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Effect of Globalisation in Recruitment Policies in Nigeria

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Chapter One

I. Introduction

The business environment has witnessed promotions and breath-taking changes over the last three decades especially since the beginning of the 21st century. An important dimension of these changes relate to the fact that the world has rapidly become a global village. Consequently, geographical distance is no longer relevant as it used to be in terms of interaction and economic relationship between buyers and sellers across nations. This development is possible largely because of trade liberalization embraced by many countries and the sustained growth and giant strides in the ICT. Nonetheless, this development calls for competitiveness and increased productivity for countries and firms wishing to participate in the global market, Doreen(2013). As a result, most of the developing countries in the world especially Africa are adopting a global and modern outlook in the management of organisations so as to improve corporate performance, Eden et al(2001). Globalization for instance has accelerated integration for all markets (domestic and foreign) and as a result, there is no organisation that wants to lag behind but instead embrace the concept of globalization. In the long run, it enhances competition, high performance, creativity and innovation in the workplace. On the other hand in adopting a global outlook, organisations become more aware of their connection to employees of other organisation and wider labour market across. The concept of globalization refers to an increasing flow of goods and services across national borders and the emergence of a complementary set of organisational structure to manage the expanding network of international economic activity and transactions. Strictly speaking a global economy is one where firms and financial institutions operate transnationally, i.e. beyond the confines of national boundaries (Waweru, 2007).

Since the 1980's we have noticed dramatic changes in the international and global marketplace. With this trend there has been more interdependence among nations, new and competitive arena for all firms, (Nolan and Zhang, 2003), emergence of global market for good, services, labour and financial capital, (Hansen, 2002). These trends have brought about two key effects namely, global market opportunities and global market threats, (Molle , 2002).

According to Havey and Novicevic (2002), various factors that drive globalization can be grouped under four broad categories, macroeconomic factors which include acceleration of technology, transfer among countries and a rapid increase in population in emerging economies, political factors refer to privatization, deregulation and trade liberalization in many nations in favour of free flows of trade and investment,(Hafsi,2002). Technological forces such as advance development in communication and transportation, (Knight, 2000). Organisations such as multinational enterprise are another major agent of this process. According to Eden et al (2001) shifting organisational strategic attention towards a more global

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mindset is an example of organisational force of globalization. Consequently these forces caused changes which ultimately have impact on firms due to globalization enterprises now face business challenges which require the organisation to build new capabilities. This has created an opportunity for the Human Resource Professionals to play leadership role in assisting the organisation to meet the competitive challenges. It has also caused Organisational Human resources managers to think globally so as to transform local contents to meet processes and competencies that place more emphasis on customer/client satisfaction, increased education and enlightenment amongst others, (Parmenter, 2002).

The international process has made it necessary now to consider the way organisations can now source, manage and retain their human resources. It has also changed the status of Human Resource Management as business and organisations are now faced with new realities in hiring because of the global coverage of talent acquisition, for instance, wage is now a frontier in recruiting people from different currencies and standards of living, diversity, outsourcing, training and development, performance appraisal etc. are causing huge employment shift. Telecommuting is now a normal work arrangement and also dragging a lot of new dynamics to the world of recruitment. This created a new playing field for organisations all over the world as it demands a new way of doing things. The failure to adapt to this new recruiting situation will result to poor pooling and poorer human capitalization. On this line of thought, growth and profitability will remain elusive as organisations struggle to get hold of high caliber talent that can drive their business to the top (Parmenter, 2005).

a) Statement of the Problem

Human capital development is becoming a strategic element in seizing competitive advantage.

This has been a long standing belief in the world of business but today globalization has made it gain a bigger foothold in corporate thinking. Globalization is causing businesses to rethink their human resource strategies as organisations can now recruit employees from all around the world and subsequently are able to sell products and services across geographic and cultural boundaries. With business going towards this direction, sourcing talents is becoming trickier and complex. It has also initiated a lot of trends in the workplace which rendered practices and systems clumsy and inappropriate.

For instance a study carried out recently by McKinsey (2012) on current hiring practices involving Chief Executive Officers of major global companies and Search Consultants that rated over 500 firms globally, found hiring practices to be a disturbing vague as 67% of respondents relied heavily on subjective personnel preferences, 18% on largely unquestioned organisational tradition often based on false assumption.

Corollary to this, an earlier study by Fornandez (2008) in Mexico on the art of Selection, hiring, integration and talent management practices, the study which involved interviews with over seventy (70) CEOs who have had over ten years experience in recruitment and had specialised in a given industry for an equivalent period revealed surprisingly that as many as 35% of CEOs do not recognise their recruiting situations for what it is, 27% are ignorant of their company's demographic projections mandating aggressive hiring, 21% of those who recognised the looming shortage of talents are ill-prepared to fill it.

Unfortunately, the Human Development Report (2009) reveals that indigenous firms in many African countries have been driven away from their home market because they could not match competition of goods and services imported from abroad. In Nigeria, we witnessed outright closure or relocation of some firms out of the country. The situation has not changed.

Human Resources Managers in Nigeria have constantly been criticized for failing in their obligation to move with the changing demands of globalization needed to transform their organizations. As effective management involves being constantly aware of changes taking place in the domestic and international environment and evolving adequate structural responses to them, (Bannerman, 2009).

The resultant effect of this failure is the structural inadequacies and increasing number of labour disputes in our organizations as expressed in people in wrong jobs, mismatch skills, high labour turnover, low productivity, poor operational results, retrenchment and downsizing, outright closure, youth restiveness, poverty and starvation etc. Amidst these challenges what competitive framework or strategic positioning must firms in Nigeria adopt to key into the global race of sustainability and profitability. This calls for an empirical investigation since no research effort before now has been carried out to study how recruitment practices among companies in the south east, Nigeria has been affected by globalisation in today's turbulent and economic landscape.

b) Objectives of the Study

The major thrust of this study is to examine how recruitment practices in selected companies in the south east Nigeria have been affected by globalization. To achieve this, the following specific objectives will be pursued.

1. To examine if manpower planning, and polices associated with recruitment is related to the effect of globalization in the companies under study.

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2. To ascertain if training and professional development in the selected companies under study is related to the effect of globalization.
3. To examine the relationship between reward and compensation and effect of globalization in the selected companies under study.
4. To identify the relationship between performance rating and appraisal in the selected companies under study with the effect of globalization.

c) Research Questions

The following research questions are formulated for this study.

1. What is the relationship between manpower planning, and policies associated with recruitment and the effect of globalization in the companies under study ?
2. To what extent does training and professional development in the selected companies under study relate to the effects of globalization?
3. What is the relationship between reward and compensation in the selected companies under study with the effect of globalization?
4. Does performance rating and appraisal relate to the effects of globalization in the selected companies under study ?

d) Research Hypotheses

Based on the stated research objectives and formulated research questions, the following research hypotheses are hereby posited to drive this study.

1. Manpower planning, and polices associated with recruitment is related to the effects of globalization in the selected manufacturing companies under study.
2. Training and professional development is positively related to the effect of globalization in the selected manufacturing companies under study.
3. Reward and compensation is positively related to the effect of globalization in the selected manufacturing companies under study.
4. Performance rating and appraisal differ is positively to the effect of globalization in the selected manufacturing companies under study.

