

Effect Of Nigerian Labour Law On Multinational Corporation Recruitment Practises In Nigeria: The Case Of Kpmg Nigeria

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ABSTRACT

The Effects of Nigerian Labour Laws on the Recruitment Practices of Multinational Corporations (MNCs) in Nigeria are a critical area of investigation given the significance of MNCs in shaping the country's job market and overall economic landscape. This research study aims to explore and analyze the complex relationship between Nigerian Labour Laws and the recruitment strategies employed by MNCs operating within the Nigerian context. Through a mixed-methods approach, the research collected data from a diverse range of MNCs in Nigeria, combining both qualitative insights from key stakeholders and quantitative data to draw robust conclusions. The study examines how Nigerian Labour Laws influence various aspects of recruitment practices, including hiring strategies, employment contract structures, local content requirements, ethical considerations, and compliance challenges faced by MNCs. The findings of the study reveal that Nigerian Labour Laws significantly impact MNCs' recruitment practices. Compliance with local labour regulations prompts MNCs to offer more stable and secure employment contracts, leading to longer-term employment commitments and improved job security for employees. Local content requirements encourage MNCs to prioritize the hiring of local talent, contributing to the development of the Nigerian workforce and aligning recruitment practices with the nation's socio-economic objectives. Moreover, the research highlights how Nigerian Labour Laws promote ethical recruitment practices among MNCs, fostering diversity and inclusion during the hiring process. However, the study also identifies compliance challenges, including legal complexities, bureaucratic hurdles, and associated compliance costs, which can impede efficient recruitment practices. The implications of

the study contribute to the body of knowledge on labour laws' influence on recruitment practices in emerging economies, with specific reference to Nigeria. Furthermore, the research offers valuable insights for MNCs operating in the Nigerian job market, helping them navigate legal requirements while fostering sustainable growth and positive socio-economic impacts. In conclusion, this research provides essential insights into the dynamic relationship between Nigerian Labour Laws and the recruitment practices of Multinational Corporations in Nigeria. The study's findings hold significant implications for academia, businesses, policymakers, and anyone interested in the intricate interplay between legal regulations and multinational companies' human resource strategies in Nigeria.

Keywords: Nigerian Labour Laws, Multinational Corporations, Recruitment Practices, Employment Contracts, Local Content, Ethical Recruitment, Compliance Challenges, Nigeria.

I. INTRODUCTION

Recruitment being an important part of Human Resources management has been proven to be a crucial part of any Organization's effort to expand, and as such, businesses including Multinational Corporations (MNCs) rely on the recruitment and selection of talents for their overall success. While the obvious need for recruitment activities is attended to, the Government in a bid to protect employees put forth the employment and Labour laws in Nigeria which has over time determined the method and processes that MNCs carry out recruitment practices in Nigeria. Labour laws in Nigeria are crucial as they ensure fair treatment of employees, protect their rights, and maintain a balance relationship between employers and employees. When it comes to

recruitment practices in Multinational Corporations (MNCs), these laws ensure that there is non-discrimination, equal opportunity, and fair hiring practices, among others. The Labour laws put in place by the Government mandate MNCs provide safe working conditions, respect minimum wage regulations, and adhere to work hours and leave policies.

However, these laws may also pose challenges for MNCs, in that they may limit the flexibility of MNCs in terms of hiring and firing policies may require additional administrative work and potentially increase costs. Hence, while labour laws actively protect Nigerian employees, they also shape how MNCs operate and recruit in Nigeria. The Labour Act stipulates conditions for employment such as contract terms, wages, and work hours. It also covers termination and redundancy policies. In response, the MNCs ensure that their recruitment processes align with these terms, and also state these conditions in job descriptions and contracts that are shared by employees. This Project Research studies the effects that the Nigerian Labour Laws have on the recruitment practices of Multinational Corporations using KPMG Nigeria as a case study.

The Nigerian Labour Laws, designed to protect employee rights and regulate employer practices, inevitably impact the recruitment strategies of Multinational Corporations (MNCs) operating in the country. However, there is a significant lack of understanding to the extent and nature of this impact on MNCs. The Labour Act and the Employees' Compensation Act, among others dictate the terms of employment, wages, work hours, and compensation which directly influence the recruitment practices of MNCs. However, the specific ways in which these laws shape recruitment strategies, and how MNCs adapt to comply with them remain largely unexplored. This lack of comprehensive knowledge can lead to potential legal issues, non-compliance, and strained employer-employee relationships. It also hinders the ability of MNCs to effectively strategize their recruitment practices in line with Nigerian Labour Laws.

Therefore, a detailed study is necessary to shed light on the effects of Nigerian Labour laws on recruitment practices in MNCs. This research will provide valuable insights for corporations seeking to operate within the legal framework, and for policymakers to understand the practical implications of these laws on Multinational Corporations (MNCs).

The objectives this research seeks to achieve include to investigate how Nigerian labour

laws influence the recruitment strategies of MNCs in Nigeria; identify the specific aspects of MNCs' recruitment process most affected by the Nigerian labour laws; understand how MNCs have adapted their recruitment practices to comply with Nigerian labour laws; analyze the implications of non-compliance with the Nigerian Labour Laws on the recruitment processes of MNCs, and propose strategies for MNCs to improve their recruitment practices for better compliance with Nigerian labour laws. However, two relevant hypotheses were proposed for the studies which are; (1) that Nigerian Labour Laws significantly influence the recruitment strategies of MNCs in Nigeria and (2) MNCs have significantly adapted their recruitment practices to comply with Nigerian Labour Laws.

