turnover Intentions in Total Nigeria Plc in Lagos State.” *International Journal of Humanities and Social Science*, Vol. 2 No.14. (Special Issue). pp 275 – 287.
- Meardi, C. and Toth, A. (2006). *Who is Hybridizing What? Insights on MNC’s Employment Practices in Central Europe*. In Ferner, A. , Quintanilla, J. and Sanchez- Runde, C. (eds.). *Multinaionals, Institutions and the Construction of Transnational Practices*. Basingstoke: Palgrave, pp.155-83.
- Merton, R.R. (1957). *Social Theory and social Structure*. Glencoe Illinois: The Free Press.
- McMillian, J.H. and Schmacher, S. (2001). *Research in Education: A Conceptual Introduction*. New York: Addison Wesley.
- Nohria, N. and Goshal, S. (2003). Impact of HR Practices on the Performance of Business Units. *Human Resource Management Journal*. Vol. 13, No.3, pp 21-36.
- Odugbemi, O.O. and Oyesiku O.O. (2000) (ed.). *Research Methods in the Social and Management Sciences*. Nigeria: CESAP.
- Ondrack, L. (1985). “International Transfers of Managers in North America and European MNCs “*Journal of International Business Studies* 16, 1-19.
- Otobo, D. (1986). *Foreign Interests and Nigerian Trade Unions*. Ibadan: Heinemann Educational Books(Nigeria) Limited.
- Otobo, D. (1994). *Industrial Sociology*. In Otite, O. (ed.). *Sociology: Theory and Applied*. Lagos: Malthouse Press Limited.
- Perry, C. (1998). “A Structured Approach to Presenting Thesis”. Available online at <https://www.scu.edu.au/schools/gcm/ar/art/cperry.html>
- Parsons, T. (1960). *Structural Process in Modern Societies*. Glencoe Illinois: The Free Press.
- Paul, W. J. Jr., Robertson, K. B. , Herzberg, F. (1969). Job Enrichment Pays Off. *Harvard Business Review* (47), 61-78.
- Peter, B. Dolling, D., Peter, R. and Quintanilla (2005). *The Management of Managerial Careers*. In Edwards, P., Edwards, T. Ferner, A., Marginson, P. and Tregaskis, O. (2007). *Employment practices of Multinational Companies in Organisational Context: A Large Scale Survey*. Unpublished Report, De Montfort University of Warwick & Kings College, London.

- Pharmaco HR Adviser 2009.
- Pulignano, V. (2006). Patterns of Integration in American Multinational Subsidiaries in Europe: In A. Ferner J. Quintanilla and C. Sanchez- Runde(eds.), *Multinational Institutions and the Construction of Transnational Practices:Convergence and Diversity in the Global Economy*, Basingstone: Palgrave.
- Rosenzweig, P.M. and Nohria, N. (1994). “Influences on Human Resource Management Practices in Multinational Corporations”, *Journal of International Business Studies*, 25, 2, 229-251.
- Royle,T. (1998). Avoidance Strategies and the German System of Co- determination. *International Journal of Human Resource Management* 9 (6): 1026-47.
- Sadowski, D. (2005). A Rationalistic Cost- minimization Approach to Transfer of HR/IR Practices: Anglo- Saxon Multinationals in the Federal Republic of Germany. *International Journal of Human Resource Management*,14(3):409-30.
- Scullion, H and Starkey, K. (2000). “In Search of Changing Role of the Corporate Human Resource Function in the International Firm.”*International Journal of Human Resource Management* 11, 6, 1061-81.
- Shadare, S. (2008). Core Labour Standards; key issues and challenges for trade Unionism in Nigeria. In: F. Adewunmi and S. Fajana (eds.). *Workers’ Rights and Labour Standards in Nigeria*. Lagos: *Department of Industrial Relations, Personnel Management and Friedrich Ebert Foundation*. Chapter 4, Pp. 40-54.
- Shibata, H. (2002). “Wage and Performance Appraisal in Flux: A Japan-United States Comparison” *Industrial Relations*, 38(2): 192-214.
- Smith, A. (1776). *Wealth of Nations*: Chicago. University of Chicago press.
- Sohn, J.H.D. (1994). “Social Knowledge as a Control System: A Proposition and Avoidance From the Japanese FDI behavior”. *Journal of International Business Studies*, 25(2), 295-324.
- Sppington D.E.M.(1991.“Incentives in Principal- Agent Relationships.” *Journal of Economic Perspectives*5, 45-66.
- Tannenbaum, A.S. (1966). *Social Psychology of the work organization: Behavioural Science in Industry Series*. London: Wadsworth Publishing Company Inc.
- Taylor, F.W. (1923). *The Principles of Scientific Management*. New York: Harper
- Taylor, S. and Beechler S. (2009). Human Resource Management Integration, Adaptation and Control in Multinational Firms: In S. Prasad and R.Peterson (eds.), *Advances in International Comparative Management*, 9, 45-67.
- Taylor, S. Beechler, S. and Napier N. (1996). “Towards an Integrative Model of Strategic International Human Resource Management”. *Academy of Management Review*, 21 (4), 459-985.
- Thompson, A., Mabey, C., Storey, J., Gray, C. and Iles, P. (2001). *Changing Patterns of Management Development*. Oxford: Blackwell.
- Tosi,I. and Gomez- Mejia (1989). The Decoupling of CEO Pay and Performance: An Agency Theory Perspective. *Administration Science Quarterly*, 34, pp.69-190.
- Trist, E. L., Higgin, G.W., Murray, H. and PollockA. B. (1963). *Organisational Choice*. London: Tavistock.
- Tung, R. L. (1982). “Selection and Training Procedures of U.S, European and Japanese