II. Review of Related Literature

Modern day business is conducted on international scale and this involves the transfer of goods and services, technology, managerial knowledge and capital to other countries or across national boundaries. Globalization has made the world smaller through fast communication network and economies of the world have become increasingly integrated (Bhagwatti, 2004). Besides, we are now in a world where quality, efficiency and competiveness count most. With the rapid expansion of global markets coupled with the view that the whole world in one market, it has now become imperative for the Human resource practitioners to adapt to international needs by moving people, ideas, products and information around the world to meet local needs. In addition to these factors, the geographic dispersion, multiculturalism, different legal and social system and cross-border movement of capital, goods, services and people that the international firm faces adds a need for competency and sensitivity, (Vance and Paik, 2006). Therefore, Manager's of this century must strive to balance the demand to think globally and act locally by combining other resources in the right mix to formulate appropriate strategies for the accomplishment of the desired objectives of the enterprise. This will assist the enterprise to make rightful decisions and respond effectively to the threats and opportunities within the organizational environment. Thus the enterprise depends highly on its HR for success and survival. This dependence continuously is increasing considering the complex and turbulent nature of the business environment of this century. The management of HR is complex and problematic because the individuals as workers hardly adapt or voluntarily embrace the objectives of the organization. As individuals, the employees have needs, aspirations, motivations, desires and interests which influence their behaviour at work but unfortunately these objectives are sometimes in conflict with the corporate objectives of the enterprise. In reconciling this conflicting interests Human Resources Management and Planning are useful tools employed in harmonizing the needs of the employees with the goals and objectives of the organization on an ongoing basis.

a) Globalization

This refers to growing economic interdependence among countries as reflected in increasing cross border flow of three types of entities, goods and services, capital and know how, (Peter and Pierre, 2006). The term globalization according to Amiuwu (2004) can relate to any of several level of aggregation, the entire worlds, a specific country, a specific industry, a specific company or even a specific line of business or functional activity within the company. The Bank of Industry (2004) views it as the closer integration of countries and people of the world and the breaking of artificial barriers to the flow of goods, services, capital knowledge and people across national borders. In the word of Oboh (2012) globalization is a revolution and competitiveness in a function of innovation, capacity building and knowledge based process. According to him nations and their industries command competitive advantage as a result of international and regional challenges. Abubakkar (2003) is of the view that universality is a major feature of globalization and an issue, object, value, institution or

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practice is globalized if either through commerce Production, consumption, politics and information technology is visible or considered relevant in global center. Globalization entails universalization whereby objectives, practices or even values transcend geopolitical boundaries penetrating the hitherto sovereign nation states and impacting the orientation and value system of the people,(Oboh, 2012).

In the view of Onyeonoru (2003) globalization is linked to the ancient form of international trade and series of economic transaction which linked Europe, Asia, Africa and America. Faini (2004), posits that globalization has three different facets, namely trade in goods and services, trade in financial assets and human migration. According to him over time the complementarities between those features have become increasingly pervasive. According to Gupta (2000), the concept of globalization and modernization has transformed the traditional method of recruitment.

b) Reruitment

Doreen (2013) defines recruitment as a process of discovering the source of manpower to meet the requirements of the staff schedule and to employ effective measures for attracting that inadequate manpower number to facilitate effective election of an effective workforce. According to her, recruitment can either be planned, anticipated and unexpected. Planned needs arise from changes in the organisation and retirement policies, resignations, deaths, accidents and illness give rise to unexpected needs while recruitment can be as a result of promotion, transfer, demotion or systems upgrade.

Sheepers (2011) opines that recruitment is concerned with identifying, attracting and choosing suitable people to meet an organisation's human resources requirements. According to him, these are integrated activities and the basis of recruitment is to match availability and suitable human resources to specific jobs. He is also of the view that effective recruitment enhances organisation performance. Ibekwe (2002) refers to recruitment as seeking out prospective employees, advertising or otherwise, and advertising the prospects to apply for the post. Ibekwe (2002) is of the view that recruitment further entail screening, shortlisting, inviting, shortlisted candidates for interview and interviewing proper. He states that recruitment ends when selected candidates had been given proper orientation and placed on the specific job for which they were employed. Wiley (2009) defines recruitment as a linking function joining together those with jobs to fill and those seeking jobs. It is a joining process in that it tries to bring together job seekers and employers with a view to encouraging the former to apply for a job with the letter. According to Harvard Business Review (2012) the basic purpose of recruiting is to develop a group of potentially qualified people. To this the business organisation must communicate the position in such a way that job seekers respond. HBR (2012) states that the recruitment process should attract qualified applicants and provide enough information for all qualified persons to self-select themselves out. It involves searching for and obtaining potential jobs candidates in sufficient numbers and qualities that the organisation can select the most appropriate people to fill its job needs. HBR (2012) is of the view that every good recruitment effort aims at.

i. Obtaining a pool of suitable candidates or vacant posts
ii. Using and seen to have used a fair process to ensure that all recruitment activities contribute to company goal and desirable image
iii. Conducting recruitment activities in the most efficient and cost effective manner.

Groysberg (2012), opines that recruitment is more than the process of attracting, screening, and selecting qualified people for a job in an organization or firm but that of capacity and capability of an organization to actively control the factors that affect the recruitment namely:

i. Size of the organization.
ii. Employment conditions in the community where the organization is located.
iii. The effects of past recruiting efforts which show the organization's ability to locate and keep better performing people.
iv. Working conditions, salary and benefits offered
v. Rate of growth of organization.
vi. Level of seasonality of operations.
vii. Future expansion.
viii. Cultural, economic and legal factors.

c) Theoretical Framework

The adoption of theoretical framework in the management science greatly helps in the analysis and understanding of concept from the theoretical point of view and orientation. To that extent, the theoretical framework of analysis adopted in this study is the Recruitment Theory by Behling et al (2005).The Recruitment Theory adopted by Behling et al examines the way in which an individual makes a decision to join an organization namely:

i. The objective factor
ii. The subjective factor and
iii. The critical factor.

The objective factor involves the choice of organization by a potential employee depends on objective assessment of tangible factors such as pay, pecks, location, opportunity for career growth, nature of work and educational opportunities etc. The employer on the other hand considers certain factors among

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others educational qualification, professional years of experience, special qualification, age etc.

Subjective factors relate to compatibility of individual personality with the image of organization is a decisive factor in choosing an organization by individual candidates seeking employment. The employer also evaluates the candidate's subjective factor on the basis of compatibility with the job/position, individual flexibility, competence and Best fit.

The critical factor as per this theory states that there are instances when a candidate is unable to choose an organization, out of alternatives based on objective or subjective factor. This may be due to reasons such as limited contact and insufficient data in regards to the organization or, its own inability to analyze and come to any firm conclusion. In such cases, certain critical factors observed by him during his interview and contact with personnel of the organization will have profound influence in his decision process. The employing organisation in using the critical factors if the subjective and objective factors are insufficient to take a decision or where there is a tie between many prospective candidates, the employer in line with the company's recruitment policy and performance of each candidate during the interview process will take a decision on who to finally employ.

The theory becomes very relevant to this study because of its ability to develop two evaluative and dimensional approaches which provide the assessment and enquiry, the design aimed at ensuring a valid, efficient and cost effective recruitment process. It also posits a positive correlation between good recruitment and organizational stability and performance.

According to Vareta (2006), recruitment is the heart of human resources management. It is the process of searching candidates for employment and stimulating them to apply for jobs in the organization. It is the first major step in the hiring process and must be constantly evaluated to make sure they are fair and always directed to match appropriate human resources whose qualification and skills match functions of the relevant post in the organization. Shaw (2007) submits that the recruitment process does not stop when workers are selected but a dynamic activity whose primary purpose include among others:

i. To uplift the success rate or selection process by reducing the number of-those who did not qualify for position advertised.
ii. To increase organizational and individual effectiveness in the short and long term plans.

According to Shaw (2007), most problems associated with poor performance and labour turnover in the organization started with employment mismatches, arising from inappropriate recruitment process.

Ibekwe (2002) is of the view that the first step to good recruitment is to have an elaborate personnel policy which refers to statements of the personnel climate desired and the provision for achieving that climate through general conditions of service and in addition a recruitment policy which indicates code of conduct in specific terms in all recruitment activities. It will encompass policy statements relating to recruitment, training and development, appraisal welfare benefits and compensation. Nonetheless, he opines that manpower planning should precede all recruitment activities and aimed at ensuring that the right person is available for the right job at the right time. According to him it involves formulating a forward-looking plan to ensure that all necessary human effort to make possible survival and growth is available. This, according to him will involve:

i. Specifying the objective after forecasting future manpower requirements.
ii. Assessing the member and type of each class of manpower needed in terms of unskilled, skilled operatives, supervisory and managerial.
iii. Assessing the practicability of getting the necessary personnel.
iv. Considering alternative options open to the organization in terms of training and development, transfer or promotion and outright recruitment.
v. Drawing up the plan in terms of timing and implementation.

Groysberg (2012), argues that a firm can systematically achieve sustainable competitive advantage by leveraging its talents at all levels of the organization if it pays specific attention to issues of job description and specification in the recruitment process. According to him job description contains information stating the job title, location in the organization, duties and responsibilities in the job and the extent of supervision provided for the job while job specification contains information stating the qualifications, experience, skill and attributes the job holder should possess. If organizations periodically review job and person specifics by identifying those who are practically adept at assessing talent and rewarding them for quality of their review and evaluation it will help to motivate others and help them to improve next time.