The significance of this research is that it can contribute to the existing body of knowledge on labour laws and recruitment practices. It can provide a deeper understanding of the interplay between national laws and international business operations, particularly in the context of Nigeria and MNCs. Practically, the findings can prove valuable insights for MNCs operating in Nigeria. Understanding how labour laws affect recruitment can help these MNCs design more compliant and effective recruitment strategies. As regards policy implications, the research could also inform policymaking. If certain laws are found to unduly hamper recruitment, lawmakers might consider revisions. Conversely, if laws are not adequately protecting Nigerian workers, this could also be addressed.

II. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

By examining the recruitment practices of these corporations, and their compliance with Nigerian labour laws, this paper will provide valuable insights into the challenges and opportunities that these laws present to MNCs.

2.1 Conceptual Review

Nigerian labour laws as defined by the Labour Act Chapter L1 laws of the Federation of Nigeria (2004), is a set of legislations designed to protect the rights and privileges of workers in Nigeria. In the context of this research, it refers to the specific legal provisions and regulations that influence and govern the recruitment practices of multinational Corporations (MNCs) operating within Nigeria. This includes but is not limited to regulations pertaining to minimum wage, working hours, employment contracts, and non-discrimination in employment, among others. The Nigerian Labour Law is a comprehensive legal

framework that governs labor relations and employment practices in Nigeria. It plays a crucial role in protecting the rights of workers, promoting fair employment practices, and ensuring safe working conditions.

- **Legal Framework of Nigerian Labour Laws**

Several researchers have extensively examined Nigeria's labour laws, their history, and the effects on employment practices Adogamhe (2008). Nigeria's labour law system is a blend of the British common law, Nigerian legislation, and international labour standards ILO(2006). It encompasses various regulations, including the Labour Act, the Trade Unions Act, the Workmen's Compensation Act, and the Employees' Compensation Act Emiola (1981). These laws provide a legal framework that safeguards employees' rights, including the recruitment process, and determines the obligations and responsibilities of employers, including MNCs Odujio (2015).

- **An Analysis of the Nigerian Labour Laws**

To properly delve into the effects that the Nigerian labour laws have on the recruitment practices of MNCs in Nigeria, this study further analyses the specific labour laws that shape the recruitment practices of these corporations as follows:

Constitution of the Federal Republic of Nigeria: The constitution's provisions for non-discrimination mean that MNCs must ensure their recruitment practices are fair and equal. This affects how job advertisements are written, how candidates are shortlisted, and how interviews are conducted.

Labour Act: The Labour Act is the principal legislation governing employment and labour relations in Nigeria. It sets out the minimum terms and conditions of employment, including the right to a written contract of employment, the right to a fair, the right to rest and leisure, and the right to protection from discrimination, among others. This Act stipulates that employment contracts must be provided to employees, which affects the recruitment process as MNCs must ensure they have legally sound contracts in place. The Act also has rules about wages, which may influence the kind of candidates MNCs can attract.

Trade Unions Act: This Act might affect MNCs' recruitment practices if potential employees are members of trade unions. MNCs may need to

negotiate with these unions and consider their influence when hiring.

Employees' Compensation Act: This Act potentially affects the kind of health and safety training MNCs need to provide new hires, especially in industries where workplace accidents are more common.

Industrial Training Fund Act: This Act encourages MNCs to invest in training and development, which could make them more attractive employers and affect the caliber of candidates they attract.

Factories Act: This Act's provisions for health, safety, and welfare could affect MNCs' recruitment practices by making them more attractive to potential employees who value these aspects.

- **The Concept of Recruitment Practices**

Recruitment practices are fundamental to securing the right talent for an organization and play a pivotal role in building a competent and motivated workforce. A well-designed and executed recruitment process ensures that the organization attracts qualified candidates, assesses their suitability for the role, and ultimately hires individuals who align with the company's values and goals. The various aspects of recruitment practices include the following:

Job Analysis and Planning: Job analysis is the foundational step in the recruitment process, involving a systematic examination of a job's requirements, duties, and responsibilities. This analysis helps HR professionals and hiring managers create comprehensive job descriptions and specifications that clearly outline the skills, qualifications, and experience necessary for the role. According to Cascio (2018), a thorough job analysis leads to better alignment between job requirements and candidate qualifications, resulting in more effective recruitment outcomes.

Sourcing Strategies: Sourcing involves identifying and attracting potential candidates to apply for job openings. HR professionals utilize a mix of internal and external sourcing strategies. Internal sourcing considers current employees for promotion or lateral moves, leading to higher employee morale and increased retention rates Garg&Rastogi (2019). External sourcing methods include using job portals, social media platforms, career fairs, and employee referrals to tap into external talent pools.

