BJPA ISSN
2814-1970

BAYERO JOURNAL of PUBLIC ADMINISTRATION

Vol. 1 No. 1

A Publication of the
DEPARTMENT OF PUBLIC ADMINISTRATION
Bayero University, Kano

DECEMBER, 2021

THE IMPLICATION OF CHINESE FIRMS ON HUMAN RESOURCE MANAGEMENT IN NIGERIA

Abubakar Salihu
Department of Public Administration,
Bayero University, Kano

Abstract

The search for economic growth has necessitated most African countries' search for more foreign investors who could come and establish their firms in most of these countries so as to impact on the GDP of the host country. Nigeria, being an African country with the highest human resources by virtue of its population, is not an exception to this notion. As such, many foreign investors establish their business firms with the hope of making profit and also impacting on the economic growth of the country. However, the management of human resources in a country like Nigeria has always been a subject of debate. It is against this backdrop that this study examines the implication of Chinese firms on human resource management in Nigeria. Some of the objectives of this study are: to expose the complex relationship between the Chinese firms' human resource management in China and Chinese firms' human resource management in Nigeria with a view to understand the dynamism. To do this, the researcher adopted human relations theory to provide an analytical guide. In order to achieve the objective of this paper, the study adopted content analysis as the methodology for the study. Some of the research findings in this work indicate that there is more excessive exploitation of workers in Nigeria with a little salary in the Chinese firms in Nigeria than in China. There is also poor motivation and corruption compared to Chinese firms in china. The study recommends that the government should bring about a policy that will reduce the level of exploitation by the Chinese firms. In addition, human capital development should be encouraged by the Nigerian government.

Keywords: Organisation, human resource, human resource management

1.0 Introduction

Nigeria's most recent suitor, China, has emerged as one of the largest trading partner, political ally and technological expert over the past decade. Trade between China and Nigeria augmented from $2 billion in 2005 to $6.5 billion in the first five months of 2017, an increase of 33 percent over the same period (Umeaka, 2019). The volume represented 7.6 percent of the total trade between China and Africa and 36.4 percent of total trade volume between

Nigeria and the Economic Community of West African States (ECOWAS). China's investment in Nigeria grew by 27 percent in 2016, China has already invested or financed over $22 billion worth of projects in Nigeria, while more than $23 billion worth of projects are ongoing. Accompanying the investment, China's technology management and experienced personnel have also entered Nigeria which greatly boosts the diversification and development of the Nigerian economy. Nigerians have a strong enthusiasm for Chinese investment which they see as one of the pillars for improving the domestic economy. Scholars have argued that China is not a threat to Nigeria since it imposes no condition on the Nigerian government (Umeaka, 2019) before signing any contract and is willing to invest where Western Countries are unwilling. This is because where others go and see no opportunity, the Chinese see great opportunity, for instance, in physical infrastructure, industries and Agriculture (Dollar, 2016). It is also notable that African governments, of which Nigeria is a part, believe that closer political and economic relationship with China is an assurance of future economic prosperity and progressive development (Muriithi, 2017). The Nigerian government also finds recognition and equal treatment when dealing or negotiating with the Chinese government compared to Western countries that mostly threaten the Nigerian government as former subjects and impose strict terms and conditions.

China's presence in Nigeria is for three purposes, namely, to attain resources valuable for its development goals, find market for its fast growing economy, and finally, for political alliance meant to fulfill Chinese dream of becoming a global influence (Gill, Huang & Morrison, 2007). Generally, Africa generally and Nigeria in particular view China as a model of modernization that is sensitive and responsive to her needs in a respectable manner compared to other States (Muriithi, 2017). Recently China underwent thorough industrialization and modernization and therefore is seen as a good model for Nigeria since both are developing countries facing basically similar challenges.

However, it is pertinent to note that the emergence of Chinese firms in Nigeria could go a long way in creating a competitive advantage and could further redefined the human resource management systems since the system adopted by Nigeria seems to be an heritage of the British colonial system of human resource management. It is for this reason that Teagarden & on Ghnow (1997) noted that Human resource management (HRM) is evolving from being just a support function to one of strategy. Bartlett & Ghosol (1991) –have argued that Human Resource management policies and practices are becoming crucial because they can act as mechanisms for coordination and control of international operations. Values and human resource systems help to shape organizational culture and the people who operate within and influence that culture; and –firms therefore attempt to transfer their Human resource management practices outside their country. On the other hand, Adler & Bartholomew (1992) argue that human resource management constitutes a major constraint when MNCs try to implement global strategies , Adler & Bartholomew (1992)

This is mainly due to the complexities involved in employing and managing people from disparate national and cultural backgrounds. It is pertinent to note that the strategic values of human resource management stems from the fact that apart from other resources employed in the course of production (Land, capital, technology etc) which are passive, human resources are endowed with discretionary decision making power and thus has a competitive advantage over other resources. The challenges of development are to improve the quality of life, which the economists argue that it is the human resources of a nation, not its physical, capital or natural resources that ultimately determine the character and pace of its economic and social development.