The Harvard Business Review (2012), after review of the most effective way of recruitment and extensive research on the relationship between recruitment and long term corporate performance outlined and recommended seven end to end set of best practices that will help companies find the right people and have no difficulty in retaining them. They include:

1. Anticipate the need
2. Specify the job

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3. Develop the pool
4. Assess the candidates
5. Close the deal
6. Integrate the new comer
7. Audit and review

d) Recruitment and Globalisation

Human resource planning is a critical management function in that it provides management with information on resources flow which is used to calculate among other things recruitment needs, succession and development plans. The trend of globalization makes it compelling for organisations to take a detailed study of past and protracted trend in employment loss and seek to minimize through policy and strategy the shock of unexpected shortages of labour, increased ad costly surpluses and needless redundancies. When there is a proper plan and strategies in place, organisations will be able to obtain the number of people they need with skills, expertise and competences required. Organisations have lost skilled and competent staff to competitors because human resources were not properly managed. Also appropriate policies by the process of globalization has helped highlight the differences between globally standardised, optimized or localized human resources process on recruitment, global staff, management development and careers and rewards.

Nevertheless, since human capitalization is part of the strategic maneuvering of an organisation and global pooling is a reality no business can get away from (Sparrow, 2007). Organisations can through adequate preparations and strategy, reinvent the recruitment and selection process in other to align the organisation to the trend of the times. For instance video interviewing have proved to be good way to get applicants fast, because of the asynchronous video interviewing, no time is wasted in processing candidates, shrinking the pool and refining the talent list can be quick and easy. It also involves the organisation placing strong emphasis on the skills potential candidates should ideally possess, recruitment and selection processes and procedure as well as a good distinction between individual values and company's beliefs and ability to apply recruitment policy strictly, (Esuma, 2005).

e) Training/ Development and Globalization

Training is any learning activity which is directed towards the acquisition of specific knowledge and skills for the purposes of an occupation and task, (Rousseau, 2004). There is need to continuously train and develop the workforce to achieve competitive advantage training will ensure that employees develop the right skill, attitude and knowledge that will enable them perform their job effectively and efficiently. It matches skills and competences with situational demands and changes. Training and development of employees is an issue that has to be faced by every organisation. It is one of the ways of overcoming deficiencies in human performance at work. One of the sources of training and development needs in an organisation is derived from manpower, wastages associated with poor recruitment, induction and training. Training programs are directed towards maintaining and improving current job performance. It has an important function of utilization and motivation by improving employee's ability to perform the tasks required by the organisation. It gives employees a feeling of mastery over their work and of recognition by management. It enhances employee's job satisfaction, productivity and quality while reducing wastages and accident rates.

According to Beardwell and Claydon (2009), development is achieved by people and through people. Professional development programs has also risen as a trend in response to global compensation approaches. Professional development is about providing employees the opportunity for growth outside the day to day routine of the organisation. According to Armstrong (2006) three important factors in achieving competitive advantage are innovations, quality and cost leadership but these depend on the quality of an organisation's human resources. The Japanese success story despite lacking natural resources is an important lesson to all and sundry. Employee development must therefore be part of a wider strategy for the organisation to be aligned with the organisations corporate mission and goals. The focus according to Knight (2005) tend to be primarily on an organisation's future manpower requirement and secondly on the growth needs of individual in the workplace. Development programs seek to develop skills for future jobs. For example, an organisation might send employees to training seminars to sharpen their IT skills for use in the global social media campaigns or customer service personnel might be sent to courses to enhance their cross border communication, Esuma (2005). Such training and professional development programs keep employees motivated, rewarded and a signal that the organisation cares and supports them.

f) Reward /Compensation and Globalization

Wages do provide a source of motivation for employees to perform effectively. Employees who leave their companies do so because of high wages and benefits offered by other companies. As a result of globalization, there is now free mobility of labour. International companies can advertise through the internet and recruit employees from across borders, O'Neal (2005). Similar to the trend of recruiting abroad from a diverse pool of applicants is a progressive approach to providing benefits and compensation to employees. Some laws and international conventions mandate wage and basic employee benefits, (Cole,

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2004). However, globalization has brought new ideas to business owners and managers on how to reward their employees both as a standard policy and as a reward for hard work. Taking cues from abroad, some US based businesses are now offering paternity leave, extended holiday time, work-from home programs and flexible child care options for their employees. These approaches to compensation allow their employees to balance their work to personal life and are aimed to increase happiness and productivity among staff, (Armstrong , 2006).

Rewards and compensation matches effort in equitable and just manner and organisations must reward for short as well as long term achievements bearing in mind that business must perform in the present to succeed in the future. Organisations now adopt the total reward approach which combines the two major categories of reward, the transactional and relational. Transactional reward are tangible rewards arising from the transactions arising between the employer and employee e.g. basic pay, contingent pay, pensions, shares and holidays etc. Relational are those intangible rewards concerned with learning and development and the work experience like training, career development, performance management recognition etc. the approach of total reward is holistic and the aim is to maximize the combined impact of a wide range of reward initiative on motivation, commitment and career enlargement,(Armstrong, 2006). It embraces everything the employee values in the employment relationship and include all available tools that may be used to attract, retain, motivate and satisfy employees. It is critical to addressing the issues created by recruitment and retention as well as providing a means of influencing behaviour, (O'Neal, 2008).

g) Performance Rating/ Appraisal and Globalization

According to Guest (2006) performance appraisal focus on aligning the assumptions, mutual obligations, expectations, promises and goals of the individual with the goals of the organisation and ensures that the employee work on the right task and do the right things. Standard Chartered Bank (2004) opines that performance management is concerned with those processes and behaviour by which the Manager manages the performance of the employees for developing high achieving organization. Contemporary organisations are undergoing a transformation against the changing needs of the environment and excellence in business by building adaptive capabilities for managing change practically. The traditional performance appraisal system did not match the needs of the changing scenario as it was a tool for employee education in which the managers were compelled to make subjective judgments about the performance and behavior of the employees against the predetermined job standards.

In the present scenario, the organisations have shifted their focus from performance appraisal to performance management as a result of the internationalization of the human resources. Major focus on the strategic Human Resource practices is on the management of talent by implementing such development programmes which enhance the competences of the employees. The performance management focuses more on observed behaviours and concrete results based on the previously established smart objectives. The purpose is to provide a complete perspective regarding the best practices for performance appraisal for work situation in global organisation. By adopting techniques like Management By Objectives (MBO), Open Performance Review and Appraisal System (OPRAS)and Payment for Performance (P4P), smart objectives are established in terms of either facts and figures and in the entire process the superior plays the role of a coach or facilitator. The objectives are mutually decided at the beginning of the performance season and serve as a standard of performance for evaluation.

In this method, the employees can offer a feedback on their contribution by filling up a self-appraisal form. It is a strategic and integrated approach which aims at building successful organisation by developing high performance teams and individuals and improving the performance of the people. Performance Review is important as they offer the appraiser and appraiseethe opportunity to receive feedback on their performance, dispel false belief of either party in the employment contract and agree on future opportunities for responsibility and challenge, reviewing and negotiation any prospective involvement in the change management, (Shapiro, 2007).

h) Issues and Trends in Human Resources in the Face of Globalization

The competitive pressure faced by the modern day enterprises for success and survival due to globalization and liberation will continue to create room for future organizational excellence. The new global, complex and often chaotic world of multinational enterprises require a new strategic focus and new capabilities from human resources just as it does from other management functions, (Bristol et al, 2009). In the present day, business is conducted on international scale and this involves the transfer of goods and services, technology, managerial know-how and capital to other countries or across national boundaries. Globalization has made the world smaller through fast economic network. The economies of the world have become increasingly integrated,(Bhagwatti,2004). Besides, we live in a world where quality, efficiency and competitiveness count most. The process and survival of the enterprise of this time can be measured in this sequence; information, knowledge and then application

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through science, engineering and technology. In other words, knowledge sharing impact on global enterprises as they export their management philosophies, and techniques, technologies, products and services around the world, (Kuruvilla et al, 2003). The internet has made communication network to be very easy and also for marketing to take place without necessarily moving from your desk. For you to participate in the global market, you must produce an internationally acceptable product, satisfy the target market and add value to the product.

With the rapid expansion of the global market coupled with the fact that the whole world is one market, it becomes imperative that the organisation and its human resources must respond to increased competition for globally mobile talents, changes in both workforce attitude and composition, shifts in employer/employee relationships, skill and ability and employees flexible and willing to deal with the ever accelerating pace and unpredictable changes in global workplace,(Mayrthofer and Brewster, 2005).