Screening and Shortlisting: Screening is a crucial process where HR professionals review resumes and applications to identify candidates who meet the job requirements. Shortlisting involves selecting a pool of qualified candidates who proceed to the next stage of the recruitment

process, typically through phone screenings or initial interviews. Effective screening and shortlisting are essential for time-efficient and focused recruitment processes Dulebohn& Molloy (2008).

Interviews and Assessments:Interviews are the heart of the recruitment process, providing an opportunity for candidates and employers to interact and assess mutual fit. Different interview formats, such as one-on-one interviews, panel interviews, and virtual interviews, are used to evaluate candidates. Additionally, organizations often use assessments and tests to evaluate candidates' skills, cognitive abilities, personality traits, and job-related knowledge, thereby enhancing the accuracy of candidate evaluations Motowidlo (2003).

Background Checks:Background checks are conducted to verify the candidate's employment history, educational qualifications, and criminal record. These checks ensure the accuracy of the information provided during the recruitment process, thus reducing the risk of hiring candidates with misrepresented credentials (Goswami&Menon, 2016).

Offer and Negotiation:Once a suitable candidate is identified, the organization extends a formal job offer. At this stage, salary negotiation and discussing other terms and conditions of employment take place. Effective offer and negotiation processes contribute to candidate satisfaction and acceptance of job offers (Huang et al., 2016).

Onboarding:Onboarding is the process of integrating new employees into the organization and ensuring a smooth transition into their roles. Proper onboarding is crucial for improving employee retention, productivity, and job satisfaction(Rampersad& Al Ali, 2020).

Talent Relationship Management:Talent relationship management involves maintaining relationships with promising candidates who may not have been selected for a particular job opening but have potential for future opportunities. Organizations nurture and engage with this talent pool to build a pipeline of skilled candidates for future hiring needs, facilitating quicker and more targeted recruitment processes (Rothwell& Arnold, 2007).

Employer Branding:Effective employer branding efforts contribute to a positive and attractive employer image, appealing to potential candidates. Organizations showcase their culture, values, benefits, and employee experiences to differentiate themselves in the job market Sarwar& Abbas

(2018). A strong employer brand improves talent attraction and retention.

In conclusion, recruitment practices are a comprehensive and multi-faceted process that organizations undertake to attract, assess, and hire the best-fit candidates. By employing effective strategies, such as job analysis, sourcing, screening, interviewing, and talent relationship management, organizations can build a competent and motivated workforce. Implementing a well-structured and efficient recruitment process contributes to organizational growth and success, enhancing the organization's competitiveness in the job market.

- **Multinational Corporations**

According to Spero and Hart (1999) a multinational corporation (MNC) is a business enterprise that maintains direct investments overseas and that upholds value-added holdings in more than one country. An enterprise is not truly multinational if it only operates overseas or as a contractor to foreign firms. A multinational firm sends abroad a package of capital, technology, managerial talent, and marketing skills to carry out production in foreign countries. Dunning (2008) supports the same view and defined MNC as an enterprise that engages in foreign direct investment (FDI) and owns or, in some way, controls value added holdings in more than one country.

George (2015) citing Brooke and Remmers (1978) defines a multinational enterprise as a company that has productive activities other than marketing in more than one country. This definition was later in the same year broadened to include any firm which performs its main operation in either manufacturing or the provision of a service in more than two countries. A multinational enterprise refers to a company which undertakes foreign direct investment (FDI); a company which own or control in-coming assets in at least more than one country, and in doing so will produce goods or services outside its country of origin and engage in international production.

United Nations, Department of Economic and Social Affairs (1975) suggests that a multinational company is one whose enterprise involves more than one nation and that these activities may refer to assets, sales, production, employment or profits of foreign branches or affiliates and most of MNCs engaged in extractive and manufacturing activities. Similarly, Dunning (1975) perceives multinational firms as firms which own and control in-generating assets in more than one country; they account for one fifth of the world's output excluding the centrally planned economies in 1971; of the 613 World's largest

companies, 437 accounted for four-fifths of the World's total sales and operated three or more foreign producing affiliates and concludes that MNCs are among the most powerful economic institutions, yet produced by private enterprise system.

Bohlander et al. (2001) define MNCs as firms with independent business units operating in multiple countries but headquartered in the home-country with a centralized business control. MNC is different from other forms of global organizations like International Corporation, which is essentially a domestic firm that builds on its existing capabilities to penetrate overseas markets; Global Corporation, a firm that has integrated worldwide operations through a centralized home office and Transnational Corporation, are firms which attempt to balance local responsiveness and global scale via a network of specialized operating units.

Stoner and Wankel (1988) distinguished between a Multinational Corporation and a global corporation. A multinational company (MNC) is a business that exercises strategic control over production and marketing facilities in two or more countries. It involves more than the export of goods from a producer country to a consumer country. Global corporations on the other hand, have fully integrated operations, product design, process design, and manufacturing as well as vendor management in many parts of the world.

George (2015) cited in Caves (2007) and Dunning (1988) that the common fact about multinational corporations is that business is carried out in other geographical areas outside the area of origin. They went further to enumerate justifications for this geographical area or areas as follows: capital is available in one geographical area while other factors of production like labour, or raw materials are available in another geographical area or areas, the scarcity or non-availability of raw materials could be the push factor to wherever they could be found; this position is more justified if the costs of transporting the raw materials are enormous.