Not gold but only men, can make a nation great and strong. According to late Frederick Harrison of Princeton University (2002) "Human beings are the active agents who accumulate capital, exploit natural resource, build social, economic and political organization and carry forward national development". Gee Grad (1995) stated fundamentally that men are the key to all problems, not money. Nigeria being the most populous country in Africa, with an estimated population of 180 million people has a comparative advantage. The Nigerian population and human resource base make it one of the most attractive countries for foreign investment in Africa. As foreign and local firms increase their involvement in Nigeria, they will need to build capabilities and utilize local competencies. The knowledge of human resource management (HRM) and more importantly perhaps, knowledge of the factors that impact on HRM in Nigeria will become increasingly critical to the way we do businesses in Nigeria and ultimately their success. Hence, the way to get things done cannot be divorced from local values, customs, and the overall external cultural environment.

This brings up the issue on the relationship between Chinese firms and Nigerians. In which many investors see Nigeria as a prospective country for investment because of its population advantage. However, the manner in which human resource is managed by Chinese firms in Nigeria has been criticized by many scholars. It is against this backdrop that the study examines the implication of Chinese firms on human resource management in Nigeria. One of the objectives of this study is to expose the complex relationship between the Chinese firms' human resource management in China and Chinese firms' human resource management in Nigeria with a view to understand the dynamism.

1.1 Statement of the Research Problem

The indigenous Nigerian firms exhibited mixed feelings about Chinese business incursions into Nigeria. Similar to Nigerian public officials, the Nigerian business community felt that China's engagement could bring substantial benefits to their own enterprises but also identified a few problem areas that needed to be adequately addressed. Nigerian businessmen welcomed the opportunity of trading with a lower-cost economy than those of their traditional trading partners and valued the ability to purchase lower-cost merchandise (Emeka, 2015)

They expressed interest in learning from Chinese manufacturers and business models that have enabled some Nigerians to manufacture and export profitably at a time when the country has been witnessing a collapse in manufacturing and deindustrialization, ostensibly because of poor infrastructure. Despite the challenges of operating in Nigeria, one Chinese manufacturer is in fact shipping the goods he manufactures in Nigeria to China. Using empty containers from goods shipped to Nigeria, he is able to profitably export goods by taking advantage of lower transport costs (Emeka, 2015)

In spite of these benefits, members of the Nigerian business firm's community raised serious concerns about a few particular aspects of Chinese business practices toward human resource management. Overall, the nature of their grievances seemed to reflect a broader concern that Chinese engagement in Nigeria is better for the Chinese than it is for Nigerians. While some Nigerians are in fact benefitting, they seem to be merely riding the coattails of the Chinese businessmen who are making the most money (Zheng, 2016). To this end, it became imperative to examine the implication of Chinese firms on human resource management in Nigeria.

This study employs secondary sources of data. by secondary sources, it literally means a second hand analysis; it is the analysis of data that was either gathered by other researchers. institution and NGOs or data gathered by other through critical reinterpretation of the available texts drawn from existing document. Sources of secondary data are transcripts from focus groups, published texts, literature reviews and observation records. Records written and kept by individuals (such as diaries and journals) and accessed by other people are also regarded as secondary sources of data. As such, the research design for this study is essentially content analysis.

2.0 Literature Review and Conceptual Clarification

2.1 *Conceptual Clarification*

In an intellectual discussion of this nature, there is always the need to make a clarification of some frequently used concepts. As such, the major concepts that are clarified in this study include:

Organisation: According to various authors, the concept organization has differing meanings. There is probably no more discussible notion in the economic theory and practice of management than that of organization. Therefore, for instance, Parsons (1960), a highly influential social scientist, argues that: As a formal analytical point of reference, primacy of orientation to the attainment of a specific goal or purpose is used as the defining characteristic of an organization which distinguishes it from other types of social system (p. 17).

Whilst admitting that it is surprisingly difficult to give a simple definition of an organization, Schein (1970) provides a similar but somewhat more expanded working definition, thus, "an organization is the rational coordination of the activities of a number of people for the achievement of some common explicit purpose or goal, through division of labor or function".

Human Resource Management (HRM): The concept of human resource management evolved in the mid 1990s. According to Udeze (2000, p.35) "there has been diversity in business practice in naming the function that is concerned with handling employment relationship". Following the creation of specialised departments in the 1920s and 1930s to handle the administration of the personnel programme, these departments were called personnel departments. The incursion of labour unions in the United States of America in the 1930s and 1940s resulted in this same function being named; many companies adopted the term Industrial Relations. Governments, hospitals and schools at that time still used the term personnel management.

