



GLOBALIZATION AND ITS IMPACT ON HUMAN RESOURCE MANAGEMENT PRACTICES IN PZ CUSSONS NIGERIA PLC., LAGOS

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ABSTRACT

Human resource management continues to be critical in generating a competitive advantage for any corporation in this period of fierce global business competition, as globalization has made the corporate world increasingly competitive. Thus, the study examined the impact of globalization on Human Resource Management (HRM) practices in the Nigerian manufacturing sector with special reference to on PZ Cussons Nigeria Plc., Ilupeju, Lagos. This was with the employment of a structured questionnaire as the data collection instrument, while random sampling technique was used for the study. The population of the study stood at 1,302, while Taro Yamane's formula was adopted to determine the sample size of 306. The utilized descriptive statistics involved simple percentages and tables, while the employed inferential statistics was linear regression analysis. The results of the study confirmed a significant and positive impact of: (i) technological innovation on the human resource management practices;(ii) technological advancement on the human resource management practices of PZ Cussons Nigeria Plc. The study concluded that there was significant impact of globalization on the HRM practices in the Nigerian manufacturing sector. The study, thus recommended the offer of a competitive wage package and provision of a safe and comfortable working environment for all employees in the industry so as to fight the problem bothering on brain drain.

Keywords: Human Resource Practice; Human Resource Management; Global Competitiveness; and Technological Advancement.

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1. Introduction

Globalization is a dynamic and evolving process that has created new opportunities for the advancement of both human and technological resources (Hyda & Faisal, 2019). Universally, local economies are confronted by liberalization, which has resulted in the increasingly competitive strategies, causing the notion and significance of globalization to be broaden. This is for the reason that it is no longer exclusively limited to issues of trade and economic activity (Robert, et al., 2021). It has grown or interconnected with information and communication networks, trade, cultures, environmental initiatives, political acts, practices, and policies,

as well as armed forces across boundaries (Marquardt, 1991). However, in the globalized economy, the production value of goods, the expansion of businesses, and even the improvement of national competitiveness all depend on the knowledge and expertise of human resources, even though globalization has aided in the rapid development of technology, which has been dominated by the significance of human resources as a key to the development and advancement of society (Aina & Reuben, 2014).

The world of today is structured by rapid globalization, which is enhancing the dominance of a global capitalist economic system, dethroning the old state of things in favour of transnational organizations, and undermining local customs and traditions through a global culture (Kellner, 1989). Thus make globalization to alter the world's perspective as it evolved into the all-powerful force that rules the universe, while it is an unavoidable fate that all countries must accept and use (Ancaloana, 2013). Therefore, the responsibilities and tasks of human resource (HR) departments are evolving in the contemporary establishments as the economic, social and political landscape is changing and the function of human resources is becoming increasingly important in international organizations. However, operating and developing globally necessitate the establishment of management systems to control overseas activities, given that even small businesses are learning that marketing abroad is essential for their success as a result of the globalization of the worldwide economy. Hence, in order to operate internationally or to expand universally, management controls must be put in place with a view to attract, choose, train, evaluate, and compensate a diverse group of personnel, while managerial controls, planning systems, and of course human resource systems must be involved (Sugandha & Khalid, 2017).

Human resource management (HRM) has seen considerable changes in recent years. The emphasis has shifted from administrative management chores to becoming a strategic partner in the whole organization's plan, owing to the significant impact of globalization's expansion in this sector of knowledge. However, the impact of globalization has had a significant impact on the approach and manner in which HRM is managed today. It has accelerated a significant transformation of human resources' procedures and practices within firms, namely how information is collected, stored, used, and shared as several HRM operations have grown more efficiently, and the impact of this service level improvement has enabled HR to play a larger role in corporate planning (Wilkerson, 2015). In the modern workplace, quickly evolving markets, industries, and services necessitate organizational environments capable of constant adaptability with innovative new ideas and shortened time-to-market. HRM is more important than ever in the current competitive environment since new organization models demand novel methods of involving employees.