For instance, British Telecom shifted its call centers to India; because most Asian countries have labour in abundance due to the high populations, therefore is cheap; this is justifications for this geographical movement include, a company located in one geographical area could be contacted or invited by other businessmen or women in another area to start production in their geographical area or areas.

A company may take over companies that already have interests in other countries and some

companies might go ahead if their valued customers move abroad. Such companies include banks, insurance companies, accounting firms and management consulting firms; some countries might ban the importation of some goods; the foreign manufactures of such goods to protect their market will have no choice than to move abroad especially if the host country offers some tax concessions like tax holiday, and zero duty on machineries.

• **Factors Influencing the Recruitment Strategies of MNCs**

Recruitment strategies of MNCs are influenced by numerous factors, and in the Nigerian context, these include:

1. **Socio-Cultural Factors:** Research suggests that socio-cultural factors significantly impact MNC recruitment in Nigeria. For instance, linguistic diversity can influence the choice of recruitment channels (Kuada, 2010).
2. **Labour Market Conditions:** The availability of skilled labour, wage levels, and unemployment rates in Nigeria also influence MNC recruitment strategies (Tijani, Ibietan&Abasilim, 2018).
3. **Legislative Requirements:** As previously discussed, Nigerian labour laws play a significant role in shaping recruitment practices of MNCs in the country (Emejuru, 2016).

• **Nigerian Labour Laws and MNCs Recruitment Practices**

Specific to labour laws, Okafor (2012) provided an extensive overview of Nigerian labour law, its history, and its implications for workers' rights. This work to a large extent is instrumental in understanding the legal framework within which MNCs in Nigeria operate. Looking at recruitment practices, Nwachukwu (1998) studied the recruitment and selection process in Nigerian companies, shedding light on the strategies that these companies use in attracting and retaining top talents. Although this study didn't focus on MNCs, it provided valuable insights into the local recruitment landscape.

In terms of the effects of labour laws on recruitment practices, Cooke (2005) discussed how labour regulations influence HR practices, including recruitment, in China. While there are studies on Nigerian labour law and recruitment practices, this research study aims to close the obvious literature gaps that exist in examining the intersection of MNCs with labour laws in Nigeria.

2.2 Empirical Review of Literature

This section is basically concerned with previous empirical literature, which consists of findings of previous empirical studies, relevant case studies and hypothetical data which relate to research problems or questions in the study. The literature on labour laws and their effects on recruitment practices is vast and varied, as there are several studies that examined how labour laws impact the operations of multinational corporations (MNCs) in different jurisdictions, including Nigeria.

Amaeshi et al (2006) explored the corporate social responsibility (CSR) practices of MNCs in Nigeria highlighting how these companies navigate the complexities of local labour laws. Similarly, Kamoche (2000) examined how MNCs in Africa adapt their human resources practices to local conditions, including compliance with labour laws. The empirical literature on the effects of Nigeria labour laws has been shaped by the theoretical perspectives, and those that were drawn from neoclassical labour economics where the conventional understanding has been that labour law rules operate as an exogenous intervention in, or interference with, the operation of market forces.

This idea was explicitly captured by Stigler's analysis of the minimum wage (Stigler, 1946), which set the tone for the much of the economic discussion of labour law regulation from the late 1940s onwards, and which directly inspired the economic analysis of labour law carried out by Posner and other members of the Chicago school of law and economics (Posner 1984).

Shonuga (2015) in his study on the effects of Nigerian labour laws on MNCs employment practices observed that workers and representatives often have to deal with oppression and aggression from the government and the employers alike. The implication is that employment law tends to favour employers over employees. As a result, wages, work hours and other conditions of employment continue to remain an issue. Therefore, a legislative intervention that will reinforce that section of the Nigerian Labour Law that says a worker after putting three months in service should be regularised. Also, a legislative order that says, Nigerians should be employed on a permanent basis and if at the end of the day, the job does not exist any longer, a policy should be put in place for severance benefit for such people.

2.3 Theoretical Framework of the Study

The theoretical framework for this study could be rooted in institutional theory, which

asserts that organizational behavior, including recruitment practices, is significantly influenced by the regulatory, normative, and cognitive structures of the environment in which it operates (Scott, 2008).

By examining MNCs within the context of Nigeria's labour law, this study explores how legal institutions shape recruitment strategies. Under the institutional theory lens, we hypothesize that the more restrictive the labour laws, the more conservative and law-abiding the recruitment practices will be.

Scott's Institutional Theory

This study adopts Scott's three pillars of institutions being that the regulatory, normative and cognitive pillars influence how MNCs recruit in Nigeria. These systems have been identified by one or another social theorist as the vital ingredients of institutions. The three elements form a continuum moving "from the conscious to the unconscious, from the legally enforced to the taken for granted" Hoffman (1997). One possible approach would be to view all these facets as contribution in interdependent and mutually reinforcing ways, to a powerful social framework that encapsulates and exhibits the celebrated strength and resilience of these structures. In such an integrated conception, institutions appear as D'Ándrade (1984) observes, to be over determined systems. Being an over determined system means that social sanctions plus pressure for conformity, plus intrinsic direct reward, plus values, are all likely to act together to give a particular meaning system its directive force.