It will be however important to define personnel management as the planning, organising, directing and controlling of activities involved in the procurement, development, compensation, integration, maintenance and separation of the human element in an organisation. This is also the view of Flippo (1980, p.5) as he defines personnel management as "the planning, organising, directing and controlling of the procurement, development, compensation, integration, maintenance, and separation of human resource to the end that individual, organisational and societal objectives are accomplished". He therefore has adopted the open system approach. He, however, has not distinguished between human resource management and personnel management. In the context of this paper, human resource management is the strategic and coherent approach to the management of an organisation's most valued assets – the people. In the light of the last concept, the human resource management function is seen as proactive as against the reactive nature of the personnel management function. Human resource management function has endured centuries of tests. The styles adopted have varied and are dependent on, most of the time, the ideological or philosophical leaning of the practitioners. Sometimes the posture of the practitioners of human resource management is based on the organisation or management system of beliefs.

2.2 Theoretical Framework

This study is theoretically grounded on "human relations theory" which was founded by Elton Mayo in the 1920s (1927-32) just after the World War I. In the United States, some four million workers were on strike, it was a period of great industrial and business unrest. In a more global setting, there was the great influenza pandemic (which killed some 8,000,000 people). The founder of the human relations theory, Mayo was motivated by the way human beings were treated in the industries at that historical point in time.

The classical theory was no more in conformity with the relationship of personnel and their working environment. As such, Elton Mayo found it paramount to come up with a theory which will better suit the industrial revolution era. In his investigations, he started from the assumption that the industrial revolution had destroyed the traditional society in which people were mutually responsible according to the established customs. He thought that the industrialization caused great contrasts in the society. As the old tradition cannot repeat itself, he thought that it is necessary to seek the solution in the adapting of the society to the new relations. He made efforts to find means of solving the problem of the suffering and dissatisfied man within the industrial society. The most efficient means of solving these problems he saw is human relations (Olum, 2004). He believed in the therapy of relations and in the possibility of creating such relations among people where people are free and stimulated to speak about their problems to all who are willing to listen to them. Some of the basic Assumptions put forward by Elton Mayo are:

i. Human relations theory is characterized by a shift in emphasis from task to worker, that is to say, workers should no longer be seen as machines; they need to be loved and to be treated as human beings not like machines.
ii. Go beyond physical contributions to include creative, cognitive, and emotional aspects of workers
iii. Based on a more dyadic (two-way) conceptualization of communication meaning that communication must cover both logic and feelings of people
iv. Social relationships are at the heart of organizational behavior; effectiveness is contingent on the social well-being of workers
v. Workers communicate opinions, complaints, suggestions, and feelings to increase satisfaction and production
vi. Leadership must include human relationship
vii. Job satisfaction leads to job productivity
viii. Management requires effective social skills not just technical skills
ix. Team work: a human relations approach has a bigger purpose than just making organizations more effective; it also encourages an attitude in people such that “service to society, as well as to personal interest, becomes important. Teamwork and cooperation follow” (Johnson, 1949, p. 524).

2.2.1 Justification of the Theory

Undoubtedly, looking at the assumptions put in place by the profounder of the human relations theory leaves the researchers with no option than to adopt it as a guide because it unveils the atrocities between the workers and the managers. It also best explains the relationship between Nigerian firms and Chinese firms and enables one to understand whether: the workers are motivated or exploited, the workers participate in decision making, if there is a good communication system in Chinese firms in Nigeria. What is the working Condition in Chinese firms in Nigeria? This among other questions was undoubtedly answered in this study.

2.3 Human Resource Management in China

Shuming (2012) sketches the developmental path of HRM in China from 1978 to 2008. According to him, HRM in China has evolved through three paths: (1) the introduction stage, (2) the probing stage, (3) the systematic intensification stage. The starting point of the introduction stage is 1978, when China launched economic reforms and the opening policy. Zhang (2012) rewiring the paper argues that:

Zhao and Du's narrative indicate that China imported and adopted the U.S. practices gradually (but increasingly) at the micro level of HRM (selection, training, performance appraisal and compensation). Companies in China learned HRM in a market economy from scratch, but have been active in learning principles and practices through many avenues: MBA business school courses, business training, visiting abroad, joint ventures, foreign investment companies, consulting services and so forth. China's dramatic economic reform provided an experimental setting for companies to test their HRM ideas and practices. For 30 years, Chinese companies have accumulated experiences in managing their human resources in a market economy.

Tracing further into changes of HRM function in China in the past, we can find that HRM has become broader and more strategic, coherent and integrated employment policies, programmes and practices integrated into organizational strategic planning. However besides these developments, the competitiveness of the HRM field has been questionable. Zheng & Lamond (2009) have critically evaluated the development of Chinese HRM practices of thirty years (1978–2007) and argue that HRM in China is not treated as a mainstream subject of study and specific model of China HRM is yet to be fully developed. Research focused on HRM practices among Chinese firms is seen to lack theoretical rigour, and considered to be unlikely to make a significant contribution to enhancing global knowledge in the field. From roles of HR management’s point of view, Zhao (2002) argues that the development of China's HR management has evolved with three distinct stages .The first stage involves administrative roles that are primarily concerned with administration management and personnel files/archives management.

