

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

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

Keywords : EMNCs, HRM practices, HRM systems, Nigeria, South Africa

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