Therefore, HR practitioners must assess opportunities in the social, economic, political-legal, and technical environments in order to adapt HRM processes and practices that are essential to the organization's success in achieving its goals. Most HR managers must let go of old habits, ways of thinking, and behaviours in order to respond to these problems, forcing HRM to adopt new logic (Sugandha & Khalid, 2017). In the other hand, HR managers should help organizations to define their strategies and build programme capable of developing

their human capital. Therefore, in this context, globalization has increased the efficiency of HRM through more effective recruitment methods, organizational communication, employees' involvement, and increased skills of HR managers. From there, human resource management areas must relate human capital strategies with the most appropriate methods. It means creating an HR organization that focuses on interconnectivity of people with business strategy capable of achieving rapid adaptation to changing needs that are common to people and business.

However, the various and complicated opportunities and difficulties that face contemporary workplaces are forcing human resources departments to evolve. The fast changes taking place in enterprises as a result of things like globalization are what led to the current transformation of human resources, thus increasing global competition in the new flat and connected world has made organizational decision-making more complex and challenging. In the modern global economy, there is a larger talent pool available for both exceptional and average employees, as well as for both long-term and short-term workers. The caliber of an organization's workforce can influence crucial organizational outcomes like employee performance, profitability, and customer satisfaction as well as contribute to long-term competitive advantage (Pfeffer, 1994; Prahalad, 1983).

The logical conclusion from the aforementioned statement is that it is crucial to conduct an empirical analysis of the varied impacts of globalization on human resource management as doing this will be a greater possibility for choosing right policies so as to maximize the opportunities it brings, thus help minimizing the difficulties and dangers it poses. So, this study which aimed to examine the impact of globalization on the human resource management practices in the Nigerian manufacturing sector with a focus on PZ Cussons Nigeria Plc, Ilupeju, Lagos State finds its importance in this context as it was anticipated that utilizing this would enable policy alternatives that would boost the country's competitiveness.

Statement of Research Problem

According to Onodugo (2012), human resources are the foundation and source of competitive advantage in any workplace, consequently, individuals are used to attain progress. However, the investigation of the majority of the countries that advanced quickly in the development ladder reveals that their use of human resources was a key factor in their success. Significantly, in the current global context, business is conducted on an international scale, entailing the transfer of capital, technology, managerial know-how, and goods together with services to other nations or across international borders.

Organizations in a global world lack the stamina to keep their balance because of their inability to adapt to the advancement in technology and to compete competitively in the industry (Jimoh & Daisy, 2022). The main objectives of global human resources include worldwide hiring and management of a workforce with diverse cultural backgrounds, linguistic proficiency, and geographic distribution. Only multinational companies that

are prepared to modify their human resource strategies to account for the shifting demands of the global labor market will be able to draw in and keep high-performing worker.

Therefore, managers in the twenty first century must work to strike a balance between the need to act locally and think internationally. However, a company can only take advantage of the opportunities the global economy presents if it has this knowledge because the business world of today is more competitive, information and knowledge - driven. Therefore, any nation or business lacking in this will only see the dangers and risks that come with globalization. As a result, it will fall behind or wither. Therefore, with reference to PZ Cussons Nigeria Plc., Ilupeju, Lagos, this study aimed to examine the effect of globalization on the human resource management practices in the Nigerian manufacturing industry.

Studies in the past have recommended the need for future research to focus on quantitative research. Jai (2019), Ananthan (2019), Manna (2018), and Veeran (2011), as the majority of the past studies were focused on qualitative studies. From the reviewed studies, it was also discovered that only a very few studies were carried out in Nigeria, which makes the present study unique.

Contrary to past studies, the study used both global competitiveness and technological advancement to measure globalization and used components such as recruitment and selection, reward systems, and motivation to measure HRM practices. Further, like other studies, this one used a manufacturing company as a case study other than the precious researches that focused on the service sector and public organizations. However, this study employed resource-based view theory to explain the relationship between the objectives of the study, and the linear regression method was used to test the formulated hypotheses.