While such an inclusive model has its strengths, it also makes important differences between the elements. The definition knits together three somewhat divergent conceptions that need to be differentiated. Scott's institutional theory provides a framework for understanding how institutions, including laws and regulations, influence the behavior and practices of organizations. When examining the effects of labor laws on the recruitment practices of multinational corporations (MNCs) in Nigeria, this theory becomes particularly relevant.

III. STUDY METHODS

The study adopted a descriptive survey design because of the subject matter of the study and the need for a close examination of different shades of opinion on the issue. This method of research involves systematic data collection which uses the questionnaire to elicit responses on the relationship between the dependent and independent variables. It is a field survey method,

which derived its background information from secondary data.

3.1 The Study Population

The target population of this study is HR Professionals in KPMG Nigeria who are involved in recruitment and understand the impact of Nigerian Labour Laws on these practices. KPMG Nigeria represents the professional services industry of Multinational Corporations and assist various industries with various services ranging from audit, to advisory, to tax, and as well regulatory services.

3.2 Determination of Sample Size

The study is based on a sample frame of the Multinational Corporations in Nigeria drawing a sample from KPMG Nigeria. According to Cooper and Schindler (2001), a good sample must be representative of the population from which it is drawn and will be normal if the sample is large enough irrespective of how it is distributed. The sample size of this study consists of 50 respondents, which is an average of 60% of the population estimate randomly selected from the sampled MNC being KPMG Nigeria.

3.3 Research Instruments

The research instrument used for this study was a structured questionnaire. The research adopted the 4-point Likert scale in the construction of the questionnaire using option type questions all through, ranging from Strongly Agree (4) to Strongly Disagree (1). The Likert 4-point scale was adopted instead of the 5-point scale to avoid bias and preponderance of responses to the third option which would have been 'undecided' as this could negatively affect the analysis of data and research findings. Therefore, the 4-point variant was improvised for the purpose of this research.

3.4 Methods of Data Collection

The administration of questionnaire constituted the primary sources of data collection

while relevant sources of literature namely, textbooks, journal articles, Newspapers, dissertations, empirical studies, Artificial intelligence, Government reports, companies and associations bulletins, directories, and annual reports as well as internet sources among others, constituted the secondary sources. The structured questionnaire was administered by self through at the company premises.

3.5 Methods of Data Analysis

The tool employed was the descriptive and inferential statistics, which enabled the researcher to synthesize and summarize the quantitative data. The descriptive statistics described the sample in terms of the responses to the questions using standard deviation, mean, frequencies and percentages, (Salkind, 2000). The inferential statistics used was independent samples t-test. An independent t-test measures the difference between two independent, unrelated groups. It ascertains the degree of significance of the measured variation among contract employees in this study. When two mean scores are compared, the t-test is used. Thus, in the study, the independent samples t-test was used to measure the effects of Nigerian Labour Laws on the recruitment practices of Multinational Corporations. Using the independent t-test, effects of Nigerian Labour laws on the recruitment practices of MNCs such as the degree of compliance with local regulations, degree of emphasis on local talent, the level of talent attraction and retention, and the level of records and documentation, among others, were tested.

IV. DATA ANALYSIS AND RESULTS

4.1 Socio-Demographic Characteristics of the Respondents

From the data analyzed, 50 respondents took part in the survey from the total population sample of 121. From the total sample, the questionnaire was administered to 65 respondents and responses were gotten from 50 respondents.

Table 4.1 Gender Analysis of Respondents

Gender Analysis			
Variables	Frequency	Percent	Cumulative Percent
Male	28	56%	56%
Female	22	44%	100%
Total	50	100%	
Age Analysis of Respondents			
Variables	Frequency	Percent	Cumulative Percent

18 - 24 years	3	6%	6%
25 - 34 years	28	56%	62%
35 - 44 years	16	32%	94%
45 years and above	3	6%	100%
Total	50	100%	
Analysis of Respondents' Departments			
Variables	Frequency	Percent	Cumulative Percent
Administrative	1	2%	2%
Audit	5	10%	12%
Brands and Communications	3	6%	18%
Finance	3	6%	24%
Human Resources	29	58%	82%
ICT	5	10%	92%
Operations	3	6%	98%
Procurement	1	2%	100%
Total	50	100%	
Knowledge of Nigerian Labour Laws			
Variables	Frequency	Percent	Cumulative Percent
Yes	43	86%	86%
No	7	14%	100%
Total	50	100%	

Source: Field Survey, 2023

Table 4.1 above indicates that from the total respondents of 50, 28 were male, making for 56% of the respondents, while 22 were females, making for a 44% of the respondents. This further shows that there is no gender discrimination in the employment pattern of the studied Multinational Corporation.

Table 4.1 above indicates that there was 6% representation of the age group, 18-24 years, 56% representation of the age group 25-34, 32% representation of the age group, 35-44 and 6% representation of the age group, 45 years and above. This further indicates that the sampled MNC has more employees within the Gen Z and Millennial group, being that the highest representation of employees is within the age group, 25-34. The table also shows that all age groups were represented in the study.