The second stage involves supportive roles, describing most human resource practices that provide employees with supportive activities and services. The third stage involves strategic roles, referring to the contributions to organizational objectives and to the protector of the organizational ethic. Child &Tse (2010, Connie Zheng et.al (2009) argue that “By the middle and late 1990s, policy makers realized that HR management required substantial reforms and modern practices ought to be introduced, with that, the practice of HR management began to be widely applied. Nevertheless, at that time the reform of the enterprise management system and the economic system in the labor market did not provide strong support for the establishment and improvement of rules and regulations necessary for modern HR management to be readily implemented. Because of the dynamic changes in the external environment during the 21st century, HR management reform is further growing and developing in an international, market-oriented, and professional dynamic.

With China's accession to the World Trade Organization (WTO) in December 2001, it started facing a more complicated market and operational environment. In order to maintain the healthy development of Chinese enterprises, a long-term undertaking must be examined that focuses on a human resource management pattern suitable for these enterprises. Although China has witnessed a rapid transition to the market economy, the old administrative system of national economic activity still has important influences (See, Child &Tse, 2001, Zheng &Lamond, 2009).

Drawbacks and a dent in the development of HRM in China could be attributed to imperfection of the market system at that time, such as the ambiguity of rights and liabilities within an enterprise. These drawbacks resulted from the vague property rights system, the administrative overreach of internal management systems of the state-owned enterprises, and the development of the professional human resource market management (Zheng et.al, 2009).

From the late 1990s until now, the reforms and refinement of human resource management has systematically intensified, which is reflected in the growing importance that China has attached to changes in corporate understanding and improved development of HR management (Xiong& Zeng, 2008). During this phase, China's labor market has experienced a relatively full growth, the labor law is one step closer to full implementation, the HR management in government has been enhanced and businesses now encourage autonomy among their employees and pay more attention to the effective practice of HR management. During the systematic intensification stage, HR management became a significant part of business management. Meanwhile, the academy has made significant contributions and progress.

2.4 Human Resource Management in Nigeria

HRM policies and practices are carried out within an economic, social, political and legal environment. Thus, there is a need for considerable historical and cultural insight into local conditions to understand the processes, philosophies and problems of national models of HRM (Hofstede, 1993). Nigeria is the most populous country in Africa with an estimated population of 180 million people. The Nigerian population and human resource base make it one of the most attractive countries for foreign investment in Africa. As foreign and local firms increase their involvement in Nigeria, they will need to build capabilities and utilise local competencies. The knowledge of human resource management (HRM) and more importantly perhaps, knowledge of the factors that impact on HRM in Nigeria will become increasingly critical to the way we do businesses in Nigeria and ultimately their success. Hence, the way to get things done cannot be divorced from local values, customs, and the overall external cultural environment and commercialization, which later became wage employment.

Ever since then, there has been a tremendous growth of HR in Nigeria, which in recent years has been characterised by lack of professionalism and specialisation. Different reasons have been accounted for as the challenges facing human resource management (HRM) in Nigeria's Firms, some of which are discussed in this paper. The socio-cultural diversity of Nigeria has influenced the HRM practices in Nigeria. Nigeria is characterised by over reliance on culture, language, religion, gender and educational qualifications as a basis for determining who gets employed. What this means is that, the opportunity for an average Nigerian to get employed is a factor of the aforementioned variables.

Nigeria, according to Fajana (2009), is one of the African countries troubled by abundant labour and scarce talent. Attracting, developing, deploying and retaining best talents have become a challenge. That is why Fajana & Ige (2007) argue that the desire for top performance has driven the need for effective management. Human resource management (HRM) in Nigeria can be said to be 'still in Infancy' and a lot of academic research is still required in this area.

More so, Human Resource Management model is one of the challenges facing HRM in Nigeria, which is why the majority of principles and practices evidenced in workplaces in Nigeria are all adopted from other countries. HRM in Nigeria is a convergence with western-inspired approaches, with the evidence of cultural and institutional influences on it. That is, there is a blend of transplanted and indigenous HRM practices in most of the indigenous Nigerian firms. The sensitivity to individuals' socialization as well as economic, historical, political, and social contexts according to Azolukwam& Perkins (2009) may enable organizations to capitalize on the potential to transplant forms of HRM from parent country cultures to developing countries such as Nigeria. Nigeria's democracy has enhanced the practice of HRM, determining the quota of expatriates it permits.