Objectives of the Study

The main objective of the study was to examine the impact of globalization on the human resource management (HRM) practices in the Nigerian manufacturing sector. This was with a special reference to the PZ Cussons Nigeria Plc., Ilupeju, Lagos. The special objectives were to:

- Establish the relevance of global competitiveness to HRM practices in the PZ Cussons Nigeria Plc., Ilupeju, Lagos.
- Ascertain the effect of technological advancement on HRM practices in the PZ Cussons Nigeria Plc., Ilupeju, Lagos.

2. Literature Review

Concept of Globalization

To many different individuals, globalization implies various things, thus making it challenging to map out the argument over the concerns surrounding this relatively recent social process and seemingly mystified social

phenomenon (Ukanwah, 2014). Globalization, in accordance to Aimuwu (2004) is a wide term that has diverse connotations, depending on the situation. This refers the increasing interdependence of the economies, cultures, and populations throughout the world as a result of technology, cross-border trade in goods and services, and flows of capital, labour, and information (Priyanka, Neetu, & Amit, 2021). The word is most commonly associated with economic and technological forces at work, which have repercussions in the social and political spheres. This submission is significant because it demonstrates the multifaceted and far-reaching consequences of what would otherwise be purely economic decisions.

There are also definitions that emphasize other important aspects of globalization like geographic, social, and psychological components as the term was further considered as a social process in which geographical barriers to social and cultural structures lose importance and people become increasingly conscious about what they do.

These criteria, however, are adequate to draw the conclusion that globalization is a complicated process with several repercussions that is difficult to define. In actuality, there are three ways to define globalization. First, it can be described as a strengthening of international trade and production elements, made possible by advancements in communication and transportation technologies. Secondly, globalization is the compression of time and space so that happenings in one part of the world can have an immediate impact on places far away. Thirdly, globalization is the understanding of a historical framework of material power (Zhao, 2000).

Concept of Human Resource Management

Organizations have only lately begun to consider HRM practices as not only a means of improving their economics activities, but also as a way to support their internal operations. While advancing their profitability, quality, and other organizational goals as numerous tasks must be completed in each functional area of HRM for the organization's human resources to contribute effectively to the workplace (Ukanwah, 2014).

Human resource management (HRM) refers the act of utilizing manpower to accomplish organizational goals. This is used to describe the organizational management philosophy, rules, practices, and processes (French, 1997). It denotes the rules and procedures governing a management position's human resource functions, such as hiring, screening, training, rewarding, and evaluating employees (Dessler, 2005). According to Mondy, et al., (1999), managers accomplish tasks by enlisting the assistance of others, which calls for efficient human resource administration. As a result, managing human resources is a priority for all managers, regardless of rank.

Therefore, human elements in the organization must be guided in such a way that they may gain the apt knowledge, which is founded on experience, faith, common sense, and interest. This includes changing the recruitment and selection process, the orientation programmes, the training and development process, and other programmes as employees' abilities, expertise, qualifications, and other attributes are developed and applied in the productive sector, which has economic worth, while they are recognized as resources. So, one

of an organization's crucial roles is managing its human resources effectively as activities within each functional area of HRM must be completed in order for the organization's human resources to provide the best possible (Manna,2018). So, these HRM functional areas include:

Strategic Human Resources Management: Planning and decision-making by managers need to be closely integrated with human resources management (i.e., international human resources, forecasting, planning, and mergers and acquisitions). An organization's senior management is becoming more aware that strategic organizational decisions should be made before deciding on crucial policies in order to take organizational HRM strengths or limits into account (Onah, 2012). An organization's strategy can be more effectively implemented when top management's objectives and HRM procedures are more closely aligned since planning for human resources is a component of strategic human resource management. Therefore, the HRM planning process entails forecasting HRM's needs and creating plans (Ukanwah, 2014).

Recruitment and Selection of Employees: Employer recruitment comes next after determining the needs for human resources (i.e., interviewing, screening, and selecting the most qualified candidates, filling some positions through transfer or promotion, and temporary employment coordination). Recruiting and staffing are much more difficult tasks today than they were in the past, when HRM personnel could rely on recommendations from current workers or a "help wanted" sign outside the organization. In order to plan for future selection efforts and training programmes and to ensure that performance appraisal and compensation systems are logically based on job demands, HRM personnel must complete careful descriptions and analyses of current jobs. The increased complexity of the positions to be filled and equal employment opportunity (EEO) also require more sophisticated procedures to identify and select prospective employees, given that it is essential to create and use job analysis data for human resource planning and as the cornerstone for all other HRM tasks (Ukanwah, 2014).