This era will require a new kind of organisation, based in a different paradigm that can bring together the contributions of individuals in a sustainable way, (Limerick et al, 2002). The main focus therefore should be the urgency to manage change speedily and efficiently in a right context with appropriate competence, (Burton, 2003). To acquire and retain human resource in the organisation and to function effectively in the future emergent issues in human resource management which are barriers to effective human resource initiative must be factored. (Birchfield, 2003). Such issues include;

i. *Productivity improvement:* Modern day Human Resources practice has led to greater output and improved product quality and service delivery hence in modern organisations all hands are on deck in search of ways to improve productivity so as to strengthen overall organisational performance. The trend has encouraged organisation in taking active roles on matter in impinging on productivity improvement. This involves a new reality of staffing and talent hunt globally, training and development, compensation and performance review. Companies that still adopt the traditional human resource practices might find themselves strangled with inflexibility. This can hurt their expansion efforts and a risky position of trailing behind their competitors.

ii. *Quality of work life and quality management*: This refers to the extent to which employees' personal needs are met through their work. Quality of work life improves as one's work meets more and more personal needs. This has positive impact on organizational performance because when employees' job performance, job satisfaction and commitment is high it shows that a given organization has favourable attitude to employees' quality of work life. Also the organization should play a vital role in ensuring quality and quality management system at all levels of the organization. Quality is achieved through people and in accordance with basic human resource principle: investment in people (capacity building) as a perquisite for achieving high quality standards.

iii. *Health and Safety at Work:* The focus is on creating a work environment which minimizes the likelihood of accident or injury. Akin to this is job stress which can be hazardous as unsafe workplace. Modern organizations have recognized the dangers of potential personal and organisational job stress and have taken interest on ways to reduce the problem through medical attention. Organisations now report on Health, Safety and Environment alongside their annual financial report.

iv. *Labour and Social Legislation:* From the 70's to date, legislations have granted workers more rights in terms of security of employment and entitlements which were hitherto mere expectations.

v. *Changing Value in the Organisation:* To meet the increased expectations of the organisation modern organisations articulate their roles in terms of creating value. Apart from holding tenaciously to old work ethics of practicality, honesty, diligence etc. organisations now measure their effectiveness in terms of business competitiveness and success. Organizations must lead cultural support of the foregoing. Brewster (2005) asserts that in increasing flexibility firms want to change nature of employee identification and their sense of involvement and this change identify knows few national borders.

vi. *Betterrenumeration and Cleanwage Option:* Globalization and modernization has enabled various nations to increase the minimum wage with regards to the countries increased needs, this in turn has to be implemented by organizations with the aim of increasing organizations performance and avoid employee's turnover. Also the concept of shift and overtime as embraced by developing nation increased the total remuneration of employees. The clean wage option is the consolidation of the basic pay with all allowance or fringe benefits with segmentation or distinction between the salary and the fringe benefit components. This was first adopted in Africa by Ghana in 1988 and in Nigeria, 1997,(Burton, 2003).

vii. *Corporate Social Responsibility/Corporate Ethics:* This is a form of corporate self-reputation integrated into a business model. It functions as a built in self-regulation mechanism whereby an organisation monitors and ensures its active compliance with the

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laws of the land, ethical standards and international norms. In some business integrated models, it goes beyond implementation and compliance but an action that appears to further some social good beyond the interest of the firm and that which is required by law, (Ronean, 2011). It involves responsibility for company actions and encourage a positive impact through its activities on the environment, consumers, employees, community and all other members of the public who may be considered as stakeholders. Also modern organizations emphasize reputation management and corporate ethics which relates to stakeholder's view or the impression they hold about the operational integrity or conduct of an organization. Due to cases of corruption scandals and other vices, organizations now pay high level attention to corporate reputation and ethics by facilitating the training of employees in sustaining and protecting their organization's reputation.

viii. *Skills and Capacity Building:* The place of change in this era of globalization will require professionals and employees who are multi-skilled. Organization must devote more attention to core strategy of training and capacity building as the quality of staff needed to cope with the global challenges of competition and productivity require employee who know the business, understand and make change happen, have personal integrity and credibility and who can receive additional quality training to sharpen their skills, (Nonaka and Teece, 2001). Organisations cannot succeed without the requisite expertise considering the current technology based and knowledge driven operating environment. The process of capacity building and multi-skilling endows the employees to function in other capacities afford them the opportunity to contribute to the success of the organisation.

ix. *Information Technology and Communication:* The effect of information technology has made the world smaller and faster through the internet. Ideas and large amount of information now move freely and constantly. There is an enormous rush towards more highly technological sophisticated systems by organizations to maximize their profit, improve performance through effective and efficient communication and transport systems. The challenge of the organization is to make good use of what information technology offers and to make it a viable part of work setting and tool. Information technology has opened up a possibility and opportunities of greater strategic control and innovation for companies as globalization continue to shed more light across the globe,(Lynch,2006).

x. *Workforce Diversity:* The concept focuses on the attachment of value to individual differences in the workplace which is made up of heterogeneous groups. The organisation must ensure that no group of members has advantage or disadvantage over the other in the workplace. Besides the organization must ensure that the productivity, creativity and commitment of the workforce are maximized while meeting the needs of their diverse interest.

xi. *Emergence of Generation-Y in the Workplace:* Generation Y are young employees born after 1980 entering the workforce, necessitating changes by management and organization alike, (Allen, 2003). Empirical evidence shows that generation Y appears different from different generations, because they are self-confident, generally independent from previous generations and often pursue multi-career paths which require them being managed differently. They are generally at ease with the requirements of technology and uncertainty which is the characteristics of the younger employees in the workforce. They demand responsibilities early in their careers and are unafraid of challenging their employer's policies and procedures, (Heathfield, 2004). The emergence of this breed of workforce will create additional responsibility for the organization who may have to provide a wide range of services in a different configuration in a bid to carry this group along.

xii. *Gender Equality:* Globalization and modernization have created the concept of gender equality and feminization of the workforce through international governmental and non-governmental organizations that fight for gender equality and rights for instance the United Nations (UN) celebrates gender equality and empowerment of women and its creation every February 24 each year. To promote gender equality in the workforce it is important to integrate both men and women as agents of progress in the organization.

i) Empirical Review

Although a number of empirical studies have been conducted in other to measure the effect of globalization on Human Resources management throughout the world since the world is conceived as a village, few studies among others have attempted to measure the impact of globalization on recruitment some of which are mentioned here.

McKinsey Global Institute (2012) carried out a survey of current hiring practices in over 500 firms globally involving 700 Chief Executive officers and Search Consultants of global companies. Using auto regressive Distributed lag Method to characterize the relationship between best recruitment practices and firm performance, the study revealed that only few companies (less than 10% of respondent companies) excelled at one or more aspect of the hiring process and

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has accepted code of best practices for hiring. The study further revealed that best practiced companies outperformed other participant companies in economic performance measured by sales growth and Return On investment (ROI) by 20%.

Sermon and Hitt (2008) investigated the outsourcing of recruiting and selection (R&S) conducted among 276 medium and large enterprises in the United States in two specific contexts namely job advertising and prescreening and the more strategic colloquia and selection. Employing a predictive model based in efficiency drives rooted in transaction cost economy (TCE) and competitive motivation derived from Resource Based View (RBV), the findings revealed that firms take most recruitment decision to achieve efficiency, the study also confirms that firms are also motivated to take recruitment decision to achieve competitive edge.

Huseman et al (2011) conducted a survey of human resources management and selection policies and practices in 60 manufacturing firms in Taiwan employing a multi regression model to analyse data, the evidence obtained from the study show that recruitment policies in participant's companies are integrated with corporate strategy; line managers had a particularly influential role in decisions regarding recruitment and selection, training and development, workforce reduction and expansion. The study further revealed that certain recruitment decisions among participant companies were culturally sensitive.

Patterson et al (2007) investigated the impact of effective recruitment and selection on organization performance, using two analytical approach viz stability test and regression analysis on data involving 30 firms in United Kingdom. They found that productivity changes associated with recruitment in participant companies for period under review were positive and significant.

