

**IMPACT OF MULTINATIONAL COMPANIES USING GEOCENTRIC  
RECRUITMENT POLICY ON ORGANIZATION PERFORMANCE IN  
TANZANIA: THE CASE OF DANGOTE COMPANY INDUSTRY**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
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## CERTIFICATION

The undersigned certifies that he has read and here by recommends for acceptance by the Open University of Tanzania a dissertation entitled: **Impact of Multinational Companies Using Geocentric Recruitment Policy on Organization Performance on Tanzania: The Case of Dangote Company Industry**, in partial fulfillment of the requirements for the Degree of Master of Human Resource Management (MHRM) of the Open University of Tanzania.

.....

Dr. Chacha Matoka  
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.....

Date

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I, Adelina Adolph, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfilment of the requirement for the Master of Human Resource Management (MHRM).

.....

Signature

.....

Date

## **DEDICATION**

I would like to dedicate this work to all those who have been instrumental in my life. My beloved Aunt Hilda Ndibalema and my young Sister Diana Vedasto due to their support during the whole period of my study, when times are tough, they encourage and make me to keep up.

## **ACKNOWLEDGEMENT**

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## **ABSTRACT**

The study aimed to assess on the Impact of Multinational Companies using geocentric recruitment policy on organization performance in Tanzania. The study conducted at Dangote Company Industry, Mtwara. The study was guided by the specific objectives; to determine the effect of Strategic MNCs in geocentric recruitment, the effect of building competitive advantage, to determine the effect of geocentric recruitment; and to determine the effects of enhancing local employee's commitment on organizations performance. A case study design was selected on which primary data collected using questionnaires from 83 respondents the primary data was analyzed by using SPSS and secondary data was collected from the documentary review such as books, journal, policy, and regulation on organization performance. The study found that, investing in strategic geocentric recruitment is more significant in organizational performance as mixes new international blood and strengthening human resources to up with new management techniques. The strategy requires little manpower and allows hiring competent employees. Further revealed that, under geocentric recruitment strategy, produced products are of high quality hence gaining more competitive advantage in the market all over the world. Also, the study revealed that, geocentric recruitment sometimes challenges the organizations performance if not adopted well. Differences in cultural environments, difficult to get best employees and discouraging local employees managerial operations, hence can take long time to get positive impact. Geocentric recruitment found to enhance local employee's commitment, they become marketable, they adopt new managerial skills, less training is required; and customer service is improved. It was recommended that in order the Company to afford its goals has to hire professional through investing on geocentric recruitment.

**Keywords:** Geocentric Recruitment, Organizational Company, Multinational Company.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

COT	Classical Organization Theory
FDI	Foreign Direct Investment
HCN	Host Country National
HRM	Human Resource Management
IHRM	International Human Management
MNCs	Multinational Companies
OECD	Organization for Economic Co-operation and Development
PCN	Parent Country National
SHRM	Strategic Human Resource
SPSS	Statistic Package for Social Science
SA	South Africa
US	United Kingdom

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Overview**

This chapter introduces the background of the study, the statement of the problem, the objectives of the study, the research questions to guide the study, the significance of the study and the scope of the study.

### **1.2 Background of the Study**

Geocentric recruitment policy is considered to be a controversial issue in multinational companies as it is mentioned to be among the important factor increasing organizational performance that becomes a catalyst of gaining competitive advantage. Equivalent due to globalization, the quality and quantity of employees moving widely for the sake of getting new foreign job opportunities is also increasing. Each MNCs management struggle to ensure the policy succeed after being adopted regardless of its difficulties in approaching cultural consultants who fit in recruiting best blood to who fit with the organization core goals and objectives, therefore it needs high degree of care to attract good organizational performance Lakshman, (2015). Organizational performance is when the management in collaboration with employees they are able to meet intended core goals and objectives Bouyoucef & Chung,( 2015). The idea of organizational performance, considered to be important because it create more the notion of outcome, it, assist in achieving core corporate goals and objectives or attained goal, it, increasing production, maximize profit, it deriver quality service, and less the economic traits of effectiveness and efficiency Maria, (2016).



The matter addressing the benefit of geocentric staffing originated from the work of Perlmutter, (1969) who highlighted with a notion that a Multi-National Company can adopt an ethnocentric, polycentric or geocentric managerial recruitment that should be used as strategic international human resource recruitment Wilks & Verbeke, (2016). Various regions are integrated through universal recruitment policies that establish global standards at the same time directing for local variation. Multi-National Companies' that adopts geocentric orientation always find quality individual who fits for a certain job, regardless of nationality, it allows also application of global reward system Lundeborg & Mattisson, (2017).

In the 21<sup>st</sup> century, technological, political, economic and market environments are considered to be the factors fostering the multinational companies to look forward in mixing of human resources who are recruited internationally so as to build strong management team that fit core goals of the company Lakshman,( 2015).

In French, one of the multinational company prior was conducting global recruitment through ethnocentric model that based on national recruitment, unfortunately when most of the French manager's given the chance of being general in the foreign companies they found that ethnocentric approach is not efficiently applicable in recruitment, hence they opted to adopt a geocentric recruitment policy in human resource management practices due to globalization. Prior, French managers were taught of being bosses with forgetting the nature of hierarchical strategy in human resource management that there is top to subordinate ranks Muratbekova-touron,( 2014).

The Japanese Multinational Companies MNC's also have changed a notion of adopting in a geocentric recruitment policy with believe that, global recruitment draws best talented and creative individuals. Each company fight to ensure that at least the headquarters management has mixed blood employees who are able to think more and defend the competitive advantage. The geocentric approach allows development and promotion of high-potential managerial positions regardless of nationality differences, hence the approach have attracted widely MNC's in recruitment process Yonezawa, (2011).

The report by Brewster, (2017) in Sweden, highlighted that, the organizations face difficulties in the universal ground when adopting geocentric recruitment policy due to the misunderstandings of the local culture and the accelerating rate of globalization in management practices. Due to rapidly changing of management strategies, economy and market, occasionally Multinational Companies fails to adopt a best strategy to be used in recruiting new management blood. The impact of linking how human resources are managed has fostered Multinational Companies to come up with a notion that how worker's union's power differs from one state to another and why the consultation strategies differ between countries.

African countries have steadily attracted foreign direct investment (FDI) from big multinational companies MNC's due to potential opportunities such as entering large markets, reducing lab our costs and the availability of a vast pool of workforce. The fast-growing sectors include oil and gas, telecommunications, financial services, and IT-based services. Africa governments from countries such as Kenya, Morocco, Nigeria, Rwanda and South Africa have encouraged multinational companies to

establish their businesses for economic growth. Foreign investments from multinational companies are an integral part of development for most Africa countries as these investments lead to technological advancement, assist human capital formation and promote social condition, which is essential for sustainable development. MNCs compete globally and to successfully run their businesses in sub-Saharan African countries; they export their core management strategies Global & Deal,( 2017).

The most challenges faced by the MNCs when scattering their core management practices, is that the work of transferring managerial practices, recruiting best individuals took long period that sometimes proves failure. In this respect, the diversity and uniqueness of African countries' offers investigators the opportunity to walk around MNCs management practices and extract how each institutional setting affects the configuration of human resource practices Roy, (2019). Tanzania is among countries with MNCs that have adopted geocentric policy in recruiting as the management start to see itself hiring from global labour force that can be organized and utilized in a variety of strategies throughout the world. Most important positions start given to qualified professionals regardless of their race, culture or nationality.

Mostly compensation systems are solely based on personal contributions to the company rather than country of origin. The country itself benefits from good performance of the MNCs as they increase the base of tax provision to the government, employment opportunities; business growth that in collaboration results to economic growth. It is important to note that within the contextual needs of developing countries, any recruitment policy adopted must make a balance between

maximizing its huge labour potential and providing opportunities for technology transfer so as to reduce dependency from developed countries Ahmed *et al.*, (2019).

Unfortunately, despite of the MNC's tendency of applying geocentric recruitment approach, the intended managerial goals and objectives still face challenges; this is due to a factor that an organization loses the scope of uniting individuals to work as a team. The geocentric approach provides an opportunity for the operating MNCs in Tanzania like DANGOTE company industry to follow all procedures which are applicable to recruit quality individuals who fit strategically to the firm's goals and objectives Mwashu, (2013).