Nigeria's economy allows the importation of new technologies by firms within the country to enhance Human resource management, but training is still a bit slow, thus employment of expatriates to handle such is still encouraged. In Nigeria, there is application of new management techniques and skills used in the running of organizations, all aimed at running a cost- effective system. Human resource management (HRM) practices in Nigeria cannot be totally diffused from what is evidenced in other countries. However, due the peculiarity of the social-cultural characteristics of Nigeria, human resource management (HRM) in Nigeria is an area open to further research. Good employer-employee relations are therefore critical to the stable and sustainable development of the Nigerian economy, as well as the world economy as a whole. Several other factors have affected Human resource management (HRM) practices in Nigeria namely lack of internal manpower to complete all necessary tasks. Second, the complexity of today's business climate as a result of deregulation, globalization, and technology advancements has outpaced many companies' level for companies to get special projects done without adding employees to the payroll (Olofin & Folawewo, 2006).

Most firms in Nigeria now offer a continued education and training to help their people cultivate the right skills and expand their career within a truly global/collaborative workplace. However, in recent times, Nigerian workplaces are introducing different human resource (HR) ideologies adopted from foreign organizations. For instance, there has been a tremendous increase in the level of contract or temporary employment and most of these activities are contracted out to consultants, via outsourcing thereby reducing the number of personnel in their payroll. The implication of this is that organizations are paying lesser for more work, and at the same are losing the psychological attachment, commitment and loyalty of their employees.

In Nigeria, organizational control is firmly in the hands of management and the management's role is to effectively manage the number of employees and match them closely with desired goals and objectives. Both the management and the Nigerian government strive to make coherent human resource policies (HR) policies that fit closely with overall business strategy. For example, in the oil industry (which is the most organized and highly paid employment sector) the government of Nigeria has made concerted efforts over the last 50 years to promote the participation of indigenous workers in the oil industry.

Regulation 26 of the 1969 Petroleum and Drilling Act represents one of government's early efforts to increase Nigerian national oil workers' participation in the industry. Recruitment is selectively done in Nigeria, and employees are trained to perform required skills. However, due to the complexities involved in the activities of the oil industries, a lot of skilled expatriate services are required leading to a high level of expatriate employment till date. This is also because most of the oil companies are multinationals, with parent companies in well-developed and advanced countries.

For most organizations in Nigeria, performance appraisal is a dialogue process and serves as a mentor to generally mould the individual to perform at an optimal level. The employees are allowed to carry out a self-evaluation based on engagements and projects they were involved in during the assessment period. It is expected that performance appraisal system should be a fair process involving assessments on skills, technical knowledge and how well the employee can offer quality service delivery. However, the lack of skill and know-how of the appraiser have made some of the tools and parameters for appraising employees' performance faulty. Such appraisal system and process might not capture what it is expected to. The concern to develop the right performance appraisal system has pushed indigenous companies in Nigeria to employ expatriate services, as trainers, in positions requiring special skills and expertise, with which Nigerian workers cannot compete. These supervisors assess the performance and recommend for promotions as the case may be.

Wages and other fringe benefits in organizations in Nigeria are by collective bargaining between unions and employers or employees' association. In some private organizations, the basic wages are generally higher than the public sector organizations. What is evidenced in Nigeria is that wage scales are based on job analysis and evaluation to ensure equity and increases are based on merit or performance. The higher the risk, time allocation, skills requirement, experience required, the higher the wage. That is why jobs that are high in occupational hazards are the highest paid jobs in Nigeria. In the case of public sector organizations owned by Government, salary adjustments may result from annual merit reviews, promotions, individual special adjustment or general adjustments. General adjustments are made when the Government decrees a general wage increase in both the public and private sectors.

In recent years, most organizations in Nigeria are now re-emphasizing the need to train their employees. Training is expected to generate enthusiasm for creating new ideas, and is mutually beneficial to employers and employees. Managers, supervisors and HR departments are responsible for ensuring that workers are effectively trained. Some firms in Nigeria now provide workers with education and subsidies for job-related training, while some other organizations have changed their wage structures to include education and training subsidy allowance in workers' wages. The challenge here is that such training is expected to be job-related and proven to be of mutual benefit to both employers and employees. This can limit the employees from acquiring other skills that are not related to the job description. Nevertheless, most firms in Nigeria are constantly aware of the need and relevance of training and they equally design the right training to meet identified needs. This will ensure that they have the right crop of qualified, competent and valuable professionals to make the right input and be knowledgeable in diverse fields.

Most organizations in Nigeria are highly unionized, especially the public sector organizations. Employees unite to protect and promote their interest, so also do the employers. Until March 2005, the Government of Nigeria promoted compulsory union membership at the workplace, which has resulted in almost 60 per cent unionization rate. For instance, oil workers are unionized by occupational category; white-collar workers belong to the Petroleum and Natural Gas Senior Staff Association (PENGASSAN) and production workers to the National Union of Petroleum and Natural Gas Workers (NUPENG). Some of industry-wide trade unions affiliate with different national unions, such as the Trade Union Congress of Nigeria (TUC) and the Nigeria Labour Congress (NLC), respectively. It is only in private organizations that there has not been a high participation in unions. Rather what we have in some of these private organizations is employers and employees forming and meeting at common forums to discuss issues, identify problems and map out strategies for a better working relationship.