Graham et al (2008) conducted an empirical study on seizing competitive advantage through Training and Development on forty medium sized manufacturing forms in Japan. Using a Probit and Tobit models to analyse data for a period covering 1997 – 2006, the study revealed a strong commitment from Japanese companies to expand their global efforts through improved recruitment and training; key to global expansion is picking the right person based on right credentials, skills and knowledge. The study further showed that once chosen, the candidates receive comprehensive professional and leadership training.

Machungwa and Schmitt (2006), investigated the impact of Total Reward System on Employees Behaviour in Zambia applying a cross country growth regression analysis and using the framework of extreme bond analysis, used data for sixty five firms' operation between 1995 and 2005, found that good reward system involving both transactional and relational rewards has contributed positively to employees job performance and job satisfaction.

Armstrong (2009) empirically investigated Best performance Appraisals of distant employees in corporate organizations and the human resource challenges associated with it, using the OLS regression model to analyse data of thirty small and medium sized companies in Canada, the results of the OLS regression revealed that lack of training of both the appraiser and the appraise account for the many rating errors that are commonly associated with performance appraisal. The study further revealed that absence of smooth interpersonal relationship, required listening, giving and receiving, feedback and counselling and dealing with emotions grossly mare the performance appraisal process.

III. Methodology

a) Research Design

Research design is a roadmap or scheme used by the researcher as a strategy to investigate the relationship that exist among variables under study.

The research design adopted in this study, is the survey design which involves personal observation, interview and questionnaire. The study employed essentially the use of questionnaire which was also considered convenient for the respondents.

b) Nature and Sources of Data

There are two sources of data used in this study viz, primary and secondary sources.

Primary data: Include first-hand information specially collated for a study. This represents field response (information) gathered through the questionnaire and personal observation.

Secondary data: These include library and desk information gathered from books, journals, newspaper, internet and extent publications on subject matter which also participated the review of literature.

c) Population of the Study

Given the spread of firms engaged in manufacturing in the South Eastern States of Abia, Anambra, Ebonyi, Enugu and Imo, absolute care and caution was taken in the selection of population and sample size. The researcher visited the zonal office of the Manufacturer' Association of Nigeria for the list and addresses of current members of the umbrella body as at December 31, 2016. The Association harvest and provides the most complete and reliable set of information of manufacturing firms in Nigeria. It was from the list of members that the researcher purposively selected twenty-five (25) manufacturing firms across five subsectors namely Food and Beverages, Healthcare (Pharmaceuticals), Paint and Chemical, Industrial/ Domestic and Technical subsectors. Five manufacturing

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firms were selected from each of the five Eastern States. (See selection criteria in appendix 111).

It was the number of Principal Managers obtained from the Human Resource Managers of these firms across the subsectors that form the population of this study in this order (see Appendix III).

i. Food and beverages = 115
ii. Pharmaceuticals = 20
iii. Plant and chemical = 30
iv. Industrial/domestic = 54
v. Technical = 52

Total = 271

Therefore, two hundred and seventy-one is the functional population for this study.

d) Sample Size Determination

Since the number of managers in the selected companies across the subsector was considered manageable, therefore the entire population was treated as sample. The sample size for this study is two hundred and seventy-one (271).

e) Mode of Data Collection

Primary data will be generated by the use of questionnaire designed for this study. Also some information needed will require the use of unstructured oral interview for clarifications where necessary.

f) Method of Data Analysis

The primary data generated will be collated and presented in tables, frequency distribution using simple percentage for easy comprehension. The data so presented was further subjected to detailed statistical analysis by the use of Analysis of Variance and the strength of relationship test with correlation Ratio (cE).

g) Tool for Data Analysis

The statistical tool for this study is the Analysis of variance. In general it refers to a collection of statistical models and method employed in addressing whether the sample means of variable differ significantly from one group of observation to another. The Analysis of Variance (ANOVA) deals with three types of variances and partitioning of total variations according to source of origin. The total variance (S^2T) is referred to as the total sum of squares (SS_T): between group variance as within group of squares (SS_B) and within group variance as the within group of sequences (SS_W). This results in the equation $SS_T = SS_B + SS_W$, where the SS_B represents the Systematic or "explained" variance and SS_W, the sampling error of "unexplained" variance. The general ANOVA formula for the fixed effect model is given by the formula:

$$\sum i\sum j(Xij - \mu)^2 = \sum i\sum j(Xij - \overline{Xij})^2 + \sum jnj(\overline{Xj} - \mu)^2$$

Where

$$SS_T = \sum i\sum j x^2 ij - \frac{(\sum i\sum j \times ij)^2}{N}$$

$$SS_B = \frac{\sum(\sum \times ij)^2}{^{n}jN} - \frac{(\sum i\sum j \times ij)^2}{}$$

$$SS_w = SS_T - SS_B$$

h) Decision Critera

For $P \leq .05$ with d.f = (k -1) and (N-K), reject Null hypothesis (H0) and accept the Alternate (H1) if the computed F-value is greater (>) the critical value.

For $P \leq .05$ with d.f = (K-1) and (N-K) Accept the null hypothesis (H0) and reject the alternative (H1) if the critical value is greater than the calculated f-value.

The strength of relation or association will be tested with the unbiased correlation ratio which is given by

$$CE = \sqrt{\frac{1\text{-}MSW}{\frac{SST}{N-1}}}$$

i) Validity of the Research Instrument

The validity of an instrument is the degree to a research instrument on a test measure what it purports to measure. The content validity was obtained by giving the research instrument to three (3) different management consultants. It was further given out to nine (9) post graduates students in three (3) different universities. Their criticisms and suggestions helped to enhance the content validity. It also helped to ensure that the instrument elicits the intended responses.

j) Reliability of the Research Instrument

An instrument is said to be reliable if it measures consistently what it sets out to measure. This means the measure will yield result for the same object at different conditions. The test retest method was used to maintain reliability. The instrument was administered to ten (10) respondents at two different points. The process was repeated after two weeks to respondents who were not part of the original exercise. The scores were collated and ranked using the Spearman's rank correlation coefficient. The result showed a correlation efficient of.80. This suggests a strong degree of reliability.

IV. Presentation and Analysis of Data

In this section data gathered by means of questionnaire were presented and analysed in form of frequency distribution and simple percentage. Hypotheses formulated were tested in this section.

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a) Testing of Hypotheses

Four hypotheses were formulated to drive this study, we shall go ahead to test them with the test statistic, Analysis of variance (ANOVA) and the strength of association with the Correlation Ratio, (cE)

HYPOTHESIS I

H_1: Manpower planning, policies and preparation associated with recruitment is positively related to with the effects of globalization in the selected companies under study.

H_0: Manpower planning and polices associated with recruitment is not positively related to the effects of globalization in the selected companies under study.

Table 4.1: (Reproduced)

FEATURES	SA	A	UN	SD	D	SA	A	UN	SD	D
A	76	80	9	50	35	30	32	4	20	14
B	67	75	12	46	50	27	30	5	18	20
C	85	62	11	52	40	34	25	4	21	16

Source: Field Survey, 2015

Mathematically, H1: MA ≠ MB ≠ MC

H0: MA = MB = MC

Analysis of variance formula is given by

$$\sum i\sum j(Xij - \mu)^2 = \sum i\sum j(Xij - \overline{Xij})^2 + \sum jnj(\overline{Xj} - \mu)^2$$

$$SS_T = SS_B + SS_W \text{ where}$$

$$SS_T = \sum i\sum jx^2ij - \frac{(\sum i\sum j \text{ x } ij)^2}{N}$$

Table 4.2: Anova Table

S/NO	X_A	X_A^2	X_B	X_B^2	X_C	X_C^2
1	30	900	27	729	34	1156
2	32	1024	30	900	25	625
3	4	16	5	25	4	16
4	20	400	18	324	21	441
5	14	196	20	400	16	256
$\sum x$	100		100		100	
$(\sum x)^2$	=10,000		10,000		10,000	
$\frac{\sum x^2}{X}$	=	2536	2378		2494	
	= 20		20		20	