Training and Development: Nowadays' employees do consider the opportunity to advance and grow as crucial when deciding where to work as numerous workplaces decide to invest significant sums of money in the training and development of their staff in order to support employees' advancement. Employees now learn how to carry out their current and future duties through training and development (such as orientation, performance management skills training, and productivity enhancement). While development readies workers for potential future jobs, training concentrates on current jobs (Ukanwah, 2014).

Performance Appraisals: Organizations do use the performance appraisal process to assess how well their employees are doing their jobs and to share these evaluations with them. Thus make performance reviews a crucial step in the HRM process because they evaluate how well employees are performing and help in deciding on the right rewards or corrective measures to encourage employees so as to continue being engaged in suitable behaviour, while stopping engagement in inappropriate conducts (Ukanwah, 2014).

Career Development: Organizations are taking a greater interest in building career development programmes of their staff members as many do this in an effort to improve employees' productivity and overall organizational performance in this increasingly competitive and global market. (Ukanwah, 2014).

Compensation: The appraisal procedure has the obvious conclusion of deciding which employees deserve to be rewarded the most as organizations provide employees with both direct remuneration (salaries and hourly wages) and indirect compensation (benefits), given that the goal of compensation practices is to assist firms in establishing and maintaining a competent and loyal workforce at a low cost (Ukanwah, 2014).

Globalization represents the unrestricted transfer of technology and human resources across international borders, creating a dynamic and aggressive commercial climate. People from all over the world are coming together as part of the process of globalization, which is facilitated by the extensive network of communication technology. The HRM in the modern business world has also been impacted by this feature of globalization. HR managers no longer have to rely on a narrow, constrained market to obtain the qualified workers they need to tackle the globe's challenges; instead, they can hire people from all over the world. Any organization's capacity to manage a varied pool of individuals that can contribute cutting-edge ideas, thoughts, and viewpoints to their job will determine its level of success in the future. As a result, a human resources manager must exercise caution and may adopt a "Think Global, Act Local" strategy in the majority of cases (Jai, 2019).

Theoretical Framework

The Resource Based View

The resource-based model of strategic human resource management was the sole reviewed and adopted theory for this study. The theory was formulated in 1984 by Wernerfelt. The resource-based vision of the workplace, which this model represents, is the newest addition to theoretical discussions of strategic human resource management literature (Barney, 1991; Conner, 1991). The theory places a strong emphasis on the strategic importance of employees and ongoing workplace learning. The main focus of this model is the strategic importance of the organization's internal "Strengths". Therefore, the theory sees an organization's resources as the foundation for competitive advantage for the reason that a resource can be viewed as either a firm's strength or weakness. These resources are the sources of competitive advantage, according to this paradigm, as competitive advantage can only exist when a firm's resources are heterogeneous and immobile.

However, the term "firm resource heterogeneity" describes how different firm's resources are. According to the conventional strategy model, resources are uniformly distributed among enterprises in a given sector. Firm resource immobility is the inability of rival enterprises to acquire resources from other businesses. So, in order for a resource to give a firm a sustained competitive advantage, it must meet four requirements: (i) it must add value to the firm, (ii) it must be uncommon or unique among current or potential competitors, (iii) it must be imperfectly imitable, and (iv) it must not be replaced by another resource by the competing firms. A firm's resource can therefore be a source of long-term competitive advantage provided resource

heterogeneity and immobility as well as the satisfaction of the requirements of value, rarity, imperfect imitability, and non-substitutability.

The resource-based model, according to Barney (1991), makes it evident that a corporation cannot expect to buy or purchase a sustainable competitive advantage since any benefits, if any, must be located in the firm's valuable, uncommon, imperfectly imitable, and non-substitutable resources. So, human resources as a source of competitive advantage is not a novel concept as Barney tends to suggest that truly prolonged competitive advantages are more likely to be found than generated. Thus, it is important to first look at the circumstances in which human resources might be a source of sustained competitive advantage in the context of the resource-based paradigm.