Geocentric recruitment in relation to organizational performance is supported by classical organization and integrative theory. The classical organization theory by Thompson and McHugh, (2002) is stressing about changes, that it is difficult to sustain with own knowledge as it is disconnected with productive expertise. The integrative theory relies on the principal of managerial control and reward-effort exchange. They argue that, human resources need depends on nature of business performance; hence to increase labour productivity depends on nature of recruitment policy.

### **1.3 Statement of the Problem**

The world is growing too fast with the continuous population increase, it is difficult to keep up the bound with the expanding population of people, business and economic environment under the notion of national recruitment especially to the MNCs, due to this situation has fostered to introduce the new recruitment strategies over the world

so that to maintaining the organization performance. According to Bwisa (2018). However without qualified human resources in the international business, the company itself may found running out the competitive advantage while leaving the strong companies who are using geocentric recruitment policy taking over on competitive advantage so that build strong organization performance Lacks man (2015).

Mostly, the business environments in developing countries like Tanzania are significantly different from developed countries where by even MNCs in Africa found itself out from recruiting human resources internationally, the main factor being reduction in recruitment costs due to instability and dynamic of business economies a factor that may reduce organization performance Jersey (2018). When MNCs management are not strategically oriented in recruiting individuals who are catalyst to organizational performance, its sustainable growth and organizational performance may be inevitable hence losing a competitive advantage while providing a chance of market to be takeover by other companies.

Mayrhofer, (2016) noted that, there have been a number of problems which have prevented technical assistance from being effective in the development of human resources due to vary in geographical background. These include poorly designed training programs that do not meet with local company needs, great differentials in pay between foreign experts and local counterparts, unqualified technical assistances, unfamiliarity with work and cultural habits by foreign experts, distrust of local experts and lack of suitable local trainees, factors that at the end reduces organizational performance.

Therefore in order to cope with such situation the Company require to develop right policy and right approach in recruiting and selecting the competent, talented, skilled and professions one so that to defending the company goals/objectives. Due to that situation it has trigger the researcher to work on impact of MNC using geocentric recruitment policy on organization performance in Tanzania. Conclusion of this study clearly addresses the benefits of adopting geocentric recruitment by MNCs.

#### **1.4 General Objective**

The study seeks to assess the impact of multinational companies using geocentric recruitment policy on organization performance in Tanzania.

#### **1.5 Specific Objectives**

- (i) To determine the effect of Strategic MNCs in geocentric recruitment on organizational performance.
- (ii) To determine the effect of building competitive advantage on organizational performance.
- (iii) To determine the effect of geocentric recruitment challenges on organizational performance.
- (iv) To determine the effects of enhancing local employee's commitment on organizations performance.

#### **1.6 Research Question**

This study was guided by the following research questions,

- (i) How strategic MNCs in geocentric recruitment influences organizational performance?

- (ii) What are the effects of geocentric recruitment in building competitive advantage and organizational performance?
- (iii) How geocentric recruitment challenges organizational performance?
- (iv) How enhancing local employee's commitment on organizations performance.

### **1.7 Significance of the Study**

The study is useful or very important to the entire multinational company, so as to know the right policy to be used in improving recruitment of employees, also it help Human Resource Officers (HRM) to know which is the most important approach to use for recruitment in Multinational Companies. However, this study helps the managers to understand that employees are valuable asset when make employment to them, that they may cause a firm to win a competitive advantages therefore they must treat them in a high care, and not only take them as tool of production. The study provide a room for discussion about what can be done to ensure the multinational companies to make effective recruitment and to provide effective service in host country as in parent or home country.

Also the study help the researcher to fulfillment the compulsory requirements for the award of a Master Degree of Human Resource Management. The findings of this study provides companies especial leading MNCs to understand the factors that build human resources management by applying geocentric recruitment approach. This assists many companies in the World to look Tanzania recruitment practices as an example in strengthening efficiency on human resources strategies for their benefits. The study is useful to assist organizations to make appropriate decision in choosing

the best employees from foreign countries so as they are able to enhance good organization performance.

## **1.8 Organization of the Study**

The Research report is organized into five chapters; where by each chapter stated its contents. Chapter one is basing on background of the study, statement of the problem, research objectives and research questions, significance of the study, scope of the study as well as organization of the study. Chapter two discusses all about the review of the work of literature, which has been done by other researchers. It contains the information concerning theories, which are related to geocentric recruitment policy in enhancing organizations performance. The chapter also carries empirical review and conceptual framework that guided the study and also the descriptions of variables are presented.

Chapter three shows different methodologies that the researcher adopted in conducting the study. The main focus was on the description of research design, study area, study population, sample design and selection procedure, method of data collection and analysis. Chapter four, this chapter presented the research findings and discussions through quantitative and qualitative data analysis. The chapter also oversees the distribution of questionnaires to sample sets of all the management and employees in Dangote Industry Company. Likewise, it deals with the presentations and discussions that revolved around the four specific objectives of the study. Chapter five presents the summary, conclusion from the study; and recommendations based on the research findings and makes suggestions for further studies.



## **1.9 Limitations of the Study**

The researcher was confronted with a number of challenges in executing this task which includes but not limited to inadequate financial resources, research requires enough resources but since the researcher was financing himself, shortage of resources were inevitable, therefore to overcome this challenge the researcher made full utilization of the available resources, time available for preparing and submitting the research paper found to be not enough, the researcher utilized all days including weekends so that to complete the study according to the time schedule. Lack of transparency, some respondents was not comfortable to provide useful information to the study with the main argument that their privacy was being interrupted. As such, a lot of time was taken in explaining that the study was for academic purposes only.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

This chapter presents the definition of key words, theoretical review, empirical review, and conceptual framework of the study.

#### **2.2 Conceptual Definitions**

##### **2.2.1 Geocentric Recruitment Policy**

Geocentric recruitment policy is a method of international recruitment where the MNC'S hire the most suitable person for the job irrespective of their Nationality Perlmutter (1969) . The geocentric approach is mostly applied by the MNC where by local individuals are not targeted and worldwide while focusing to recruit globally. The geocentric approach, which is becoming more common, assumes that management candidates must be searched for on a global basis, on the assumption that the best manager for any specific position anywhere on the globe may be found in any of the countries in which the firm operates. These three multinational attitudes translate into three international staffing. There is recognition here for the unique contributions made by each sector of the business. The staffing and managerial positions are available to any key person who demonstrates the skill and capability to perform at a high level; there are also no limits as to where they live and work in this respect Mayrhofer, (2016).

##### **2.2.2 International Human Resources Management**

Lundeborg, (2017) Human resource management is universal. Every company has to utilize and, hence, in some way, to manage, human resources. Throughout the world,

organizations increasingly function on an international basis. Multinational corporations require not only coordination of international strategy, but also the people and organization to implement it. Drawing the consequences of internationalization both for management and generally, and for human resource policy and practice in particular.

Ibeh, (2015) argue that there are some reasons behind the need of International human resource management, they mention that one of the factors that contribute some nations to use foreign human resources include manpower assistance to countries that lack enough manpower. Others include common interest and goals, physical proximity, international assignment and affiliation that happen when people corresponding to their home countries.

### **2.2.3 Organizational Performance**

This refers to an aspect of every organization, after the recruitment process has got many people for the available vacancies and selection has employed the right people, the organization expects nothing but tasks accomplishment from the newly employed. The organization has its set goals and to meet the demand of its consumers who expect the best and high quality service from the organization. This can only be achieved when employees do their work effectively and efficiently leading to organizational performance. In their study on Managing performance: performance management in action Fadhil & Harky,( 2018).

Recruitment and selection as well as performance are important aspects to any company doing business. Recruitment and selection bring competent employees to the

organization that will perform their tasks effectively and efficiently to meet organizational goals. When organizational goals are met it means the organization has performed well through its competent employees. Competent employees will enhance a successful functioning of the organization and this will make significant contribution to the values and aims of the organization Mwasha,( 2013).

## **2.3 Reviewing Theories**

This section consists of the theory that guides this study in reference to geocentric recruitment policy on organization performance; it is the classical organization theory (COT) and integrative theory.

### **2.3.1 Classical Organization Theory**

Thompson and McHugh, (2002) point out that during 20<sup>th</sup> century management theory was promoted by engineers (among other groups) who were trying to extend the boundaries of their profession by trading on the general rise of interest in management and planning that was characteristic of the early part of the century.