Field Data, 2017

$$\sum\sum X = 100 + 100 + 100 = 300$$

$$(\sum\sum X)^2 = 90{,}000$$

$$\sum\sum X^2 = 2536 + 2378 + 2494 = 7408$$

$$\sum \overline{X} = \frac{20 + 20 + 20}{3} = 20$$

N = 15, n = 5, K = 3

$$SS_T = \sum i\sum jx^2ij - \frac{(\sum i\sum j \text{ x } ij)^2}{N}$$

Substituting we have

$$SS_T = 7408 - \frac{90{,}000}{15}$$

$$SS_T = 7408 - 6000 = 1408$$

$$SS_T = 140.8$$

$$SS_B = \frac{\sum(\sum xij)^2}{njN} - \frac{(\sum i\sum j \text{ x } ij)^2}{}$$

$$SS_W = SS_T - SS_B$$

$$SS_B = \frac{\sum(\sum xij)^2}{nj} - \frac{(\sum i\sum j \text{ x } ij)^2}{N}$$

$$SS_B = \frac{(2536 + 2378 + 2494)}{5} - \frac{90000}{15}$$

$$SS_B = (507.2 + 475.6 + 498.8) - 1408$$

$$SS_B = 1481.6 - 1408$$

$$SS_B = 7.36$$

$$SS_W = SS_T - SS_B$$

$$SS_W = 140.8 - 73.6$$

$$SS_W = 133.44$$

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Table 4.3: Summary of the Anova Table

Source	Df	SS	MS	F value
Between group	K – 1	7.36	$\frac{[SS]}{Df} = 70.4$	$\frac{MSB}{MSW}$
Within group	N – K	133.44	$\frac{[SS]}{Df} = 6.13$	=
Total	N – 1	141		11.48

Source: field data, 2015
Significance level P ≤ .05

Decision: Since from the F – distribution Table with degree of freedom (df)2 and 12 at .05 level of significance, the critical value is 3.88 while computed *f value*= 11.48 greater than the critical value, we therefore reject the Null (H_0) hypothesis and Accept the Alternate (H_1) and conclude that manpower planning, policies and preparation associated with recruitment is positively related with the effect of globalization.

To Determine the Strenght of the Relationship

To measure the strength of association between the variables, we shall use the Correlation Ratio which is given by $CE = \sqrt{1 - \frac{MSW}{\frac{SST}{N-1}}}$

Substituting we have

$CE^2 = \sqrt{1 - \frac{6.13}{15.3}} = 1 - .40 = .60$

$CE = \sqrt{1 - \frac{6.13}{15.3}}$

$CE = \sqrt{.60}$

$CE = .77$

This implies a high degree of relationship between manpower planning, policies and preparations associated with recruitment and the effect of globalization.

Hypothesis II

H1: Training and professional development is positively related to the effect of globalization in the selected companies under study.

H0: Training and professional development is not positively related to the effect of globalization. in the selected companies under study .

Table 4.4: (Reproduced)

FEATURES	SA	A	UN	SD	D
A	35	30	3	18	14
B	40	29	2	15	14
C	37	30	6	12	15

Source: Field Survey, 2017

Mathematically, H1: MA ≠ MB ≠ MC

H0: MA = MB = MC

Analysis of variance formula is given by

$\sum i\sum j(Xij - \mu)^2 = \sum i\sum j(Xij - \overline{Xij})^2 + \sum jnj(\overline{Xj} - \mu)^2$

$SS_T = SS_B + SS_W$ where

$SS_T = \sum i\sum jx^2ij - \frac{(\sum i\sum j \text{ x } ij)^2}{N}$

$SS_B = \frac{\sum(\sum xij)^2}{nj} - \frac{(\sum i\sum j \text{ x } ij)^2}{N}$

$SS_W = SS_T - SS_B$

Table 4.5: Anova Table

S/NO	X_A	X_A^2	X_B	X_B^2	X_C	X_C^2
1	35	1225	40	1600	37	1369
2	30	900	29	841	30	900
3	3	9	2	4	6	36
4	18	324	15	225	12	144
5	14	196	14	196	15	225
$\sum x$	100		100		100	
$(\sum x)^2$	=10,000		10,000		10,000	
$\sum x^2$	=	2654	2866		2674	
$\overline{X}$	= 20		20		20	

Source: FIELD DATA, 2017

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$\sum\sum X = 100 + 100 + 100 = 300$

$(\sum\sum X)^2 = 90{,}000$

$\sum\sum X^2 = 2654 + 2866 + 2674 = 8194$

$\sum\overline{X} = \frac{20 + 20 + 20}{3} = 20$

$N = 15,\ n = 5,\ K = 3$

$SS_T = \sum i \sum j x^2 ij - \frac{(\sum i \sum j \times ij)^2}{N}$

Substituting we have

$SS_T = 8194 - \frac{90{,}000}{15}$

$SS_T = 8194 - 6000 = 2194$

$SS_T = 219.4$

$SS_B = \frac{\sum(\sum xij)^2}{nj} - \frac{(\sum i \sum j \times ij)^2}{N}$

$SS_B = \frac{(2654)}{5} + \frac{2866}{5} + \frac{2674}{5} - \frac{90000}{15}$

$SS_B = (531 + 573 + 535) - 219.4$

$SS_B = 55.5$

$SS_W = SS_T - SS_B$

$SS_W = 2194 - 55.5$

$SS_W = 163.9$

Table 4.6: Summary of the Anova Table

Source	Df (degree of freedom)	SS	MS	F value
Between group	K – 1	55.5	$\frac{[SS]}{Df} = 28$	$\frac{MSB}{MSW} = 2$
Within group	N – K	163.9	$\frac{[SS]}{Df} = 14$	
Total	N – 1	219		F value = 2

Source: FIELD DATA, 2017

Significance level P ≤ .05

Decision: Since from the F – distribution Table with degree of freedom (df) 2 and 12 at .05 level of significance, the critical value of F is 3.88 while computedf value is 2 less than the critical values,therefore, we reject the Alternate and Accept the Null and conclude that that training and development is not positively related to the effects of globalization in the selected companies under study with the effects of globalization.

To Determine the Strenght of the Relationship

To measure the strength of association between the variables, we shall use the Correlation Ratio which is given by:

$CE = \sqrt{\frac{1\text{-}MSW}{\frac{SST}{N-1}}}$

Substituting we have

$CE^2 = \sqrt{\frac{1 - 14}{15.6}}$

$CE = \sqrt{1 - .89}$

$CE = \sqrt{.11}$

$CE = .33$

This implies a very low degree of relationship between training and professional development in the selected companies under study and globalization.

Hypothesis III

H_1: Reward and compensation is positively related to the effect of globalization in the selected company under study.

H_0: Reward and compensation is not positively related to the effect of globalization in the selected company under study.

Table 4.7: (Reproduced)

FEATURES	SA	A	UN	SD	D
A	39	30	4	14	13
B	28	32	6	20	14
C	30	35	5	17	13

Source: Field Data, 2017

Mathematically, H1: MA ≠ MB ≠ MC

H0: MA = MB = MC

Analysis of variance formula is given by

$\sum i \sum j (Xij - \mu)^2 = \sum i \sum j (Xij - \overline{Xij})^2 + \sum jnj (\overline{Xj} - \mu)^2$

$SS_T = SS_B + SS_W$ where

$SS_T = \sum i \sum j x^2 ij - \frac{(\sum i \sum j \times ij)^2}{N}$

$SS_B = \frac{\sum(\sum xij)^2}{nj} - \frac{(\sum i \sum j \times ij)^2}{N}$

$SS_W = SS_T - SS_B$

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Table 4.8: Anova Table

S/NO	X_A	X_A^2	X_B	X_B^2	X_C	X_C^2
1	39	1521	28	784	30	900
2	30	900	32	1024	35	1225
3	4	16	6	36	5	25
4	14	196	20	400	17	289
5	13	169	14	196	13	169
$\sum x$	100		100		100	
$(\sum x)^2$	=10,000		10,000		10,000	
$\sum x^2$	=	2802	2440		2608	
$\bar{X}$	= 20		20		20	

Source: Field Data, 2017

$\sum\sum X = 100 + 100 + 100 = 300$

$(\sum\sum X)^2 = 90{,}000$

$\sum\sum X^2 = 2802 + 2440 + 2608 = 7850$

$\bar{X} = \frac{20 + 20 + 20}{3} = 20$

$N = 15,\ n = 5,\ K = 3$

$SS_T = \sum i \sum j x^2 ij - \frac{(\sum i \sum j \times ij)^2}{N}$

Substituting we have

$SS_T = 7850 - \frac{90{,}000}{15}$

$SS_T = 7850 - 6000$

$SS_T = 185.0$

$SS_B = \frac{\sum(\sum xij)^2}{nj} - \frac{(\sum i \sum j \times ij)^2}{N}$

$SS_B = \frac{(2802 + 2440 + 2608)}{5} - \frac{90000}{15}$

$SS_B = 1850 - 1570$

$SS_B = 28.0$

$SS_W = SS_T - SS_B$

$SS_W = 1850 - 280$

$SS_W = 1570$

Table 4.9: Summary of the Anova Table

Source	Df (degree of freedom)	SS	MS	F value
Between group	K – 1	280	$\frac{[SS]}{df} = 140$	$\frac{MSB}{MSW}$
Within group	N – K	157.0	$\frac{[SS]}{df} = 13.1$	$= 10.68$
Total	N – 1	185		F value = 10.68

Source: Field Data, 2017
Significance level P ≤ .05

Decision: Since from the F – distribution Table with degree of freedom (d.f) =2 and 12 at .05 level of significance, the critical value of F = 3.88 while computedf *value* is 10.68 greater than the critical value, therefore, we reject the Null and Accept the Alternate (H_1) and conclude that reward and compensation is positively related with the effects of globalization in the selected companies under study.