However, the focus of this study is particularly significant to the resource-based model of strategic human resource management. This is supported by the concept that a firm's human resources are the only available resource that meets all four requirements for achieving long-term competitive advantage. Furthermore, the free flow of products and services, information, ideas, technology, culture, etc. across borders has made the global period synonymous with fierce competition.

Therefore, creating and maintaining competitive advantage is the challenge facing enterprises in the 21st century. Nevertheless, globalization can have a beneficial or bad impact on the management of human resources, depending on the strategy and methods used by the organization. Hence, in comparison to the establishment lacking the correct combination of human resources, one with highly skilled and competent human resources has a better chance of surviving the fierce competition brought on by globalization and of taking advantage of the benefits coming from the global economy. Therefore, the Nigerian manufacturing sector's ability to deliver services effectively and efficiently depends on the pool of human resources at its disposal.

The Resource-based View (RBV) is a strategic management theory that is commonly used in project management. It investigates how resources might be exploited to gain a competitive advantage, as competitive advantage is the ability to generate more value than competitors, resulting in higher returns on investment. According to resource-based theory, precious, scarce, difficult to replicate, and non-substitutable resources best position a corporation for long-term success. These strategic resources can lay the groundwork for the development of firm skills that will lead to superior performance over time. The idea serves as a foundation for explaining and forecasting the foundations of an organization's performance and competitive advantage.

Empirical Review

The South African Public Service's policies and practices for human resource management were the subject of research by Veeran (2011). The focus is on a few South African national government agencies. The main issue raised in this paper is that the South African public service's current training and development programs

do not adequately recognize the significance of the impact of globalization on local public human resource management, including the need for training to prepare public officials for productive and effective international interactions. Therefore, advocate for the use of cutting-edge human resource management theories and methods in order to achieve, maintain, and improve public service delivery systems that are competitive internationally.

Ananthan's 2019 study on how globalization has affected human resource management. The demands of globalization on modern businesses are changing the tasks and duties of human resources departments. The global talent shortage is a difficulty for employers everywhere because the supply of talent falls short of the demand over the long run. The talent gap between supply and demand is projected to widen over time, especially for high-skilled professionals and the upcoming generation of corporate executives. Organizations now need to focus more on recruiting human capital than financial resources. The main objectives of global human resources are global staffing and management of a workforce with diverse cultural and linguistic backgrounds that is scattered across several countries. Only multinational companies that are prepared to modify their human resource strategies to account for the shifting demands of the global labor market will be able to draw in and keep high-performing workers. Companies who can anticipate their labor demands, particularly for highly skilled workers, will have a clear competitive edge.

In the research undertaken by Ukanwah (2014) with the impact of globalization on human resources management in the Nigerian public sector: A study of the Anambra State civil service (2000-2012) as a title, both primary and secondary sources of data were used as instruments of data collection. The findings of the study thus indicated strong and positive impact of globalization on the HRM in the Anambra State civil service as well talented employees had departed the service for better job elsewhere.

Also, Samwel (2020) conducted a study on the current issues in human resource management and small organizations in Tanzania. This was with the adoption of both purposive and random sampling methods to determine the sample size of 90 participants, while face to face interview was utilized for data collection. The study thereafter employed descriptive statistical tools to analyze the gained data. The result then showed significant impact of globalization on small workplaces in Tanzania.

In the study conducted by Asadi and Marin (2019) on how globalization impact on the human resources strategic policy of the developing nations, Spearman correlation was used for the analysis of the obtained data as the result indicated link between the globalization index and Human Resource Development in the organization under the study. In another hand, Khan and Khan (2019) adopted self- structured questionnaire on 282 respondents for the study undertaken, while structural equation modelling (SEM) technique was equally applied. The finding therefore showed significant impact of globalization on the HRM of the studied company as the HR practices and policies of organizations in Indian were strongly influenced by the pace of globalization in the country's economy.