According to Armstrong from 1984, they observe that engineers found it difficult to sustain the privileged role as the focal point of management as their own knowledge base became increasingly disconnected from their productive expertise. Moreover, Thompson and McHugh regard these theories as being essentially narrow. That is to say that there was an implied belief in underlying principles or laws that governed management activities and functions. But there were also some assumptions about the role of workers in all this. However, the weakness of the classical organizational theory is the assumption that all organizations are somehow alike. Thompson and

McHugh, (2002) quote Salaman, (1979) who prior stated that; “A genuine sociology of organizations is not assisted by the efforts of some organization analysts to develop hypotheses about organizations in general, lumping together such diverse examples as voluntary organizations, aids and political organizations. It also obstructs the analysis of those structural elements which are dramatically revealed in employing organizations, but not necessarily in all forms of organization”.

Thompson and McHugh point out that most of the literature about organizations is about work organization performance. They argue that the distinctive nature of management, control and other social relations in such organizations is due to their profit-seeking nature. But they also concede that all large organizations share some characteristics noting that “...as Weber recognized, there are continuities of structure and practice deriving from the bureaucratic form present within all large-scale organizations.” They also acknowledge that many organizations within the public sector have been operating within a market environment rather than international. This theory is applicable to this study as talks on the need to change from daily used managerial strategies to add more managerial expertise. The theory prioritizes employee physical and economical requirements over jobs satisfaction and social need. It is evident that, hiring new blood especially internationally plays a great role for management to achieve its intended goals.

### **2.3.2 Integrative Theory**

Bratton (2001), states that this model integrates the two main models of human resources strategy, one stressing on the strategy's underlying the principal of managerial control, the other focusing on the reward-effort exchange. Arguing that,

neither of the two approaches (control- and resource-based models). The control-based model states that different types of human resource strategies are based on the nature of strategic human resource management workplace control and more specifically on managerial behavior to direct and monitor employee role performance. According to this perspective, management structures and human resources strategies are instruments and techniques to control all aspects of work to secure a high level of labour productivity and a corresponding level of profitability. These bases on monitoring and controlling employee behavior as a basis for differencing variety human resource strategies that has its roots in the study of labour processes by industrial sociologists therefore stated nothing on issue of recruiting policy.

Further, Bratton describes the second approach that is resource-based in developing human resource recruitment policy there should be a draft in nature of the reward-effort exchange and, more specifically, the degree to which managers view their human resources as an asset as opposed to a variable cost. Superior performance through workers is underlined when advanced technology and other inanimate resources are readily available to competing firms. The sum of people's knowledge and expertise, and social relationships, has the potential to provide non-substitutable capabilities that serve as a source of competitive advantage, Cappelli & Singh, (1992).

The integrative theory attributes that the acquisition and organizations performance are obtained with the extent to which the human resource policies develop internal human capital as opposed to the external recruitment of human capital. In other words, organizations can lean more towards 'making' their workers (high investment in training) or more towards 'buying' their workers from the external labour market.

Locus of control is concerned with the degree to which HR strategy focuses on monitoring employees' compliance with process-based standards as opposed to developing a psychological contract that nurtures social relationships, encourages mutual trust and respect, and controls the focus on the outcomes themselves. The theory is useful to support this study as stresses for organizations to focus on investing to human resources. It argues that, having competent employees is an important factor when an organization is planning to perform better, therefore in this study the researcher intends to assess on the impact of geocentric recruitment to multination's companies.

## **2.4 Empirical Review**

### **2.4.1 Empirical Review Globally**

Tiwari, (2016) studied on managing human resource practice in international organizations, the case of India. The study was qualitative applied a descriptive design and the data was analyzed through content analysis. The study found that, in the era of globalization business organizations do not confine themselves in one country. In order to explore new markets and opportunities, companies expand their international operations. In managing subsidiaries across different countries, the approach to marketing, finance, operations, production and above all human resource management functions have to be tailored according to the local environment where the subsidiary has to operate.

In order to survive and grow in international markets organizations adapt their HRM practices for successful execution of strategies. The study recommended for the Multinational Companies to adopt the geocentric strategy as it is focuses on skills of

the employee and adopts human resource practices which are most effective and efficient irrespective of the nationality so as to recruit more qualified personnel's.

Fadhil & Harky, (2018) examined on the significance of recruitment and selection on organizational performance, the case of private owned companies in Iraq.

The study aimed to identify if the recruitment and selection process is adequate to increase organizational performance of the private sector in Erbil in best possible manner without waste of valuable time and effort. It adopted a survey design where data analyzed through SPSS. The study found that, recruitment and selection plays a vital role in organizational performance too organizations. But still, there is a great challenge in human resource planning and development thus making its policy quite difficult. The study recommended that, in any kind of recruitment, the management or consultants should maintain equality for all applicants, avoid nepotism, tribalism and favoritism when recruiting or selecting employees, selected applicants should be well informed about the policies of the job so as to enhance development.

Brewster, (2017) analyzed on critical influences of geocentric recruitment strategy in increasing Germany company's competition. The study adopted an explanatory design and non-probability sampling technique to collect useful data from operating MNCs. The study significantly explored if geocentric approach builds a company's strength from companies that do not apply it in recruitment practices. The study found that, Multinationals do not regard nationality as a competitive advantage or disadvantage. The employees are recruited from all over the world, so that the best people are recruited to handle the challenging tasks. The study recommended that, as MNCs in the maturity stage will face increasing global competition, they should have the ability



to have both an overall global strategy (integration) and a domestic competitive advantage in each subsidiary (differentiation), trying to balance both integration and local responsiveness at the same time. This may be achieved through the evolvement.

Mayrhofer, (2016) studied on HRM in multinational enterprises and comparative human resources management in Portugal. The study employed a case study design and where respondents were selected under probability sampling. The data that were collected were analyzed by the aid of Microsoft Excel. The study found that, in this decade of globalization, the MNCs are competing together to ensure that they are in line with market trend. This depends on how the management has invested to recruit new blood international so as to bring about changes especially in business operations. It was recommended that, the organizations should develop greater understanding on the global human resources markets so as to recruit more expatriate managers to make more managerial decisions that builds competitive advantage in the industry.

Conrad, (2017) analyzed on a new international recruitment trend in the systematic hiring of foreign fresh university graduates into Japanese multinational enterprises' (MNEs) operations in Japan. The study applied a survey design to collect data from HR manager's respondents who randomly selected for interview. The study revealed that, Japanese companies have so far largely relied on Japanese nationals, either employed in headquarters or delegated as expatriates to subsidiaries. A recent trend among Japanese MNEs has the potential to significantly change the status namely the active and systematic hiring of foreign fresh university graduates from universities in Japan and abroad into operations in Japan. The study recommended that, great care on the recruitment and reward systems are to be periodically reviewed before hiring

internationally so as to ensure the foreign employment guidelines for the external manpower are well adhered.

In London, Crawshaw, (2017) examined on the geocentric human resource management practice and international perspectives on organization productivity. The study adopted a descriptive design where respondents were selected randomly, the results from questionnaires revealed that the multinational enterprises think more globally in terms of its operations, recognizing that each part subsidiaries and headquarters makes a unique contribution with its unique competence. Nationality is ignored in favor of ability, and all the aspects of business are integrated into one. This strategic recruitment policy enables MNCs to develop an international executive team, drawing talent from wherever it is found. It was recommended that, in order the approach to succeed the management should limit both ethnocentric and polycentric approaches by providing pragmatism between the approaches.

Ayentimi, (2017) studied on multinationals human resources management policies and practices in France. The study examined on factors within a host-country that provide opportunities or impose constraints in the diffusion of best HRM practices from MNCs corporate headquarters to their subsidiaries. This research employed a multiple case-study approach involving MNC companies and key stakeholder institutions, utilizing mixed methods data collection techniques in-depth face-to-face interviews, field notes and document analysis.

The study obtained that, the constraints within the host-country educational and training arrangements, delays with the operation of the legal system, labour market

constraints, cultural barriers as well as economic instability and political influences are the factors limiting success of the MNCs. It was recommended for the MNCs first to study on host country's work ethic, cultural barriers, political institutional structures, vocational and technical skills formation and trade unions awareness, so that the recruited individuals will owe the ability to meet MNCs management strategic goals and objectives.