2.5 The implication of Chinese firms on Human Resource Management in Nigeria

The implication of Chinese firms on Human resource management in Nigeria is by no doubt a controversial issue. In fact, it is apparent that the two countries (Nigeria and China) tracing back to their historical trajectory of human resource management practice differ in terms of ideology. While the Chinese firms' human resource management in China was motivated by social equality as a result of their economic systems in 1970s, the Nigerian firms' human resource management in Nigeria was influenced by the capitalist economic systems.

Similarly, one cannot divorce human resource management from the socio-cultural values of a country. For instance, Nigeria as a country with abundant human resources had been criticized by many scholars that human resource management in many of the firms in the country is influenced by over reliance of culture, language, religion, gender and educational development as a basis for determining who gets employed. Another internal challenge with regard to human resource management in Nigeria is corruption by government officials as well as greediness and selfishness by many Nigerians who work in some of the Chinese firms and influence the Chinese firms on what should be paid as wages to an ordinary worker. Another challenge of human resource management in Nigeria is the complex nature of today's business climate as result of deregulation, globalization, technological advancement and lack of technical knowhow among others.

As such some of the major implications of Chinese firms on human resource management in Nigeria are:

i. Exploitation of Workers

Chinese firms in Nigeria have been criticized for being "exploitative". This is because the way most of the Chinese firms in Nigeria treat the workers in Nigeria is not commensurate with the way they treat their workers in China particularly in terms of payment of wages, office hours, work illustration, human capital development, involvement in decision making, among others. In fact these aforementioned factors form the basis of human resource management. However, Chinese firms have ignored this fact at their peril for their profit interest and resorted to viewing the Nigerian personnel as machines and not as human beings. This was a reported by the Nigerian Labour Congress chairman Comrade Ayuba Philibus Waba in a conference organized by labour unions on 24th March 2016 at Lagos state University. The chairman asserted that there are reports, by many employees who are working in Chinese Firms, of maltreatment. According to him, the condition of employment of Nigerians in Chinese firms neither conforms to the Nigeria Labour laws nor to that of the international Labour Organisation (Xiaong, 2016).

Similarly it was reported in September, 2012 by Channels television that some personnel in Lagos state staged a protest at one of the Chinese factories located at Badagry. The company was unanimously undisclosed by the reporters, however the workers state that the reason why they staged the protest was because they felt that they were being exploited by the Chinese firms. They reported that after a fire incidence at the firm in which about 40 Nigerians were trapped because the factory was locked up by the foreman, there was no compensation given to them and some of them were not given their salaries. A similar case was also reported in Kano State where workers would be sacked without genuine reason and no compensation.

ii. Corruption

This is largely attributed to the government officials in Nigeria as well as most of the business tycoons of the county. However, in terms of human resource management in Nigeria, the indigenous managers of Chinese firms have been able to influence most of the Chinese to cut out wages for workers, recruitment should be based on contract and reward should also be minimized; all these are found today in most of the Chinese firms in Nigeria. A good example is the Mr. Lee Rubber Company in Kano where workers have come out several times on radio stations to complain about their benefits and working conditions among others. All this aforementioned variables are motivated as a result of the Chinese contact with the Nigerian corrupt business men.

iii. Chasing away of Local or Indigenous firms

Another implication of Chinese firms on human resource management in Nigeria is that the local firms are chased away from the market as a result of lack of capital to compete with the some of the Chinese firms who normally have a parent company at home and provide all necessary needed material of production of the company and produce abundant goods with an affordable price better than the Nigerian indigenous firms who produce less goods with higher price. As such, many consumers patronize the Chinese goods rather that the made in Nigeria products. Chinese activities according to several news reports have compromised the potential of local textile marketers in Kantin Kwari, the market activities have been jeopardized going by the marketing strategies taken by the Chinese. According to Leadership news paper, the Chinese use local marketers to attract customers and at the end of the transaction they settle the middlemen with N1000 or even N5000. When the Chinese got to understand the business tactics, they granted between N5000 to N10000 to a middleman that brings a specified number of customers in a day (Leadership Newspaper, p. 7, May 12th 2013)

A trader said "the Chinese have hijacked our ancestral business in Kano state; the tie and dye business is no longer flourishing, the textile market now is dominated by them. The Zanna Bukar cap has lost its high Market value. With the coming of China today in Nigeria they have subsidized the prize of most of their goods. The Ghalilar textile is now produced by them, the Zanna cap is now also a product of China. This has chased away all the local business men from the Market. The state of our local businesses on the Verge of bankruptcy and it appears no one is capable of any legal action against them as they storm the market place calling on customers to partronize their products at cheaper rates. This was the reason why in about 2015 thousands of local dyers stormed the Emir's palace in protest, appealing to the Emir, Muhammadu Sunusi II, and urging the Monarch as well as Government to intervene in what they describe as unfair trading behaviour of the Chinese.