Table 4.1 above indicates that 2% of the respondents were from the administrative department, 10% were from the audit unit, 6% from

brands and communication, 6% from finance, 58% from human resources, 10% from ICT, 6% from operations, and 2% from procurement. This further indicates the bulk of the respondents were from the human resources department.

Table 4.1 above indicates the analysis of the respondents' knowledge of Nigerian labour laws. 43 respondents making for 86% are conversant with the Nigerian labour laws and 7 respondents making for 14% of the respondents are not conversant with the Nigerian labour laws. This further shows that most of the respondents from the selected sample understand what the Nigerian labour laws are about which makes it good for the research study. Inferring further, it can be seen that the respondents' are also able to point out areas where the Company isn't compliant with the Nigerian labour laws and further stand against it.

4.3 Analysis of Respondents' Views Test of Hypotheses

To test the hypothesis, we focused on specific questions in the dataset that relates to the two hypotheses. The following hypotheses we determined will guide this research study are:

1. Nigerian Labour Laws significantly influence the recruitment strategies of MNCs in Nigeria
2. MNCs have significantly adapted their recruitment practices to comply with Nigerian Labour Laws

Questions were selected from the questionnaire and grouped under both hypotheses.

For the first hypothesis, "Nigerian Labour Laws significantly influence the recruitment strategies of MNCs in Nigeria," responses related to the alignment of recruitment strategies with Nigerian labor laws was used, while for the second

hypothesis, " MNCs have significantly adapted their recruitment practices to comply with Nigerian Labour Laws," responses related to the presence of internal policies and guidelines to align recruitment practices with Nigerian labor laws were examined.

Statistical techniques like descriptive statistics and cross-tabulations to assess the relationships between variables were used to analyze the data. Since the dataset contains categorical data, the preferred method of use for this research study was chi-square tests to determine if there are significant associations between variables.

For each question, respondents were expected to select one of four responses; "Strongly Agree", "Agree", "Disagree", and "Strongly Disagree" based on their observation.

From these responses, the observed tabulation was prepared as shown in the table below;

1. Nigerian Labour Laws significantly influence the recruitment strategies of MNCs in Nigeria	Strongly Agree	Agree	Disagree	Strongly Disagree
The recruitment strategies in your company are in line with the Nigerian Labour laws	32	15	2	1
Your Company maintains internal policies and guidelines to help HR and hiring managers align their recruitment practices with Nigerian Labour laws	35	12	3	0
Your Company provides written employment contracts to all new hires as required by the Nigerian Labour Law	40	8	2	0
Your Company ensures that the compensation packages offered to candidates meet the minimum wage requirements set by the Nigerian labour laws	39	11	0	0
Your Company has a dedicated HR team responsible for managing the Company's recruitment processes	44	3	3	0

Table 4.25: Hypothesis 1 observed frequency



Figure 1: Hypothesis 1 observed frequency

2. MNCs have significantly adapted their recruitment practices to comply with Nigerian Labour Laws	Strongly Agree	Agree	Disagree	Strongly Disagree
Your Company provides training and support to ensure that all personnel involved in recruitment are aware of legal compliance requirements	24	20	4	2
Your Company maintains a process for addressing grievances or labour disputes	30	17	2	1
There are clear policies for maternity, paternity, and sick leave?	35	14	0	1
Health and safety regulations are strictly followed in the workplace	34	15	1	0
Your Company maintains an overtime policy that is in alignment with Nigerian Labour Laws	18	18	11	3
Your Company provides equal opportunities regardless of ethnicity, gender, or age	34	12	4	0
Your Company prioritizes the recruitment of Nigerian citizens for job openings	34	15	1	0
Job advertisements by your Company include information about the Company's commitment to diversity and equal opportunity	26	19	4	1
There are periodic adjustments to the recruitment process in your Company due to Trade Union engagement or legal requirements	15	22	9	4
Your Company prioritizes compliance with Nigerian Labour laws in its recruitment strategies	27	19	3	1