Onodugo (2012) used a sample size of 385 respondents in his study carried out on the impact of globalization in the key areas of human resources management among Nigerian workplaces with the adoption of questionnaire and structured interview for data collection. The result showed a significant impact of globalization on the practices of HRM in the Nigerian establishments as a number of Nigerian organizations have replaced their HR policies due to the universal factors since the majority of highly capable hands have withdrawn from the organizations in the country for better jobs abroad.

Hypotheses

The practice of HRM has been greatly impacted by globalization. The rise in global competition is one of the key ways that globalization has influenced HRM. HR professionals have prepared to manage and support a workforce that is culturally and linguistically diverse as firms grow their operations abroad and tap into varied talent pools. Since a varied workforce has different demands, this necessitates that HR practitioners have a thorough understanding of cultural variations and the capacity to modify HR procedures (Jimoh, 2022).

With globalization, the job of HR specialists has also altered. HR professionals are now strategic thinkers who can assist firms in navigating the intricacies of a global business environment as they grow into new areas and face new problems (Kadiri & Jimoh, 2017). Professionals who use a critical thinking writing service improve their strategic thinking. This will make it easier for employees to access new markets. It includes managing cross-cultural communication and dispute resolution as well as creating and implementing HR policies and practices that are compatible with the glamorization's global operations.

The standardization of HR processes has also been influenced by increased global competition. Organizations that grow internationally frequently adopt HR procedures that are compatible with their operations in different nations. This can involve integrating global performance management and training and development systems, as well as standardizing remuneration and benefit packages (Isiaka, Kadiri, & Jimoh, 2017). Thus, the hypothesis was hereby formulated:

***H₀₁*: Global competitiveness does not have significance effect on HRM practices**

On the other side, the technology advancement had a significant impact on HRM practice. The streamlining and automation of HR operations is one of the key ways that technology has impacted HRM. The development of HR software and other technical tools has made it possible to automate many of the duties and operations that were previously performed by HR specialists. This covers activities including managing payroll and benefits, assessing performance, and even hiring and recruiting.

With the introduction of technology, recruitment and hiring practices have also altered. Today, a lot of businesses promote available positions on social media and on online job boards to draw in candidates. Because HR experts can quickly search for and examine the resumes and profiles of a vast pool of candidates, this has improved the efficiency of the hiring process. The adoption of HR management

technologies like HRIS and performance and learning management systems has expanded as a result of technological improvement.

With the aid of these technologies, HR managers can manage and store employee data, monitor and evaluate employee performance, and offer opportunities for training and advancement. All things considered, technology has significantly impacted HRM, increasing productivity and streamlining procedures. To properly use these technologies and continue to offer top-notch HR services, it is crucial for HR professionals to stay abreast of the most recent technological advancements. Hence, the hypothesis was expressed as:

H₀₂: Technological advancement does not have significance effect on HRM practices

3. Research Methodology

Research Design

This study was undertaken by employing the survey technique. This was simply because it is a quantitative research which was thought out to be apt for the study due to its ease usage. Quantitative research, in accordance to Willis (2010), entails bidding for the views of the respondents in a structured way with a view to make facts and statistics available for reacting to the research questions.

Population of the Study

The study comprised the whole employees of PZ Cussons Nigeria Plc., Ilupeju, Lagos with varying levels of experience and totalling 1,302 as this cut across all the Departments in the organization with the exception of Heads of the sections, and Directors.

Sample Size

Taro Yamane's formula ($n = N/1+Ne^2$) was used to determine the sample size of the study.

Where,

n = preferred sample size

N = size of the population

e = concentrated standard margin of error (5% or 0.05)

1(one) = a theoretical constant

Thus, the sample size was calculated utilizing the formula above with n = 306

Hence, the sample size of the study was 306

Sampling Procedure

Three Hundred and Six (306) workers of the PZ Cussons Nigeria Plc., Ilupeju, Lagos comprised the sample for the study, who were taken at random from the overall population, employing simple random technique. Random sampling technique was employed as it gives every staff in the workplace the opportunity to be selected for the sample (Kuteyi et al., 2020)

Instrument for Data Collection

A personal – designed and regulated questionnaire was used instrument in drawing the necessary data for this study. This was separated into two pieces (Segment A and Segment B). Segment A was ascribed "Personal Data of Participants," which was meant for demographic data such as age, marital status, gender, educational degree, and so on. Segment B encompassed two (2) sub - segments, that is, division One, and division Two. The division one encompassed questions predetermined to draw information on global competitiveness and relevance of HRM practices; while the division two entailed questions planned to elicit facts concerning the examination of the impact of technological advancement on training and development of the participants.