- 
- Multinationals". *California Management Review* , p.59.
- Tung, R. L (1998). "A Contingency framework of selection and Training of Expatriates" Revisited. *Human Resource Management Review*. 8 (1), 23-37.
- Welch, D.(1994). "Determinants of International HRM Approaches and Activities: A Suggested Framework". *Journal of Management Studies*, 31 (2), 139-164.
- Worldat Work 2004-2005.
- [www.nigeria-oil-gas.com](http://www.nigeria-oil-gas.com)
- Yuki, G.(1998). Leadership in organisations (4<sup>th</sup> ed.). Englewood Cliffs, NJ:Prentice- Hall.
- Yuki, G. and P. P. Fu, (1999). Determinantsof Delegation and Consultation by Managers , *Journal of Organisational Behaviour*, Vol. 20 , 219-232.
- Yuen, E. and Kee, H. T. (1993). "Headquarters, Host- Culture and Organisational Influence on HRM Policies and Practices". *Management International Review*, 33 (4), 361-83.
- Zucker, L.G.(1998). *Institutional Patterns and Organsations: Culture and Envrionment*. Cambridge, MA: Balinger.



**APPENDIX:I Table 4a: Preliminary Statistical Chi-square ( $X^2$ ) Test of Goodness of Fit**

Variables	Chi-Square ( $x^2$ ) Value	Degree of Freedom(df)	P-Value	N	Remarks
1. Staff resourcing effect on outcome of autonomy and control	117.461	4	.000	300	Significant at 5%
2. Remuneration practices effect on outcome of autonomy and control	116.480	4	.000	300	Significant at 5%
3. Union Avoidance practices effect on outcome of autonomy and control	120.655	2	.000	300	Significant at 5%
4. Employee involvement effect on outcome of autonomy and control.	86.448	2	.000	300	Significant at 5%
5. Management of managerial careers effect on outcome of autonomy and control.	102.007	2	.000	300	Significant at 5%

**APPENDIX2 : Tables 4c: Pearson Correlation Analysis Between Outcome of Autonomy and HR Practices**

	Outcome of Autonomy	Staff Resourcing	Remuneration Practices	Union Avoidance Strategies	Employee Involvement	Management of Managerial Careers
Outcome of Autonomy	1.000	0.297*	0.158*	-0.093*	0.208*	0.109*
Staff Resourcing		1.000	0.406*	0.238*	0.358*	0.286*

	Remuneration Practices			1.000	0.314*	0.560*	0.424*
	Union Avoidance Strategies				1.000	0.307*	0.326*
	Employee Involvement					1.000	0.351*
	Management of Managerial Careers						1.000
Sig.	Outcome of Autonomy	0.000	0.003	0.045	0.000	0.000	0.030
	Staff Resourcing		0.000	0.000	0.000	0.000	0.000
	Remuneration Practices			0.000	0.000	0.000	0.000
	Union Avoidance Strategies					0.000	0.000
	Employee Involvement						0.000
	Management of Managerial Careers						

\*Correlation is significant at the 0.05 level (1-tailed).