Table 4.26: Hypothesis 2 Observed frequency

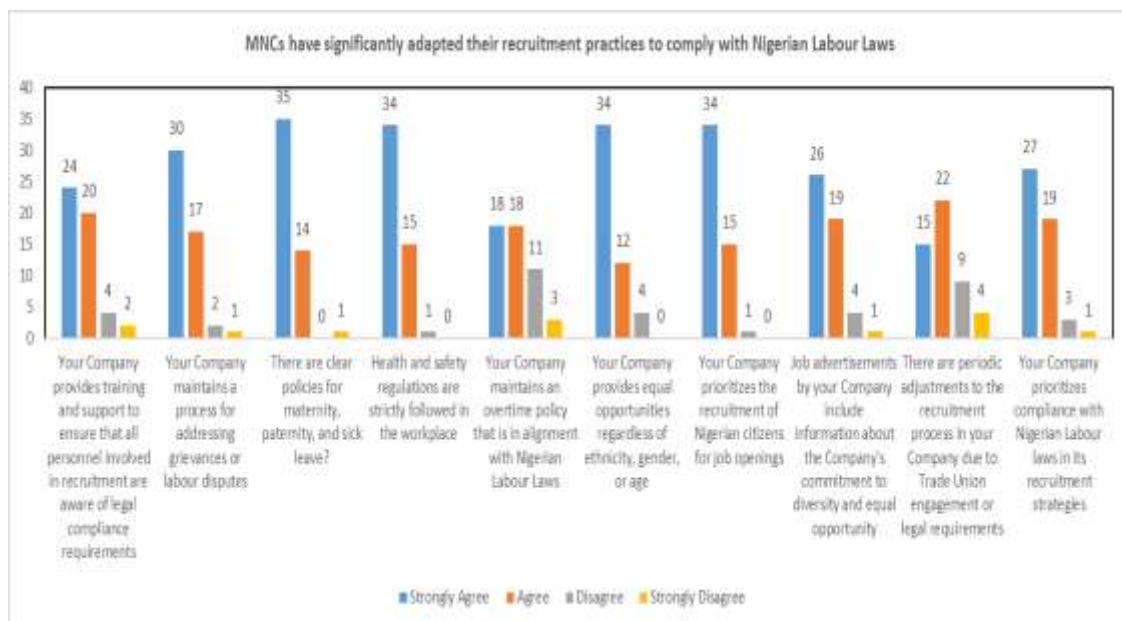


Figure 2: Hypothesis 2 Observed frequency

The expected values for each hypothesis were calculated from the observed values and this is shown in the tables below;

1. Nigerian Labour Laws significantly influence the recruitment strategies of MNCs in Nigeria	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
The recruitment strategies in your company are in line with the Nigerian Labour laws	38	9.8	2	0.2	50
Your Company maintains internal policies and guidelines to help HR and hiring managers align their recruitment practices with Nigerian Labour laws	38	9.8	2	0.2	50
Your Company provides written employment contracts to all new hires as required by the Nigerian Labour Law	38	9.8	2	0.2	50
Your Company ensures that the compensation packages offered to candidates meet the minimum wage requirements set by the Nigerian labour laws	38	9.8	2	0.2	50
Your Company has a dedicated HR team responsible for managing the Company's recruitment processes	38	9.8	2	0.2	50
Total	190	49	10	1	250

Table 4.27: Hypothesis 1 Expected Values

2. MNCs have significantly adapted their recruitment practices to comply with Nigerian Labour Laws	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Your Company provides training and support to ensure that all personnel involved in recruitment are aware of legal compliance requirements	27.7	17.1	3.9	1.3	50
Your Company maintains a process for addressing grievances or labour disputes	27.7	17.1	3.9	1.3	50
There are clear policies for maternity, paternity, and sick leave?	27.7	17.1	3.9	1.3	50
Health and safety regulations are strictly followed in the workplace	27.7	17.1	3.9	1.3	50
Your Company maintains an overtime policy that is in alignment with Nigerian Labour Laws	27.7	17.1	3.9	1.3	50
Your Company provides equal opportunities regardless of ethnicity, gender, or age	27.7	17.1	3.9	1.3	50
Your Company prioritizes the recruitment of Nigerian citizens for job openings	27.7	17.1	3.9	1.3	50
Job advertisements by your Company include information about the Company's commitment to diversity and equal opportunity	27.7	17.1	3.9	1.3	50
There are periodic adjustments to the recruitment process in your Company due to Trade Union engagement or legal requirements	27.7	17.1	3.9	1.3	50
Your Company prioritizes compliance with Nigerian Labour laws in its recruitment strategies	27.7	17.1	3.9	1.3	50
Total	277	171	39	13	500

Table 4.28: Hypothesis 2 Expected Values

With a significance level of 0.01, we calculate the P-value using the formula below.

P.Value=CHISQ.TEST(Observed Frequencies data Range), [Expected Frequencies data Range]

The P-Value for the Hypothesis 1 “Nigerian Labour Laws significantly influence the recruitment strategies of MNCs in Nigeria dataset” is 0.051. Since the p-value (0.051) is greater than the significance level (0.01), the null hypothesis cannot be rejected. There is not enough evidence to conclude that there is a significant relationship or effect in the data. In other words, we do not have sufficient evidence to support the alternative hypothesis, and any observed differences or associations in the data may have occurred due to chance.

Since the p-value is only slightly greater than the significance level, it indicates that the results are close to being statistically significant. However, to claim statistical significance at the chosen significance level of 0.01, the p-value would need to be less than or equal to 0.01.

In summary, the conclusion is that there is no statistically significant evidence to support the alternative hypothesis, and we fail to reject the null hypothesis at the 0.01 significance level.

The P-Value for the Hypothesis 2 MNCs have significantly adapted their recruitment practices to comply with Nigerian Labour Laws” is 0.00010. Since the p-value (0.00010) is much smaller than the significance level (0.01), the null hypothesis is rejected. There is strong evidence to suggest that there is a significant relationship or effect in the data. In other words, the observed differences or associations in the data are highly unlikely to have occurred due to chance. A small p-value indicates that the observed data is inconsistent with the null hypothesis and provides strong support for the alternative hypothesis. In summary, the conclusion is that there is a statistically significant relationship or effect in the data, and we reject the null hypothesis at the 0.01 significance level.

V. CONCLUSION AND RECOMMENDATION

This research paper sheds light on the profound impact of Nigerian Labour Laws on the recruitment practices of Multinational Corporations (MNCs) operating within the country. The findings underscore the significance of compliance with local labour regulations and how it influences the recruitment strategies employed by MNCs. Several key observations emerged from the study, emphasizing the vital role that Nigerian Labour

Laws play in shaping MNCs' hiring decisions and practices.