Global competitiveness is the independent variable of the study, while HRM practices is dependent variable of the study. However, global competitiveness and advance technology were used to measured globalization as the independent variable, while components such as recruitment and selection, training and development, reward system, motivation were used to measure HRM practices. In conclusion, all the items of the questionnaire for each of the variables were adapted from the past studies.

However, global competitiveness items were adapted from world bank global competitiveness survey (GCS) (1996) with 6 items. Technological advancement was adapted from Yavuz, (2005) with ten (10) items and lastly, HRM practices items were also adapted from Miranda and Fernando (2020) which consists of 8 items. All the items of the questionnaire were based on seven (7) point likert scare ranging from strongly disagree, moderately disagree, slightly disagree, slightly agree, moderately agree, and strongly agree.

Reliability and the Validity of Used Instrument

In an attempt to make certain the validation of the instrument, a human resource management expert who specializes in questionnaire design was involved so as to find out the face and construct validity as each negatively expressed item was reversely scored ahead of data analysis. At that juncture, ambiguous items were discovered and some items were reorganized, while the test-retest reliability technique was utilized to confirm the validity of the instrument in a month and half, delivering a correlation coefficient of 77 procedure and collection of data technique with the exception of respondents who demanded added time, while copies

of the questionnaire were administered directly to respondents, and responses were assembled instantaneously.

Table 1: Cronbach Alpha’s Correlation Coefficient

S/N	Items	Scale	C.A
1	10	Global Competitiveness	0.709
2	10	technological advancement	0.888
3	10	HRM practices	0.801

Source: Authors’ Formulation, 2023

The above Table 1 mirrored the result of Cronbach Alpha of correlation co- efficient for the study, indicating every item in the administered questions reflected to be above 0.7. Thus, suggesting that the instruments employed were cooperatively significant. This was in line with the Saunders (2006)’s opinion that any figure greater than 0.7 is adequate enough to be suitable as a research instrument.

Data Analysis Method

The study made use of both descriptive and inferential statistics. Therefore, simple percentages and Frequency tables were included in the adopted descriptive statistics, where linear regression analysis was used for the drawing of the study’s inferences. Linear regression analysis was applied to test the hypotheses of the study, and the simple percentage was used to describe the demographic features of the respondents.

Findings and Analysis

Analysis of Research Hypotheses

Hypothesis One: There is no significant effect of global competitiveness on HRM practices

Table 2. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.453 ^a	.520	.518	.66755

a. Predictors: (Constant), global competitiveness

Source: Authors’ Computation, 2023

Interpretation: The result of the regression coefficients presented in the model summary exhibited that the value of the R-coefficients was (0.453) and the R-square was (0.520) which indicated a link between the two constructs and the value of the R2 posited that up to 52% of the variations in the human resource practice in PZ Cussons was influenced by the global competitiveness.

Table 3. ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.376	1	6.376	14.348	.000 ^b
	Residual	116.438	262	.444		
	Total	122.814	263			

a. *Dependent Variable: HRM Practice*

Predictors: (Constant), global competitiveness

Source: Authors' Computation, 2023

The result of the Analysis of Variance (ANOVA) as presented in Table 3 above showed that there was a significant relationship between the growth in technological innovation and HRM practice. This was evident from the (P-Value < 0.05) showing a definite level of significance.

Table 4. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.765	.227		16.592	.000
	Technological Innovation	.187	.049	.228	3.788	.000

a. *Dependent Variable: HRM Practice*

Source: Authors' Computation, 2023

The result of the regression unstandardized co-efficient ($\beta = 0.187$) which was less than the alpha value of 1.96 indicated that the null hypothesis was rejected, while the alternative hypothesis was accepted. Also, the outcome of the result showed that, for every improvement in the Human Resource Practice of the PZ Cussons, there was a 52% significant contribution of globalization component (technological innovation). However, the other 48% were explainable by other factors which was not of interest to the study. Hence, the study established a positive and significant impact of technological innovation on the human resource management practices of PZ Cussons Nigeria Plc.