iv. Increased unemployment rate

Although this implication is subjected to argument by many scholars in which many affirm that Chinese firms have brought employment to the teeming youth of Nigeria, however, some scholars are of the view that most of these Chinese firms employ little Number of youth to their firms and assign Chinese men as the managers of their companies. Many scholars have even gone to the extent of saying some Chinese firms come along with their fellow people to serve in their company. However this position could be justified because many of the Chinese Firms in Nigeria have the Chinese as their top official managers and the inferior workers are Nigerian. For example, the Mr. Lee rubber Company haa about 50 employees and about 20 personnel are Chinese, this is similar to the Chinese restaurant in Kano state in which almost all the workers are Chinese.

More so, looking at the technology embraced by most of the Chinese firms in Nigeria, one would realise that the Chinese firms do not need many workers to employ and even in the place they need to, they employ little number of workers after chasing the indigenous local market which gives room for more employment to the youth in Nigeria.

v. Redundancy and Laziness among the Personnel in Nigeria

Many of our youth are no longer productive and creative in the society or any organisation they find themselves in. This is because, all tools of China have made them reluctant so much that anything they need they get it from China. As such, Nigeria as a whole has been criticized for being an unproductive society. It was reported by his Excellency, the President of Nigeria, Muhammad Buhari in an interview that Nigeria relies heavenly on China to produce even matches and worst of it a tooth picks. This is a big blow to a country like Nigeria which is seen as a giant of Africa.

In addition, most of the personnel in various organisations are very lazy because machines are made to carry out their function and as such they feel reluctant and depend heavenly on machines to carry out the least function they are supposed to do; worst of all is that even simple arithmetic calculation in a firm that was supposed to be calculated offhand by a manager in a Nigerian company is done with a calculator made in China. Other implications include lack of technological transfer, stifled competition, tax evasion among others.

3.0 Summary of the Findings

Some of the findings in this study reveal that there is a link between social-cultural values and human resource management in Nigeria. In addition, human resource management practice of Nigeria and China are two different things by virtue of the ideology embraced by the two countries as well as the economic system of the countries.

Furthermore, Human Resource Management in Chinese firms in their homeland have proven effective and efficient. It is highly acknowledged today to be the reason behind the economic growth of the country. However, when compared to Nigeria, human resource management by the Chinese has been found wanting in terms of exploitation, poor motivation and corruption to mention a few.

The study also uncovers the implication of Chinese firms on human resource management in Nigeria which includes: Dumping, Exploitation, corruption, redundancy of workers, chasing away indigenous local business among others.

4.0 Conclusion

This paper explores the presently thriving China-Nigeria human resource management relations. Consequently, it highlights the associated implications and challenges. As a further contribution to the extant literature in this domain, the following noteworthy conclusions are made: The relationship between the two countries has huge current and potential benefits for both countries and Africa as a continent as it further creates more favourable environments for business ties between China and Africa. However, the human resource management in Chinese firms in their homeland is more conducive and developmental compared to Chinese firms in Nigeria where by the Chinese managers are influenced by corrupt leaders in Nigeria to exploit the Nigerians, evade tax, break the law, and cut down wages among others

5.0 Recommendations

The following recommendations are put forward:

1. The management of Chinese firms and the Nigerian government should make efforts to encourage transfer of knowledge from Chinese staff to Nigerian staff. This is engendering development, technological and human capital base of Nigeria. On the job training, media for in-house knowledge sharing and seminars should be encouraged.
2. The government of Nigeria should give more encouragement to the Nigerian Firms by sponsoring students of tertiary institutions for Industrial Training (IT) in the company.
3. The Nigerian government should create laws aimed at preventing Chinese people from coming down to Nigeria and selling goods directly to customers. This decision will help in creating more employment and opportunities to teeming youth in Nigeria.
4. Nigerians should carry out a policy that will make Nigerians to patronize made in Nigeria products instead of heavily depending on China.
5. The Nigerian government should provide loan for indigenous local industry to enhance and boost competitiveness among Nigerian firms and Chinese firms.
6. The Nigerian Customs should strategize so as to do away with dumping of unwanted products and expired goods in Nigeria
7. The Nigerian Labour Congress should widen their horizon to avoid the excessive exploitation of workers and where it is found the firm should be brought to justice

References

Adler N. J. (1992) *'International dimensions of organisation behaviour'*, Belmont, Calif: PWS-Kent

Adler N.J. and F. Ghadar (1990) 'Strategic human resource management: a global perspective' in *Human Resource Management: An International Comparison*, R. Piper(Ed). New York: de Guyter: 236-260

Child, J. (1994) *Management in China During the Age of Reform,* Cambridge: Cambridge University Press.