The study reveals that Nigerian Labour Laws influence MNCs to provide more stable and secure employment contracts to their workforce. To comply with statutory requirements, MNCs tend to offer longer-term employment commitments, ensuring job security and adherence to mandated benefits. This aspect highlights the impact of the legal framework on fostering a sense of stability in the Nigerian job market.

The paper demonstrates that local content requirements, an essential component of Nigerian Labour Laws, drive MNCs to prioritize the hiring of local talent. This aspect is particularly pronounced in positions that do not necessitate specific international expertise, as the laws encourage companies to contribute to the development of the local workforce. It is important to acknowledge that compliance with Nigerian Labour Laws also presents certain challenges for MNCs. The complex and evolving nature of the legal framework, coupled with associated compliance costs and bureaucratic hurdles, can pose obstacles to efficient recruitment practices. The study highlights that MNCs respond positively to the need for compliance with Nigerian Labour Laws by investing more in training and skill development programs for their workforce. This emphasis on employee training aims to ensure that both managers and employees involved in the recruitment process are well-versed in local regulations.

Compliance with labour laws can impact their ability to attract and retain top talent in the country, emphasizing the need for a balanced approach that aligns with both legal requirements and talent acquisition objectives. Overall, this study underscores the intricate relationship between Nigerian Labour Laws and the recruitment practices of Multinational Corporations in Nigeria. The laws significantly influence how MNCs approach hiring, employment contracts, ethical considerations, and talent development. By comprehensively understanding and addressing the implications of these laws, MNCs can navigate the Nigerian job market more effectively while fostering sustainable growth and contributing positively to the nation's workforce development.

5.1 Recommendations

The following recommendations were given by the researcher as regards the effects of the Nigerian Labour Laws on the recruitment practices of MNCs in Nigeria.

1. **Continuous Monitoring and Compliance Training:** Multinational Corporations (MNCs) operating in Nigeria should prioritize regular monitoring of changes in Nigerian Labour Laws and invest in compliance training for their human resources teams and hiring managers. This will ensure that all personnel involved in the recruitment process are well informed about the latest legal requirements and best practices, reducing the risk of non-compliance.
2. **Engagement with Local Authorities and Industry Associations:** MNCs should actively engage with local authorities and industry associations to stay updated on the evolving labour regulations in Nigeria. Collaborative efforts can help MNCs better understand the rationale behind the laws and provide valuable feedback from a business perspective, fostering a conducive environment for dialogue and potential improvements in the regulatory framework.
3. **Enhancing Diversity and Inclusion Initiatives:** To align with Nigerian Labour Laws promoting fair recruitment practices, MNCs should bolster their diversity and inclusion initiatives. Implementing policies that actively promote diversity in the workforce can lead to increased representation of local talent and contribute to the development of a more inclusive work environment.
4. **Partnerships with Local Institutions for Skill Development:** In response to local content requirements, MNCs can establish partnerships with educational institutions, vocational training centers, and other local organizations to enhance the skills of the Nigerian workforce. Such collaborations can create a pool of qualified local candidates, enabling MNCs to meet the legal requirements while also addressing their specific skill needs.
5. **Efficient Compliance Management Systems:** MNCs should consider adopting efficient compliance management systems to streamline the process of adhering to Nigerian Labour Laws. These systems can help track legal requirements, deadlines, and reporting obligations, reducing administrative burdens and ensuring timely compliance.
6. **Proactive Response to Legal Changes:** Given the dynamic nature of labour laws, MNCs should adopt a proactive approach to respond to legal changes promptly. Establishing a legal team or seeking legal counsel can aid in understanding the implications of new regulations and devising appropriate strategies to align their recruitment practices accordingly.
7. **Corporate Social Responsibility (CSR) Initiatives:** MNCs can integrate CSR initiatives that focus on community development and employment opportunities for local talent. By going beyond legal requirements, MNCs can contribute positively to the socio-economic development of Nigeria while bolstering their reputation as responsible corporate citizens.
8. **Benchmarking with Industry Peers:** Benchmarking recruitment practices with other MNCs in the industry can provide valuable insights into best practices and innovative approaches to comply with Nigerian Labour Laws effectively. Sharing experiences and lessons learned can lead to a more holistic understanding of legal compliance in the context of the Nigerian job market.
9. **Advocacy for Clarity and Predictability:** MNCs can advocate for clear and predictable labour laws in Nigeria. Participating in discussions and providing constructive feedback to policymakers can contribute to the creation of a stable regulatory environment that fosters a conducive business climate for both MNCs and local enterprises.
10. **Investing in HR Technology:** Leveraging HR technology solutions can enhance recruitment efficiency and data management while facilitating compliance with labour laws. Automation can help in streamlining hiring processes and maintaining accurate records, ensuring MNCs adhere to legal requirements.

By implementing these recommendations, Multinational Corporations can navigate the complexities of Nigerian Labour Laws more effectively and align their recruitment practices with the legal framework while positively impacting the Nigerian job market and contributing to the country's socio-economic development.

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