Bouyoucef & Chung, (2015) investigated on the geocentric strategy by the Chinese firm Haier in Africa and the Middle East and addresses strategic implications in Haier's successful entry strategies in these difficult regions. Further, explored some useful lessons for the MNCs willing to enter these markets. A case study approach was adopted where key informants were randomly selected and the data analyzed quantitatively. The study found that, integration of MNCs recruitment agencies has brought a change in escalating the regional management practices. The MNCs after clearly practicing geocentric recruitment policy, find itself winning the business competitive advantage due to having mixed skilled individuals. Hence, the study recommended that, for better performance, MNCs need to adopt this useful strategy in order to achieve more results.

Yazid *et al.*, (2019) reviewed on the implementation of modern geocentric in a dynamic datum, An overview of dynamic geocentric datum implemented in Malaysia, Australia, New Zealand, Uzbekistan, Israel and Brunei was summarized to support the future application. The study organized under the survey design where collected data was analyzed by SPSS. The results showed that, there are several alternatives towards the advancements of national geocentric datum such as updating a static datum

regularly and implementation of the semi-dynamic and dynamic geocentric data. The study recommended MNCs to assure that they invest in geocentric recruitment in regard of their capital/budget that reflects general productivity.

#### **2.4.2 Empirical Review in Africa**

Azungah, (2018) highlighted on strategic human resource management practices of western mines in Africa, case of Ghana. The finding adopted a descriptive design and quantitative approach to gather information, where analysis was done by the aid of Microsoft Excel. The study revealed that, when Western multinational enterprises seek to transfer their preferred strategic human resource management practices to their subsidiaries in Africa, they face numerous challenges including cultural and institutional features.

In Africa, parent country nationals (PCNs) prefer to standardize SHRM practices embedded in western values while host country nationals (HCNs) prefer to localize practices in accordance with African cultural and institutional specificities. The study recommended for the management to illustrate preferences for standardizing both local and those from host countries to generate best practices.

Human & Management, (n.d.) studied on globalizing human resource management in Africa, the case of Angola, the study focused on evaluating the hindrances associated with international recruitment. It adopted a case study design where the collected data was qualitative in nature. The study found that, staffing at the international level is becoming more professional in its approach, even if it is not “professionalizing.” It is a profession that is clear that its role is to work closely with the business, and to make

a direct contribution to the organization's targets. The study recommended that, due to significance of the international recruitment approach, the MNCs awareness is needed to build competitive strength.

Richard, *et al.*, (2017) on the study "South African MNCs' HRM Systems and Practices at the Subsidiary Level" aimed at investigating on the human resource management (HRM) systems and practices of multinational companies (MNCs) from developed countries, to see if there are serious gaps in understanding of emerging countries multinationals HRM practices and systems at both home and host countries. The study adopted a descriptive design and the data analyzed by content analysis. The study revealed that, with the exception of compensation and industrial relation practices, which are localized, Emerging Countries Multinational Companies (EMNCs) human resource management and practices are mainly transferred to subsidiaries with minimal adaptation to contextual realities. The study recommended that non-managerial employees have different perceptions and norms of HRM practices; hence regardless of the applicability of geocentric recruitment policy, local individuals should provide useful views so as to achieve the goals and objectives of the firm.

Ekwoaba, (2015) studied on the impact of recruitment and selection criteria on organizational performance in Lagos. The study employed a case study design and adopted simple random sampling technique to select 130 respondents who filed questionnaires. The findings revealed that recruitment and selection criteria have significant effect on organization's performance. The study highlighted that, recruitment and selection in any organization is a serious business as the success of

any organization or efficiency in service delivery depends on the quality of its workforce who was recruited into the organization through recruitment and selection exercises. The study recommended for that it is important for those responsible for making selection decisions to have adequate information upon which to base their decisions.

Ibeh, (2015) in Algeria adopted a qualitative analysis using in-depth interviews and observations to examine principal factors that contribute to successful geocentric policy in human resource management practices. The study was qualitative in nature where key informants chosen purposively and interviewed. The study revealed that, the only issue to consider when an MNCs preparing to recruit internationally, need to have possible and qualified consultants who are able to know best candidates who will bring about changes and improvements in the management, hence rising the attitude of competitive advantage and expansionism. The study recommended on the significances ensuring consultation aid before hiring out of the boundary or the company's experts to ensure prior study on market environment.

Muthamia, (2019) examined on the influence of strategic orientation on performance of Fin-Tech Companies in Kenya. The study objectives were to identify if ethnocentric orientation influence performance of Fin-Tech companies, to assess if geocentric orientation influence performance of Fin-Tech companies in Nairobi County. Cronbach's Alpha was used to find the dependability of the structured questionnaire. The study applied a descriptive research design while the study data analyzed using SPSS. The study found that, geocentric orientations do not influence performance of Fin-Tech firms. Then it was recommended that, the geocentric

orientation should be adopted as influences the performance of Fin-Tech companies. Onzodugo, (2018) studied on impact of globalization on human resources management in Africa, case of Nigeria.

Random sampling was adapted to select sample size of 385 personnel was determined from the total population of 13,446 of the selected 8 multinational firms from oil, banking and manufacturing sectors. Survey design method was used and data were collected using questionnaire and structured interview. The study obtained that, many Nigerian organizations have changed their HR policies as a result of global factors; most highly skilled staff have left Nigerian organizations in search of greener pastures overseas and most Nigerian organizations, within the sectors investigated have reviewed their income and compensation structure upward so as to retain their staff and cope with the scramble for few existing skilled personnel.

### **2.4.3 Local Empirical Review**

Mwasha, (2015) studied on an overview of online recruitment, the case of public and private sectors in Tanzania. It used a survey study design to collect qualitative data that analyzed by SPSS. The study revealed that, online recruitment in Tanzania is still at a low rate compared to developed countries which is accompanied by higher running and user costs, slow connectivity, power interruption, lack of enough and reliable internet infrastructure all over the country and lack of adequate ICT skills for job seekers. Different corporate websites and job boards show that the online recruitment is done but the actual recruited figure is not indicated, when exactly it is taking place and how beneficial when recruiting for an institution or company. The study recommended that, more effort is to be made to refine the companies and or

institutions to understand the benefits of using online recruitment in effectiveness and efficiency in recruitment processes.

Ahmed, (2017) conducted a study on the impact of foreign labour movement in Tanzania, a case of media industry. The study adopted a questionnaire, interview, observation and documentation to collect useful data. The study found out that the contributions of the foreign human resources in Tanzania's economy influences indigenous journalists to adopt the new technology brought by these foreigners and innovation as well. It was revealed that, foreigners are characterized by the hardworking spirit and creativeness toward their works. Hence it was recommended that exchange on employees has good impact to the development of Tanzania companies hence recruitment globally need to be provided priority.

Jersey, (2018) studied on the influence of international orientation on organizations performance, case of Tanzania manufacturing companies, the study adopted a case study design and questionnaire method to collect data that analyzed by Microsoft Excel software. The study found that, currently the local labour market is challenged by lack of responsible workers who are able to help a company to achieve its corporate strategy, rather than many of local employees are seeking for good compensation. Big companies that hire employees from foreign countries are doing better in the competitive environment. The study recommended that, the companies should more open the door for international professionals so that they will add the spirit of working morale to local employees, hence increasing organizations performance.



## **2.5 Research Gap**

However, geocentric recruitment policy in Multinational Companies has declared to be better especially when a company opt to expand its business strategies to international market boundary, likewise should recruit internationally so as to hire qualified and professional management personnel. This approach is successful only when the MNCs has own experts to run better the process or has hired experienced consultants to help the geocentric recruitment policy succeed.

The main target of any MNCs is that strategically wants to prosper in business competitive environment, unfortunately these targets may prove failure when an MNCs has mistaken even a single step in applying a geocentric recruitment, it may include running into higher cost due to expensiveness of foreign experts, weak connectivity with foreign market that can be associated with improper consultants, dependence in foreign management experts when they destruct all local management practices.