To Determine the Strenght of the Relationship

To measure the strength of association between the variables, we shall use the Correlation Ratio which is given by:

$$CE = \sqrt{1 - \frac{MSW}{\frac{SST}{N-1}}}$$

Substituting we have

$CE^2 = \sqrt{1 - \frac{13.1}{15.4}}$

$CE = \sqrt{1 - .85}$

$CE = \sqrt{.15}$

$CE = .39$

This implies a fair relationship between reward and compensation and the effects of globalization in the selected companies under study.

Hypothesis IV

H_1: Performance rating and appraisal is positively related to the effect of globalization in the selected companies under study.

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H_0: Performance rating and appraisal is not positively related to the effect of globalization in the selected companies under study.

Table 4.10: (Reproduced)

FEATURES	SA	A	UN	SD	D
A	27	32	6	19	16
B	32	26	6	20	16
C	28	32	5	21	14

Source: Field Data, 2017

Mathematically, H1: MA ≠ MB ≠ MC

H0: MA = MB = MC

Analysis of variance formula is given by

$$\sum i\sum j(Xij - \mu)^2 = \sum i\sum j(Xij - \overline{Xij})^2 + \sum jnj(\overline{Xj} - \mu)^2$$

$$SS_T = SS_B + SS_W \text{ where}$$

$$SS_T = \sum i\sum jx^2ij - \frac{(\sum i\sum j\ x\ ij)^2}{N}$$

$$SS_B = \frac{\sum(\sum xij)^2}{nj} - \frac{\sum i\sum j(x\ ij)^2}{N}$$

$$SS_W = SS_T - SS_B$$

Table 4.11: Anova Table

S/NO	X_A	X_A^2	X_B	X_B^2	X_C	X_C^2
1	27	729	32	1024	28	784
2	32	1024	26	676	32	1024
3	6	36	6	36	5	25
4	19	321	20	400	21	441
5	16	256	16	256	14	196
$\sum x$	100		100		100	
$(\sum x)^2$	=10,000		10,000		10,000	
$\frac{\sum x^2}{X}$	=	2406		2392		2470
	= 20		20		20	

Field Data, 2017

$$\sum\sum X = 100 + 100 + 100 = 300$$

$$(\sum\sum X)^2 = 90{,}000$$

$$\sum\sum X^2 = 2406 + 2392 + 2470 = 8194$$

$$\sum\overline{X} = \frac{20 + 20 + 20}{3} = 20$$

N = 15, n = 5, K = 3

$$SS_T = \sum i\sum jx^2ij - \frac{(\sum i\sum j\ x\ ij)^2}{N}$$

Substituting we have

$$SS_T = 7268 - \frac{90{,}000}{15}$$

$$SS_T = 7268 - 6000$$

$$SS_T = 1268$$

$$SS_B = \frac{\sum(\sum xij)^2}{njN} - \frac{(\sum i\sum j\ x\ ij)^2}{}$$

$$SS_B = \frac{(2406 + 2392 + 2470)}{5} - \frac{90000}{15}$$

$$SS_B = \frac{2406}{5} + \frac{2392}{5} + \frac{2470}{5} - \frac{90000}{15}$$

$$SS_B = 481.2 + 478.4 + 494$$

$$SS_B = 18.56$$

$$SS_W = SS_T - SS_B$$

$$SS_W = 1268 - 185.6$$

$$SS_W = 108.24$$

Table 4.12: Summary of the Anova Table

Source	Df (degree of freedom)	SS	MS	F value
Between group	K – 1	18.56	$\frac{[SS]}{df} = 92.8$	$\frac{MSB}{MSW}$
Within group	N – K	108.24	$\frac{[SS]}{df} = 7.73$	= 12
Total	N – 1	126.8		F value = 12

Source: Field Data, 2017

Significance level P ≤ .05

Decision: From the F – distribution Table, with degree of freedom (d.f)= 2 and 12 at .05 level of significance, the critical value of F is 3.88 while computed *f value*=12 greater than the critical value. Therefore, we reject the Null hypothesis (H0) and accept the Alternative (H1) and conclude that performance rating and appraisal is

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positively related with the effects of globalization in the selected company under study.

To Determine the Strenght of the Relationship

To do this the correlation ratio will be used to determine this and it is given by the formula

$$_cE = \sqrt{1-\frac{MSW}{\frac{SST}{N-1}}}$$

Substituting we have

$$_cE^2 = \sqrt{1 - \frac{7.73}{9.06}}$$

$$_cE = \sqrt{1 - .85}$$

$$_cE = \sqrt{.15}$$

$$_cE = .39 \ \Omega \ .4$$

This implies a moderate relationship between performance and Rating and Appraisal and Globalization in the selected company under study.

b) Discussion of Findings

Our empirical finding threw up some critical issues that cannot be swept under the organizational carpet if recruitment efforts, mission and vision of our organizations must be realized in the face of global competition that has become so common and intense these days.

This study revealed that manpower planning, policies and preparations associated with recruitment is positively related with the effects of globalization. This finding aligns with the Bank of Industry's (2004) view on globalization as the closer integration of countries and people of the world and breaking down of artificial barriers to the flow of goods, services, capital, knowledge and people across national boundaries. This movement brings about consequences that tend to change the traditional way of doing things. Recruitment no doubt is one of those traditional human resource function and processes that could be influenced by the forces of globalization as it seeks the sources of manpower to meet staffing requirement and schedule to employ measure to attract and retain that inadequate number needed to move the organization forward. It also lends empirical support to an earlier study by Gupta (2000) on Human Resources Management and globalization which concludes that the concept of globalization and modernization has transformed the traditional method of recruitment. The empirical findings supports the theoretical view by Sparrow (2007) on human capitalization which according to him is part of strategic maneuvering of global pooling which organization through adequate preparation and alignment with the trend of times can reinvent their recruitment and selection process. This finding is also in line with empirical findings of Mckinsey Global Institute (2012) and Simon and Hitt (2008) that investigated best recruitment practices and firm performance among global companies, large and medium size enterprises in the United States, which concluded that best practiced companies out-performed other participants' companies in terms of efficiency, sales, growth and return on investment (ROI) simply by applying international best practices on recruitment and selection.

A statistical analysis on the test of relationship between recruitment and globalization effects using the unbiased correlation ratio ($_cE$) showed a $_cE$ value of .77 which is very high. This agrees with both theory and empirical evidence that the impact of globalization is huge, perhaps the largest in the world, Armstrong (2005).

The second empirical finding revealed that training and professional development is not positively with the effects of globalization in the selected companies under study. This finding negates theory and empirical evidence that both training and globalization can be used to achieve competitive advantage. For instance, Beardwell and Armstrong (2009) believe that development is achieved through people. According to him three important factors in achieving competitive advantage are innovation, quality and cost leadership and these depend on the quality of an organizational Human Resources; Training and professional development of the organization's Human Resources is all that is required to achieve this. In the views of Knight (2005), training and professional development provide the skill, knowledge, attitude and competence needed to perform task achieve growth and future needs of the organization. Any organization that pays lip service to capacity development of employees absolves itself of the compelling need for competitive edge and shuts its door to growth and sustainability. The study also does not agree with the empirical study of Spherion Atlantic Enterprises LCC (2013), a global staffing and employment services firm that respondent employees who received training or mentoring were very likely to remain with their current employers for the next 5years or more. Such is the power of empowering employees with training and development benefits. The bane of organizational leaders in this part of the world is how they prioritize capacity development vis-à-vis the organization mission and sustainability. The argument against capacity development of the human resources in the private sector has been (i) empowering employees make them more valuable and could turn against their employers (ii) it makes them more valuable to competitors who poaches them with great offers. It is an unavoidable fact that better educated, skilled and competent employees are more desirable target of every recruitment effort but the Spherion Survey (2013) erases such fears.