### APPENDIX:3

**Tables 4d: Pearson Correlation Analysis Between Outcome of Control and HR Practices**

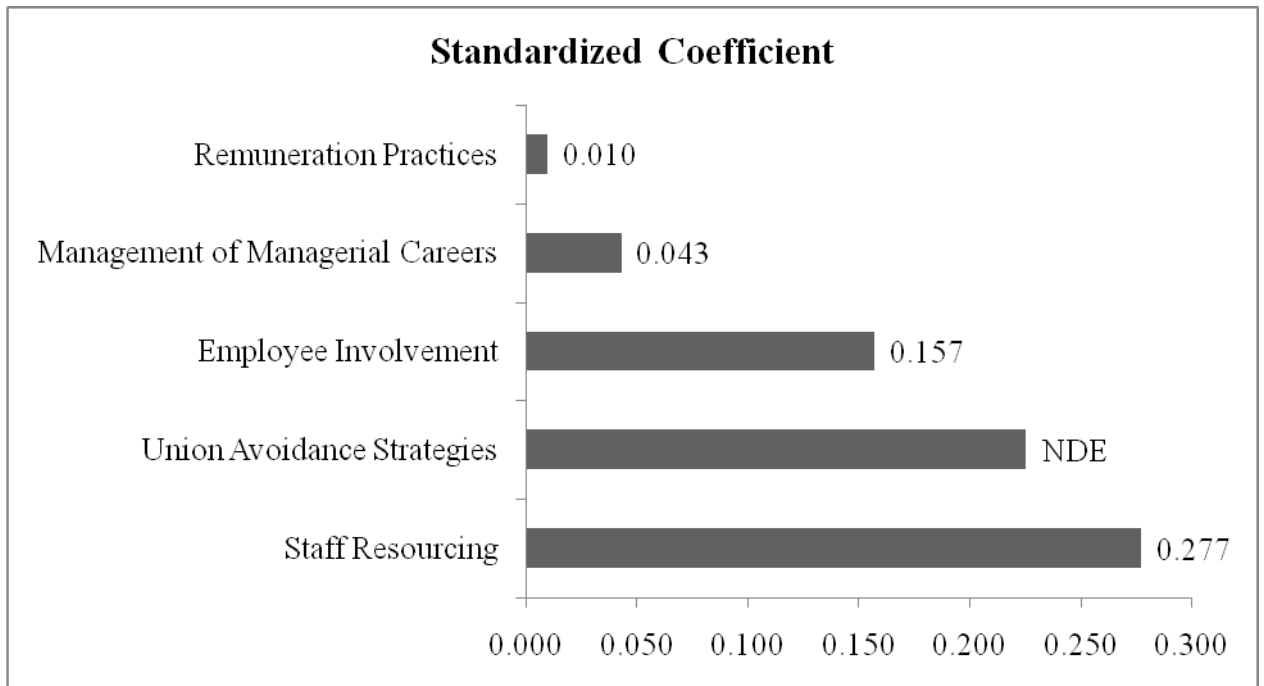
	Outcome of Control	Staff Resourcing	Remuneration Practices	Union Avoidance Strategies	Employee Involvement	Management of Managerial Careers
Outcome of Control	1.000	0.489*	0.416*	0.336*	0.433*	0.297*

Staff Resourcing		1.000	0.406*	0.238*	0.358*	0.286*
Remuneration Practices			1.000	0.314*	0.560*	0.424*
Union Avoidance Strategies				1.000	0.307*	0.326*
Employee Involvement					1.000	0.351*
Management of Managerial Careers						1.000
Sig. Outcome of Control	.	0.000	0.000	0.000	0.000	0.000
Staff Resourcing	.		0.000	0.000	0.000	0.000
Remuneration Practices	.			0.000	0.000	0.000
Union Avoidance Strategies	.				0.000	0.000
Employee Involvement	.					0.000
Management of Managerial Careers	.					

\*Correlation is significant at the 0.05 level (1-tailed).

#### APPENDIX:4

**Figure 4.1: Direct Effect of HR Practices on Outcome of Autonomy Using Standardized Coefficients**



**APPENDIX:5**

**Figure 4.2: Direct Effect of HR Practices on Outcome of Control Using Standardized Coefficients**