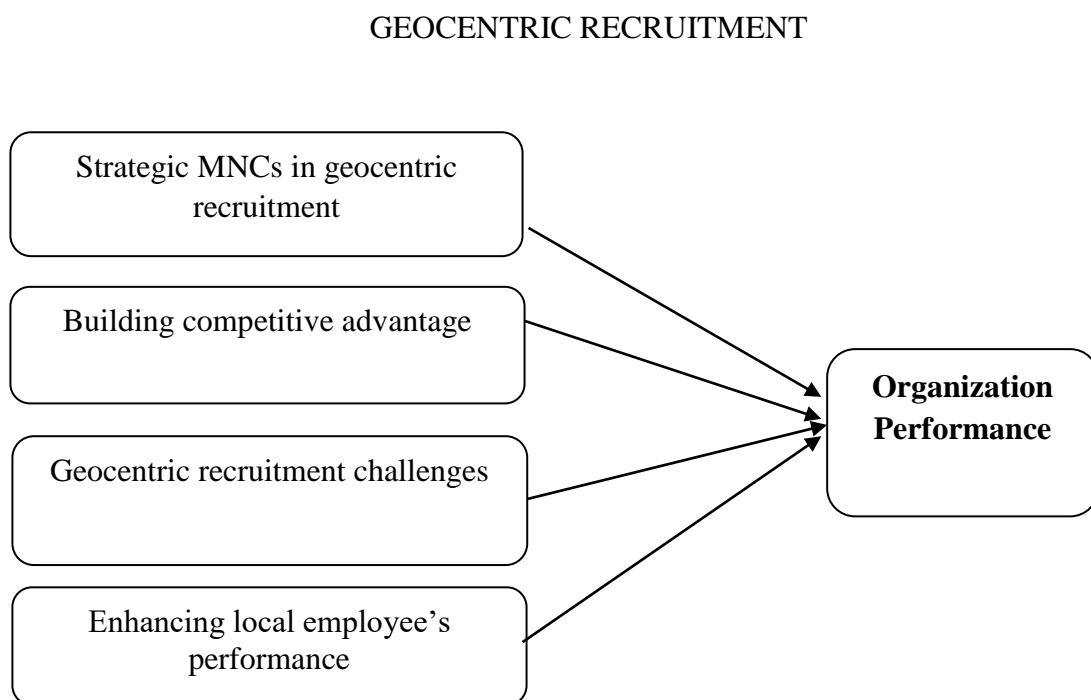
Other weakness may go around with limited in reliable internet infrastructure all over the country. Variety of corporate websites and job boards show that the geocentric recruitment is done but the actual recruited figure is unknown, when and where exactly it is adopted and how the MNCs when apply geocentric recruitment they increase management performance. Unfortunately, operating MNCs fails to remain competitive in the market regardless of hiring internationally, hence this study aims to identify on the impact of multinational companies using geocentric recruitment policy on organization performance in Tanzania.

## 2.6 Conceptual Framework

The conceptual framework (Figure 2.1) for the study developed by relying on the four specific objectives focuses on essential concepts on which data collection and analysis based on.

**Independent variable**

**Dependent variable**



**Figure 2.1: Conceptual Framework**

Source: Field Data, (2021)

## 2.7 Theoretical Framework

Geocentric recruitment in Multinational Companies is a strategic way of increasing organizations performance due to the factor that it allows mixing of blood internationally. In this study geocentric recruitment contains four independent variables including strategic MNCs in geocentric recruitment that focuses in obtaining competent and qualified employees depending on the organizations corporate

activities. Geocentric in building competitive advantage. It contains the geocentric recruitment challenges that may affect the organizations' performances positively or negatively if not adopted by adhering to geocentric recruitment. Further, the independent variable is about the benefits of geocentric recruitment that enhance local employees' performance. The dependent variables presenting the output of strategic management of the independent variables, means that geocentric recruitment positively affects organization performance of Multinational Companies.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Overview**

This chapter presents research methods and techniques that have been used in data collection and analysis. It comprises details about the research design, research techniques, research area, population, sample size and sampling techniques that have been used to select respondents and data collection techniques that were used to collect relevant information, data validity and reliability as well as data analysis of the study.

#### **3.2 Research Philosophy**

Journaljpri, (n.d.) argue that the research philosophy is a system of the researcher's thought following which new reliable knowledge about the research object is obtained. In other words, it is the basis of the research, which involves the choice of research strategy, formulation of the problem, data collection, processing, and analysis. In this study, the researcher was guided by the positivism research philosophy. This is due to the fact that Positivism research philosophy relates to the natural scientist and entails working with an observable social reality to produce generalizations.

This study promises to bridge unambiguous and accurate knowledge as originates in the works of Francis Bacon, Auguste Comte and the early twentieth-century group of philosophers and scientists known as the Vienna Circle with great focus on strictly scientific observer method designed to yield pure data and facts uninfluenced by human interpretation or bias. The positivism philosophy is applicable to this study as

the researcher intends to measure on how project risk management enhances value for money achievement at the end of the project.

### **3.3 Research Approach**

It emphasizes statistical and objective measurement, making numerical analysis of data that was collected by the use of questionnaires statements that was measured by use of likert-scale. Quantitative research design focuses much on measurement of numerical data accordingly to the presented filled information by the respondents. It allows researcher to ignore the doubtful information data according to the response to likert-scale information by respondents when filling the data. Mark (2016)

### **3.4 Research Design and Strategy**

This study adopted a case study design. The research design based on a case study design, whereby information and data were collected from the field and analyzed through words and tables. It allows collecting and describing the nature of the demographic segment Kothari (2004). This study based on quantitative technique to analyze research findings from respondents on project risk management for enhancing value for money in Tanzania. The study was characterized as a cross – sectional whereby, Kothari, (2004) argued that a cross – sectional is the survey method, which target to gather data from a relatively large number of cases at a particular time. In this study, the research data was recorded depending on the respondent's opinions about the study from the field.

#### **3.4.1 Area of the Study**

The study was conducted at Dangote Company Industry, the plant in Mtwara about 12 km from Mtwara town; it was commissioned in December 2015 and is the largest

cement factory in Tanzania. With about 500 million tons of limestone reserves, enough for 149 years, the plant is capable of producing large amounts of high-quality 32.5 and 42.5 grade cements to meet local market needs at competitive prices, as well as surrounding export markets by sea. With an estimated population of about 46 million, Tanzania's per-capita cement consumption of around 50kg per annum is well below the global average and low even for Africa.

Tanzania's economy expected to grow at an estimated 7.0% over the five years starting from 2015-2020, supported the manufacturing, mining and tourism sectors. The improving performance of the economy has fueled strong growth in cement demand and the prospects remain favorable, given the linear relationship between economic growth and cement consumption. The research area has adequate number of potential and actual populations who provided an adequate data and information to the researcher about the study, further it is a Multinational Company that is hiring internationally. Therefore, the area includes information rich case, presence of the phenomenon to be researched, accessibility to area and data as well as familiarity of area by the researcher and it meet the researcher's aim to identify on the impact of multinational companies using geocentric recruitment policy on organization performance in Tanzania.

### **3.4.2 Population of the Study**

Population refers to the entire group of people or item on which information is collected (Kothar, 2004). For the purpose of this study, the population was grouped into two categories which are; the company's top management who comprise a total of 100 in number; and minor employees comprising a total population of 2,000. Hence

the total population for the study comprised 2,100 personnel's who formed a sample which provided data concerning the study.

**Table 3.1: Population Description**

S/N	Population Group	Population Size
1	Management (Administrative)	100
2	Employees	2000
	<b>Total Population Size</b>	<b>2100</b>

Source: Researcher 2021

### 3.4.3 Sample Size and Sampling Techniques

#### 3.4.3.1 Sample Size

A sample is a set of respondents or unit selected from a larger population for the purposes of collecting information. Kothari (2006) defines sample as a collection of some parts of the population on the basis of which judgment is made small enough to suitable data collection and large enough to be a true representative of the population from which it had been selected. Sample size refers to a number of items to be selected from the universe to constitute a sample. A researcher used a total population size of 100 respondents who involved 30 respondents from management and the rest 70 respondents who were selected from minor employees of Dangote Company Industry, Mtwara region, Tanzania.

The researcher applied Slovin's formula to obtain sample from a targeted population. Let, "N" be the total population size, "n" be the sample size researcher needs to obtain from a total population and "e" be the allowed probability of committing an error in selecting a sample from a population will be (0.05). The sample size "n" will be obtained as follows Slovin's, formula (2003);

$n = N / (1 + Ne^2)$  is applied to get sample size for each respondents group.