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The third empirical finding shows that reward and compensation is positively related with the effects of globalization. This result lends empirical support to an earlier study by O'Neil (2004) which concluded that the trend of recruiting abroad from diverse pool of talents is accompanied by a progressive approach to providing benefits and adequate compensation to employees. It also concurs with the views of Cole (2004) that globalization has brought new ideas to owners and managers on how to reward their employees. It is also in tandem with the empirical investigation by Muchungwa and Scmitt (2006) on the impact of reward on employees' behaviour in Zambia which concluded that good reward system contributs positively to employees' job performance and job satisfactions. It also agrees with theoretical position that reward system could be used to influence employee behaviour and spur them to greater productivity.

Finally, the fourth finding reveals that performance rating and appraisal is positively related with the effects of globalization. This finding is in tandem with extant literature on organization development that the contemporary organization is undergoing a transformation against the changing needs of the environment by evolving adaptive capabilities for managing change. This also aligns with present day performance management where the focus has changed from the traditional performance appraisal system where the manager makes subjective judgment about the performance and behaviour of subordinate to Talent Management and Development of programmes that enhances employee competences. The finding empirically corroborates the position of Standard Chartered Bank of England (2004) that performance appraisal involves process and behaviour which a manager uses to manage the performance of employee so as to develop a high achieving organization. Furthermore, it lends empirical support to an earlier study by Armstrong (2009) which concludes that the absence of smooth interpersonal relationship, feedback, counseling and dealing with emotion could grossly mare the process and outcome of a given performance appraisal exercise.

Empirically, the correlation ratio conducted to test the strength of relationship between the variables (performance appraisal and globalization gave a coefficient value of .4 which indicates a moderate relationship and a 60% probability that performance appraisal could be used to effect positive organization changes in the organization.

V. Findings, Conclusion and Recommendation

a) Summary of Major Findings

i. Manpower planning, and policies associated with recruitment is positively related with the effects of globalization.
ii. Training and development is not positively related with the effect of globalization.
iii. Reward and compensation is positively related with the effect of globalization.
iv. Performance rating and appraisal is positively related with the effects of globalization.

b) Conclusion

From our literature and empirical review and findings it has been found that there is neither a generally accepted code of best practices nor a single company that demonstrates true best practices along each step of the recruitment process but that does not underscore nor rub off the universal acknowledgement that hiring good people is a key source of competitive advantage. Therefore, organizations need to take a serious look at the challenges facing them. Every organizational challenge has a solution that lies with the Human Resources. Organizations must approach recruitment from a rigorous, strategic and objective point of view by developing best practices that will drastically revamp their hiring process.

c) Recommendations

From the findings of this study the following recommendations are hereby put forward for consideration.

1. Organizational management should stop treating recruitment as a big surprise. Manpower audit and planning should be adequately utilized to identify manpower gaps and proper programmes for filling such gaps be put in place within a given period of time.
2. Recruitment policies and procedure should be integrated as part of the corporate strategy while recruitment and selection efforts should be outsourced to independent and reputable search consultants.
3. Line managers should be actively involved in every recruitment, training and development exercise as it relates to employees under them.
4. Organizational management should take training and professional development of their employees serious. The Japanese success story should spur them to take training and human value serious. Empirical evidence supports that every Japanese receive comprehensive training upon engagement.
5. Organizational management should adopt total reward system that recognizes both transactional and relational cost to attract and retain talented,

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competent and highly motivated staff. The truth is that those companies who pay peanuts end up working with monkeys and baboons.

6. The organizational managers should evolve good management system that integrates performance management and employees' development with organizational success. To this extent management by objective, payment for performance and open performance review and appraisal system is highly recommended here.
7. Organization managers should endeavor to hire employees from equally diverse background provided such employees meet up set employment requirements. Such will help managers to better equip their organization for the increasing global business environment in terms of wide range of ideas and influences such companies command for having people then customers can relate to.

d) Management Implication

Management principles that govern management practice are universally acknowledged to be same except for their applications but all points to attainment of efficiency and effectiveness through best practices. That is why Human Resources occupy a prime position in the organization, playing dual role, a resource as well as a motive force for all other resources by way of developing, utilizing, commanding and controlling them.

In the fast-changing world of globalization, successful industries are those that are knowledge based, skill incentive and technologically driven. This is possible by developing creative spirit in employee through innovations in the way organizational processes were conducted hitherto. Organizational managers can make this paradigm shift through paying serious attention to international best practices on recruitment. Good recruitment is attained only when the right employees are recruited at the right time for the right job, trained, competent, well rewarded, take interest in their work, committed to the organization and employers in turn trust them fully. When Japan as a nation realized this truth, they achieved unprecedented progress in all fields. It is a challenge our organizations can learn from this.

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Appendix I

The Selected Manufacturing Firms In South East. (By States)

a) Abia State

i. International Equitables (Nig.) Ltd
ii. Drury Chemicals (Nig.) Ltd.
iii. Kroma Clover Industries Ltd.
iv. Guinness Nigeria Plc.
v. Unilever Plc.

b) Anambra State

i. Chikason Group Ltd
ii. Cutix Nigeria Plc.
iii. Orange Drugs
iv. Sabmiller Group
v. Juhel Nig. Ltd

c) Ebonyi State

i. Ebonyi Rice Mills Ltd
ii. Edon (Nig.) Ltd
iii. Candel Industries Ltd
iv. Crush Rock Industries (Nig.) Ltd
v. Eko drugs (Nig.) Ltd

d) Enugu State

i. Emenite Industries Ltd
ii. Innoson Industrial And Technical Coy Ltd
iii. Nigeria Breweries Plc.
iv. Seven Up Bottling Plc.
v. Nigeria Bottling Plc.

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e) *IMO State*

i. Ada Palm (Nig.) Ltd
ii. Aluminium Extrusion Industries Plc. (ALEX)
iii. Paint and Resin Industries (Nig.) Ltd
iv. Dezern (Nig.) Ltd
v. New Horizons (Nig.) Ltd.

Appendix II

The Number of Managers In Selected Manufacturing Firms By Subsectors

a)	*Food and Beverage*	
i.	Nigeria breweries Plc.	= 25
ii.	Nigeria bottling co Plc.	= 15
iii.	Seven up bottling co Plc.	= 18
iv.	Sabmiller group	= 10
v.	Guinness Nig. Plc.	= 27
vi.	Adapalm Ltd	= 12
vii.	Ebonyi rice mill	= 8
Total		115
b)	*Pharmacueticals*	
i.	Orange Drugs Ltd	= 8
ii.	Juhel (Nig.) Plc.	= 5
iii.	Candel Industries	= 4
iv.	Eko Drugs Ltd	=3
Total		20
c)	*Paint and Chemicals*	
i.	Drury Chemicals (Nig.) Ltd	= 9
ii.	Kromer Clover industries (Nig.)	= 5
iii.	Paint & Resin Industries (Nig.) Ltd	= 8
iv.	Dezern (Nlg.) Ltd.	= 7
Total		30
d)	*Industrial and Domestic*	
i.	International Equitables Plc.	= 12
ii.	Unilever	= 10
iii.	Edon (Nig.) Ltd	= 7
iv.	New Horizon Ltd	= 5
v.	Chikason Group	= 20
Total		54
e)	*Technical*	
i.	Cutix Plc.	= 13
ii.	Innoson industries and technical	= 12
iii.	Emenite	= 9
iv.	Aluminium Extrusion Industries Plc (Alex)	= 8
v.	Crush Rock industries (Nig.) Ltd	= 10
Total		52

Total Number of Managers in the Selected Company = 271

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Appendix III

Selection Criteria

The primary conditions set for this purposive selection of companies under study include

1. The company must be a manufacturing firm registered with Manufacturers Association of Nigeria
2. The company must be situated in any of the five eastern states of Anambra, Abia, Ebonyi, Enugu and Imo states.
3. It must have established and functional HR department.
4. The company must have existing staff strength of not less 50.
5. The company must have existed for not less than 10 years.

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