Hypothesis 2: Technological advancement has no effect on training and development among staff members of PZ Cussons Nigeria Plc., Ilupeju, Lagos State.

Table 5. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.416 ^a	.588	.581	.67398

a. Predictors: (Constant), Technological advancement

Source: Authors' Computation, 2023

Interpretation: To examine the effect of technological advancement on HRM practices, a linear regression analysis was conducted. The result of the regression model depicted that the ($r = 41.6\%$, $R^2 = 58\%$, $P\text{-value} < 0.05$). The R^2 value as showed revealed that up to 58% variations in HRM practices of the sampled firm was influenced by the technological advancement of the organization. Although, this implied a low contribution, as the remaining 42% were influenced by other extraneous variables not of interest to the present study.

Table 6. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.029	1	2.029	4.401	.037 ^b
	Residual	120.786	262	.461		
	Total	122.814	263			

a. Dependent Variable: HRM Practice

b. Predictors: (Constant), technological advancement

Source: Authors' Computation, 2023

The outcome of the analysis of variance as presented in the Table 6 above showed that the P-value of 0.037 was less than the significant level of (0.05). This implied that there was an evident level of significance between the dependent and independent variable of interest.

Table 7. Co-efficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.624	.472		7.685	.000
	Multinational Firms	.207	.099	.129	2.098	.037

a. Dependent Variable: HRM Practice

Source: Authors' Computation, 2023

The result of the regression unstandardized co-efficient ($\beta = 0.207$) which was less than the alpha value of 1.96, indicated that the null hypothesis should be rejected, while the alternative hypothesis was accepted. Also, the outcome of the result showed that, for every improvement in the Human Resource Practice of the sampled firm, there was 58% significant contribution of technological advancement. However, the other 83% were explainable by other factors not of interest to the study. Hence, the study established a positive and significant impact of technological advancement on the human resource management practices of PZ Cussons, Lagos.

Conclusion and Recommendations

The purpose of this study was to investigate the impact of globalization on human resource management practices in the PZ Cussons Nigeria Plc., Ilupeju, Lagos. It is undeniable that globalization is a worldwide phenomenon with far-reaching effects in practically every aspect of human life. Thus, the study endeavour to

contend that, despite the problems posed by globalization, the Nigerian manufacturing sector's competitive edge is its human resources. The only resource that cannot be substituted or fully imitated is human capital. While a competitive advantage obtained via the use of other resources may be precisely recreated, and the one obtained through exceptional human creativity and inventiveness cannot.

As a result, human resources are distinctive and the only source of long-term competitive advantage as the only resource that cannot be perfectly duplicated or substituted is human capital. It is therefore important to note that globalization has had an impact on human resources management both positively and negatively. In the Nigerian manufacturing sector, it has positively resulted in quick adjustments to HR's rules, an upward review of the pay and compensation structure, then frequent HR training and development. In terms of human resource management, the drawback of globalization is that it has prompted the relocation of highly trained workers abroad.

Recommendations

On the basis of the findings of this study, the following recommendations were put forth:

- In as much technology, information, ideas, and best practices change quickly in the global economy, the manufacturing industry in Nigeria should sustain adaptable HR policies to take these changes into account, given that the days of evaluating HR rules under a strict time frame are long gone. So, reviews should primarily be focused on the dynamics of global forces in this information age as adjustments are expected to reflect global best practices when they are appropriate.
- In an attempt to combat brain drain, the industrial sector should offer a competitive wage package and equally provide a safe and comfortable working environment for all employees as these should be major focusses in the industry. These tactics are believed to increase staff dedication and productivity.
- A knowledge management plan should be created for the manufacturing industry in Nigeria as the main goal of this approach should be to draw in smart and experienced workers who can contribute to the efficacy and efficiency of the sector.

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