$n = 2100 / (1+2100 \times 0.1^2) = 96 \sim$  Approximately 100 individuals

**Table 3.2: Sampling Frame**

S/N	Respondents	Sample size
1	Management	30
2	Employees	70
<b>Total sample size</b>		<b>100</b>

Source: Field Data, (2021)

### 3.4.3.2 Simple Random Sampling

Kothari (2006) argue that, it is a probability sampling whereby each member of the population has an equal chance of being selected to form a sample. This sampling technique was applied by the researcher as it gave each individual equal chance of being selected and it avoided biased response.

## 3.5 Methods of Data Collection

In order to enable researcher to attain research objectives to a sound level, both primary and secondary data was collected relating with this study. In order to know the views of respondents and how document say about the impact of multinational companies using geocentric recruitment policy on organization performance in Tanzania.

### 3.5.1 Primary Data

In primary data collection, original data was collected by a researcher from the respondents, using questionnaire method .A researcher used structured questionnaire as a tool of gathering relevant data and information from the study. Self-administered



questionnaires were used as research instrument to address issues of the impact of multinational companies using geocentric recruitment policy on organization performance in Tanzania. The questionnaire was structured in both open end and closes ended questions to be used as tools of data collection. The questions were in form of likert-type scale questions (close-ended questions) consisted series of statements that used to collect data from 83 actual respondents.

The statements comprising the 5-Lickert items expressed a belief, preference, judgment or opinion respondents agreed or disagreed with each statement. The response variety for each statement was a linear scale indicating the extent respondents agreed or disagreed with each statement i.e. 1 = Strongly Disagree, 2 = Disagree, 3 =Neither Agree nor Disagree, 4 = Agree and 5 = Strongly Agree. The 5 Likert-type items were combined into a single composite variable during analysis in order to provide a quantitative measure of characters. The results as per each specific research objectives of the study were presented.

The Researcher uses different Techniques to analyze the Data as follows:

The researcher uses descriptive statistics (frequency and percentage) to describe and analyze the demographic information's of the study. Secondly, the researcher uses descriptive statistics (mean and standard deviation) to describe the opinion of the respondents on different variables. Finally, the researcher uses Pearson's correlation to determine whether there is a relationship between the dependent and independent variables. Descriptive statistics of the level of agreement of the respondent's Perception towards different variables of the research was used by the researcher in discussing the specific objectives of this study.

## **3.5.2 Secondary Data**

### **3.5.2.1 Documentary Review**

This information was obtained from various sources, so the researcher used different documents in order to access accurate and reliable data. Documents utilize comprise of guidelines, directives, policies and regulations (regarding geocentric recruitment policy and MNCs performance), books and journals (as literatures) and information from Dangote Company Industry, various websites including Google Scholar, Science Direct and Research Gate in order to gather more information about the study. Lastly, all information that was observed by the researcher from the study area environment was included to present valid information by the researcher.

## **3.5.3 Tool to Use in Collecting Data**

### **3.5.3.1 Questionnaires**

In primary data Open ended questions and closes ended questions was used for selected respondents to answer both open-ended questions and close ended question. Questionnaire were administered to administrative team and employees of Dangote Company Industry and other individual associating with the Company for this research, a researcher provided the questionnaires to respondents and kept a while for answers.

## **3.6 Data Analysis**

The researcher used a descriptive statistics and regression analysis data to conduct analysis for the study. The findings from the descriptive part of this study were organized and presented in the form of words, numbers and percentages by using charts and tables where necessary and applicable. Finally, results of the four specific

research objectives were obtained through hypotheses descriptive statistics, which involved frequencies, means and standard deviation, through linear regression analysis and correlation analysis.

### **3.6.1 Variable and Measurement Procedures**

Sampling procedure was concerned with technique to be used to obtain a sample that is studied or to select items from the population. Combination of stratified, simple random sampling and purposeful of sampling techniques was applied to obtain the required sample size. The Characteristics of the studied population and access to information required by the researcher. In this case, most of the primary data collected involves administration team and employees, were a specific number of interviewees was stated. This assisted the researcher to be specific on how many of the interviewees in each category set were required.

## **3.7 Data Validity and Reliability**

### **3.7.1 Validity**

Kothari (1990) defined validity as the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. In other words, validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested. This was ensured throughout the research by basing the study on relevant literature and formulating methods of data collection that were used to collect the expected data.

The study based on construct validity type as intends to get appropriateness of inferences that based on the basis of observations or measurements that provided

exact result of the study. This means the measure should provide results similar to theoretical facts or results; the results should show correlations of data.

### **3.7.2 Reliability**

Reliability refers as the extent to which the data collection yields consistency result between two measures of the same thing Kothari (2009). This increased transparency of the research findings. Reliability in the quantitative research is used to check the consistency of patterns as developed by other scholars. The objective of formulating a reliable instrument was scores on similar items to be related on internal consistent so as to contribute unique information.

The structured questionnaire were applied to seek the information on the impact of multinational companies using geocentric recruitment policy on organization performance in Tanzania. It involved number of questions on a likert measurement scale-type of five scales that obtained the strongly agree, agree, neutral; disagree and strongly disagree. The reliability of the measurement scales was measured using a Cronbach's alpha. Kothari, (2006) argue that Cronbach's alpha should vary between 0 and 1, therefore the value must be more than 0.7 or higher for satisfactory analysis to proceed.

### **3.8 Ethical Considerations of the Study**

The researcher considered every requirement of research ethics to establish trust with the participants and to respect them independently, thus enabling them to make sound decisions to the data collection tools. Ethical measures were important in ensuring the validity and reliability of data collection. Other ethics were consider informant

consent, confidentiality, privacy, dissemination of results, by ensuring the information that was provided by respondents is used for research purpose only and the respondents have right to withdraw from the study partially or completely. This study took into consideration ethical rules according to the Open University regulations of conducting research/dissertation.

## CHAPTER FOUR

### ANALYSIS AND DISCUSSION

#### 4.1 Introduction

This chapter presented the research discussions through quantitative and qualitative data analysis. The chapter also oversees the distribution of questionnaires to sample sets of all the management and employees in Dangote Industry Company. Likewise, it deals with the presentations and discussions that revolved around the four specific objectives of the study.

#### 4.2 Descriptive Statistics of the Sample

The response rate depended on the availability and willingness of Dangote Industry management and employees to participate in the study by accepting to fill questionnaires that administered so as to provide valid information for the study. A sample of 100 respondents were selected for this study. Table 4.1 shows that, out of the total 100 questionnaires that administered by the researcher, only 83 questionnaires were responded which included 24 from management and 59 from employees i.e., dully filled and returned hence used in analysis representing a response rate of 83.0% which is fair and representative according to (Mugenda, 2003) stated that, a response rate of >50% is required for analysis and representation of data.

**Table 4.1: Distribution of Questionnaires**

Response rate	Responded		Not Responded	
	Frequency	Percentage	Frequency	Percentage
Management	24	28.90	6	0.20
Employees	59	71.08	11	15.7

Source: Field Data, (2021)

### 4.3 Reliability Test

For the reliability test of the data Cronbach's alpha was calculated using SPSS and the result is presented in the Table 4.2. The alpha values for all constructs in the study are greater than the required value of Reliability test of 0.70, so it can be concluded that the measurements can be applied for analyses with acceptable reliability.

**Table 4.2: Reliability Test**

Variables	Cronbach's Alpha	N of Items
Strategic MNCs in geocentric recruitment	0.897	7
Building competitive advantage	0.974	7
Geocentric recruitment challenges	0.987	8
Enhancing local employee's performance	0.984	8

Source: Field Data, (2021)

### 4.4 Background Information of the Respondents

**Table 4.3: Background Information of the Respondents**

Demographic Information		Frequency	Percentage
SEX	Males	54	65
	Females	29	35
	<b>Total</b>	<b>83</b>	<b>100.0</b>
AGE (Years)	18 – 25	16	19.3
	26 – 45	43	51.8
	46 -55	19	22.9
	56 and above	5	25.5
	<b>Total</b>	<b>83</b>	<b>100.0</b>
EDUCATION	Secondary	20	24.1
	Certificate /Diploma	31	37.5
	Bachelor Degree	18	21.6
	Master's Degree	11	13.3
	PhD	03	3.5
	<b>Total</b>	<b>83</b>	<b>100.0</b>
Work Experience	1-5	22	26.5
	5-15	51	61.5
	Over 15	10	12.5
	<b>Total</b>	<b>83</b>	<b>100.0</b>

Source: Field Data, (2021)

The demographic of this study included gender, level of education and work experience of respondents. It included age, marital status, gender, and experience of employees. Other information includes education level and total number of employees and their current position within the organization. The demographic information used in making generalizations about the total of respondents used in this study.