Darwin, J., Johnson, P. and McAuley, J. (2002) *Developing Strategies for Change*, London: Financial Times/Prentice Hall.

Ding, D.Z., Goodall, K. and Warner, M. (1998)) 'Beyond the Iron Rice Bowl: Whither Chinese HRM?', *International Journal of Human Resource Management* 11 (2), 217–236.

Emeka U. (2015). China's Engagement with Nigeria: Opportunity or Opportunist? Centre for Chinese Studies, Stellenbosch University

Fajana, S. (2002) *Human Resource Management: An Introduction*, Lagos University Press

Fajana, S. and Ige, A. Y. (2009) Globalisation and International Labour Mobility*: An in-depth study of the Nigerian Health sector conference of Marco Biangi foundation Italy*

Flippo, E. (1980) *Personnel Management* 5th ed. Tokyo: McGraw Hill Int. Book Co.

GeeGrad, S. (1995). When HRMs goes global: managing the date highway. *Personnel Journal Volume 74(6),* 90-106.

Goodall, K. and Warner, M. (1997) 'Human Resources in Sino-Foreign Joint Ventures: Selected Case Studies in Shanghai and Beijing', *International Journal of Human Resource Management, Volume* 8 (5), 569–594.

Hofstede, G. (1991) *Culture and Organisations: software of the mind*, London, Harper Collins Business Press.

Jaffee, D. (2001) *Organization Theory: Tension and Change*, London: McGraw Hill International Edition.

Kao H., S Hong and Y. K. Chan (1990) Cultural adaptations and diffusion for managerial strategies and responses in Hong Kong, *International Journal of Psychology* 25: 657-674

M. Zhang (2012) 'The development of human resource management in China': An overview/ Human Resource Management Review 22 161–164

Malone, A. (2008), "How China's Taking Over Africa and Why We in the West should be Very Worried", *Daily Mail*, July 18

Muriithi, S. (2017). The Chinese-African Management and Cultural Relevancy, Challenges and the Future of Chinese Businesses in Africa. *European Journal of Research and Reflection in Management Science, Vol. 5, No. 2*

Olofin, S. O. and Folawewo. A. O. (2006) *Skill Requirements, Earnings and Labour Demand in Nigeria's Urban Informal Sector*. In B. Guha-Khasnobis and R. Kanbur, eds., Informal LabourMarkets and Development. PalgraveMacmillan: 180-195,Paper prepared for the joint WTO-ILO Workshopon Global Trade and Employment, 31August – 1 September, 2009, Geneva, Switzerland

Olum, Y (2004), Modern Management Theories and Practices, Paper presented at the 15th East African Central Banking Course, held on 12th July 2004, at Kenya School of Monetary Studies. Unpublished.

Shuming Zhao, Juan Du. (2012), Thirty-two years of development of human resource management in China: Review and prospects. Human Resource Management Review 22 (2012) 179–188.

Teargarden& O Ghrow (1997), "New Management: In Africa, China's Expansion Begins to Stir Resentment; Investment Boom Fuels 'Colonialism' Charges; A Tragedy in Zambia", *The Wall Street Journal (Eastern Edition),* February 2.

The Economist (2006), Leaders: Wrong Model, Right Continent; *Africa and China Journal, Vol. 381, Iss. 8501, pp.16 The Economist (2008),*

Tull, D.M. (2006), "China's Engagement in Africa: Scope, Significance and Consequences", *Journal of Modern Africa Studies*, Vol. 44 No. 3, pp. 459-479.

Turnbull, P. and Wass, V. (1997) 'Marksist management; sophisticated human relations in a high street retail store', *Industrial Relations Journal* 29(2):98–111.

Udeze, J.O. (2000) *Human Resources Management in Nigeria* Enugu: Hugotez Pub.

Umeaka P. C (2019); An Investigation of Nigeria-China Cultural and Management Significance *Journal of Cultural and Social Anthropology Volume 1, Issue 4, PP 25-32 ISSN 2642-8237*

Xiang Yi, Barbara Ribbens, Caryn N. Morgan, (2010) "Generational differences in China: career implications", *Career Development International, Vol. 15 Iss: 6, pp.601 – 620*

Yuen C. E and H. T. Kee (1993) 'Headquarters, host-cultural and organisational influences on HRM policies and practices', *Management International Review* vol. 33 (4): 361-383

Zhao, S., & Du, J. (2012). Thirty-two years of development of human resource management in China: Review and prospects. Human Resource Management Review, 22(3), 179-188.

Zheng, C., & Lamond, D. (2009). A critical review of human resource management studies (1978–2007) in the People's Republic of China. *The International Journal of Human Resource Management, 20(11), 2194-2227*.