#### **4.4.1 Age of Respondents**

In this study, age of the respondents was considered to be important in assessing the impact of multinational companies using geocentric recruitment policy on organization performance in Tanzania. Table 4.3 above shows that respondents with age between 18-25 years were 19.3%, respondents with age between 26 - 45 years were 51.8%, and 46 – 55 years were 22.9% and above 55 years were 25.5%.

The findings show that majority of the respondents at Dangote organization in Tanzania were aged between 25-50 years, from this study the findings implies that different organizations are composed by matured staff who likely to have sufficient experience in executing their daily duties and are believed to be more energetic, talented, ambitious and assertive.

#### **4.4.2 Gender of the Respondents**

The study involved gender distribution of respondents in order to answer the questionnaires provided as shown on the table 4.3. Table 4.3 shows the second demographic factor considered in this study was gender of the respondents. This was done with an objective to find the differences in number of males and females working in Dangote Industry who participated in this study. The result shows that,



female respondents were 35% and male respondents were 65%, hence the greater number of respondents were males than females.

#### **4.4.3 Education Level of the Respondents**

The information about respondent's education level who are working in Dangote Industry organization are presented in table 4.3. The level of education of respondents was an important factor for the study to see if it is helping respondents to use their professional qualification to perform well in daily organizations activity. The study revealed that majority of respondents 37.5% were holding certificates and Diploma Education followed by 21.6% who secondary education and below. 21.6% of respondents were holders of Bachelor Degree.

Therefore, 13.3% holders of Master's Degree and the least group of 3.5% were holders of PHD. The level of education to each group shows that majority of respondents were educated and having different professionals, that gives the company an influence in influence in different productive activities.

#### **4.4.4 Work Experience of Respondents**

The information about work experience of the respondents in Dangote working organization which were survey in Tanzania are presented in table 3.3 above. The results show that, majority, 61.5% have working experience for the period of about 5 to 15 years, 26.5% have working experience for period about 1 to 5 years while 12.0% have working experience for the period of over 15 years. From these findings, majority of respondents have been working experience for the period of about 5 to 15 years. The findings show that Dangote Industry have well-staffed with enough

experienced employees, therefore the staff have enough knowledge and skills in performing their daily activities.

#### **4.5 Specific Objectives**

##### **4.5.1 Effect of Strategic MNCs in Geocentric Recruitment on Organizational Performance**

This section of the questionnaire tested the Effect of Strategic MNCs in geocentric recruitment on organizational performance. A series of seven statements were presented to respondents and respondents were asked to rate their level of agreement with each statement. Table 4.4 indicates the mean and standard deviation for each item. From the data results in table 4.4 each statement among the seven explains the effect of Strategic MNCs in geocentric recruitment on organizational performance. Respondents agreed that geocentric recruitment is helpful in accessing best lab our market by the mean of 4.01, respondents argue that it encourages headquarters and subsidiaries cooperation's by mean of 3.95.

Likewise, respondents of mean 3.94 indicate that strategic MNCs in geocentric recruitment on organizational performance introduce the use of few qualified workforce. Professional employee's helps in organizational performance indicated with the mean of 3.69 while hiring consultants helps in getting best employees with the mean of 3.55. However, respondents with mean of 3.54 and 3.01 agreed that strategic MNCs in geocentric recruitment Improves local management strategies by global strategies and allows application of local management practices respectively.

The findings reveal that, when a MNC are effective on adoption of geocentric recruitment strategy it is able to shape her employees to be marketable, as they have

improved working competency. It is helpful in coordinating the headquarters and its branches due to having professional employees, who are obtained under high consultation from qualified recruiting consultants. The strategy allows replacing all local management strategies with more improved international management techniques. It was found that it is more evident for the MNCs using geocentric recruitment strategies to succeed more than those, which are recruiting locally. The strategy introduces new managerial techniques, which are useful in strengthening managerial practices hence leading to organizational performance

**Table 4.4: Effect of Strategic MNCs in Geocentric Recruitment on Organizational Performance**

S/N		N	Min	Max	Mean	Std. Deviation
1	Is helpful in accessing best labour market	83	1	5	4.01	1.264
2	Encourages headquarters and subsidiaries cooperation's	83	1	5	3.95	1.229
3	Introduces the use of few qualified workforce	83	1	5	3.94	1.213
4	Professional employees helps in organizational performance	83	1	5	3.69	1.489
5	Hiring consultants helps in getting best employees	83	1	5	3.55	1.290
6	Improves local management strategies by global strategies	83	1	5	3.54	1.425
7	Allows application of local management practices	83	1	5	3.01	1.619

Source: Researcher, 2021

#### **4.5.2 Effect of Building Competitive Advantage on Organizational Performance**

This statement aims to find out the Effect of building competitive advantage on organizational performance. A series of seven statements were presented to respondents and respondents were asked to rate their level of agreement with each statement. Table 4.5 indicates the mean and standard deviation for each item.

Research findings indicates that building competitive advantage on organizational performance helps in hiring mixed blood, help in business integration its cost is effectiveness and it helps to promotes the best employees.

Regardless of origin country, majority of respondents agreed with these statements with means of 3.58, 3.37 and 3.37, 3.37 and with mean standard deviation of 1.354, 1.512, 1.341 and 1.454 respectively. However, less supervision is required for business operations and tends to target more to meet company's goals and objectives when multinational companies use competitive geocentric recruitment as indicated by mean response of means of 2.59. Likewise respondents indicated that building a competitive advantage on organization will upgrades local managerial strategies to global and having more performance mean response of 3.75 agreed with it.

The finding reveals that, competitive advantage is more built under the introduction of geocentric recruitment in MNCs than other recruiting strategies, this is due to the fact that, the strategy allows mixing of bloods from variety location of the world. The mixed blood are able to think more on how to integrate more the business to the market in a way that is cost effectiveness, this requires managing risks of the business. Under management of employees who obtained internationally, less supervision is required due to the fact that they have good coordination in planning and implementing business operations. The success of working together in improved ways is helpful in meeting company's goals and objectives. The strategy regardless of difference in employee's origin boundaries, all employees are promoted equally depending from their working performance. Therefore, it is evident that the applicability of geocentric recruitment is fruitful in encouraging organizations

performance due to increasing competitive advantage of the company from competitors.

**Table 4.5: Effect of building Competitive Advantage on Organizational Performance**

S/N		N	Min	Max	Mean	Std Deviation
1.	It help in hiring mixed blood	83	1	5	3.58	1.354
2.	It help in Business integration	83	1	5	3.37	1.512
3.	Its Cost is effectiveness	83	1	5	3.37	1.341
4.	Less supervision is required for business operations	83	1	5	3.69	1.136
5.	It tends to target more to meet company's goals and objectives	83	1	5	2.59	1.316
6.	It help to promotes the best employees regardless of origin country	83	1	5	3.37	1.454
7.	Upgrades local managerial strategies to global	83	1	5	3.75	1.351

Source: Field Data, (2021)

#### **4.5.3 Effect of Geocentric Recruitment Challenges on Organizational Performance**

The third specific objective of this study was to determine the effect of geocentric recruitment challenges on organizational performance. For the purpose of this study, the objective grouped into eight factors in which the findings are presented in Table 4.6 which shows that respondents were required to show how organizations performance is affected by geocentric recruitment challenges. Majority agreed that there are differences in cultural/business environments and that this type of recruitment process requires consultation costs. This is observed by the mean of 3.69, 3.59 and showing a deviation of 1.352 and 1.423 respectively. Likewise, the response

of mean of 3.51 agreed that it is discouraging local management strategies and the recruiting process has long time for completion but showing the deviations of 1.468 and 1.557.

Despite of majority of respondents to agree with the statements above minority disagreed by indicating the statements that geocentric recruitment causes unemployment to local experts, difficult to link local and foreign management, difficult to hire competent personnel's and spread of some diseases like Covid 19 with the mean responses of 3.24, 2.76, 2.69, and 2.42 respectively. The findings implies that, difference in cultural difference of business environment at the same it may be an opportunity or a challenge, when employees are obtained considering their professional, it is evident that they can work in any environment. The strategy limits local employee's employment opportunity, but they are mixed to balance manpower.

Further the study revealed that, if geocentric strategies are not adhered effectively, it is more difficult to hire competent employees, hence consultation is required. It was revealed that local and foreign management strategies are able to be linked as all employees was obtained in accordance. The local management strategies may be focused for local integration; hence geocentric recruitment increases new managerial capabilities. In any managerial activity, costs are to be incurred so as to make changes hence incurring costs is inevitable. It is true that the strategy take long time to complete but it is very fruitful after obtaining good employees who are able to uplift the company. Precautions are required for ensuring that, during recruitment process, all individuals are physical checked so as to reduce spread of pandemic diseases.

**Table 4.6: Effect of Geocentric Recruitment Challenges on Organizational Performance**

S/N		N	Min	Max	Mean	Std Deviation
1.	Differences in cultural/business environments	83	1	5	3.69	1.352
2.	Geocentric recruitment causes unemployment to local experts	83	1	5	3.24	1.679
3.	It is difficult to hire competent personnel's	83	1	5	2.69	1.464
4.	Difficult to link local and foreign management	83	1	5	2.76	1.543
5.	Discouraging local management strategies	83	1	5	3.51	1.468
6.	Recruitment process requires consultation costs	83	1	5	3.59	1.423
7.	Long time for completion recruiting process	83	1	5	3.51	1.557
8.	Spread of some diseased like Covid 19	83	1	5	2.42	1.483

Source: Field Data, (2021)

#### **4.5.4 Effect of enhancing Local Employee's Commitment on Organizational Performance**

The fourth objective aimed to determine effect of enhancing local employee's commitment on organizational performance. For the goal of this objective a series of eight statements were presented to respondents and respondents were asked to rate their level of agreement with each statement. Table 4.7 indicates the mean and standard deviation for each item. Also Table 4.7 shows that respondents were required to show effect of enhancing local employee's performance on organizational commitment. Majority agreed that it creates innovation strategy, that local employees gains working morale. This was observed by the mean values of 3.60 and 3.57 respectively. Likewise respondents of mean value 3.57 agreed that it created fear to loose job hence increases working performance, there will be easy customer service

improvement when dealing with local employees as agreed by be respondents by mean value of 3.54.

Moreover, mean response of 3.52 agreed with the statements that few chances of being promoted increases awareness and less training is required are the effects of enhancing local employee’s performance on organizational commitment but showing the mean deviations of 1.263 and 1.347 respectively. Despite, majority of respondents to agree with the above statements few respondents disagreed that there is no adoption of new managerial skills and that local employees are not marketable by mean values of 1.480 and 1.489 respectively.

**Table 4.7: Effect of Enhancing Local Employee’s Commitment on Organizational Performance**

S/N		N	Min	Max	Mean	Std Deviation
1.	Local employees becomes marketable	83	1	5	2.69	1.489
2.	Adopting new managerial skills	83	1	5	3.39	1.480
3.	Less training is required	83	1	5	3.52	1.347
4.	Few chances of being promoted increases awareness	83	1	5	3.52	1.263
5.	Customer service improvement	83	1	5	3.54	1.476
6.	Fear to loose job increases working performance	83	1	5	3.57	1.390
7.	Local employees gains working morale	83	1	5	3.59	1.415
8.	Creates innovation strategy	83	1	5	3.60	1.489

Source: Researcher, 2021

The study found that, employee’s commitment has great role in encouraging organizational performance, when employees are marketable means that they are working better for their companies. When an employee is working to MNCs using geocentric recruitment adopts new managerial skills, this is due to applicability of



on-job training. Due to the strategy increases competition among employees, they increase awareness so to perform than other; hence at the same time customer service management is improved. Further it was revealed that, under this strategy employee's gain working morale hence they are able to innovate new managerial competences then improving organization performance

#### **4.6 Scale for Organization Performance**

The researcher assessed on the scale for the organization performance by identifying on how geocentric policy are managed to assess organization performance within Dangote company industry. The researcher identified key factors for economic performance, which includes financial and market outcomes, which assess the profits, sales, return on investment for shareholders, and other financial metrics. Also the researcher based on operational performance by focusing on the observable indices like customer satisfaction and loyalty, the firm's social capital, and competitive edge derived from capabilities and resources. The following table below presents the means and standard deviation basing on the questionnaire results from the management section.

Table 4.11 indicates that Dangote industry has a good performance in all operational sectors, and economic status. This have been justified as company's financial statements reports are prepared and well useful for measuring organization performance and good quality of standards reports from quality assurer (TBS and ISO) which indicated mean value of 4.46 but showing the mean deviation of 0.932 and 0.977 respectively.

Likewise, respondents agreed that there is increase in demand and supply, strong cooperate image with the mean values of 4.25 and 4.12 respectively. However, the company shows good performance by having modification in managerial and operational procedures, clean organizations audit report as respondents of mean 3.96 and 3.88 supported these evidences. Lastly for the company performance there should be measuring customer's appreciation and satisfaction (Retaining customers) and there should be Expansion in size of the firm (Plants). These have been supported by respondents of mean values of 3.58 and 3.38 respectively.

**Table 4.8: Scale for Organization Performance**

S/N		N	Min	Max	Mean	Std Deviation
1.	Company's financial statements reports are well useful for measuring organization performance	24	1	5	4.46	.932
2.	Good quality and standards reports from quality assurer (TBS and ISO)	24	1	5	4.46	.977
3.	Increasing in demand and supply	24	1	5	4.25	1.260
4.	Strong corporate image	24	1	5	4.12	1.154
5.	Modification in managerial and operational procedures	24	1	5	3.96	1.122
6.	Clean organizations audit report	24	1	5	3.88	1.191
7.	Measuring customers appreciation and satisfaction (Retaining customers)	24	1	5	3.58	1.316
8.	Expansion in size of the firm (Plants)	24	1	5	3.38	1.279

Source: Field Data, (2021)

#### **4.7 Regression Analysis for the Study Variables**

Multiple regression analysis was conducted to assess the impact of multinational companies using geocentric recruitment policy on organization performance in

Tanzania In this analysis, four objectives were analyzed. Regression analysis was employed after the study met the regression assumptions. The significance level of 0.05 with 95% confidence interval was used. The regression model presents how much of the variance in the organization performance is explained by the different factors.

The predictor variables i.e. strategic MNCS in geocentric recruitment, building competitive advantage, geocentric recruitment challenges, enhancing local employee's performance, have accounted an influence of 87.9 % of adjusted R square which indicates 87.9 organization performance in Tanzania was explained by the variation of the four predictor variables whereas the remaining 12.1% are explained by other variable of this model.

**Table 4.9: Regression Analysis for the Study Variables**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	F	Sig
1	.940 <sup>a</sup>	.884	.879	.396	.761	149.317	.000 <sup>a</sup>

Source: Field Data, (2021)

- a. Predictors: (Constant), strategic MNCS in geocentric recruitment, building competitive advantage, geocentric recruitment challenges, enhancing local employee's performance,
- b. Dependent: Organization performance

The ANOVA values tell us whether the overall model results in a significantly good degree of the prediction of the outcome variable (Field, 2020). The proposed model was adequate as the p-value is less < 0.05 i.e. 0.000 (Table 4.8). This indicates that the overall model was statistically showed significant relationship of multinational

companies using geocentric recruitment policy and organization performance in Tanzania.

**Table 4.10: Coefficients of Organization Performance in Tanzania**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.935	.403		4.798	.000		
Strategic MNCs in geocentric recruitment	-.173	.061	-.196	-2.827	.006	.308	3.247
Building competitive advantage	.651	.140	.775	4.664	.000	.054	18.664
Geocentric recruitment challenges	.292	.133	.348	2.199	.031	.059	16.866
Enhancing local employee's performance	-.307	.066	-.400	-4.648	.000	.200	5.011

Source: Researcher, 2021

According to coefficient table, constant value is 1.935 saying that when strategic MNCs in geocentric recruitment, building competitive advantage, geocentric recruitment challenges and enhancing local employee's performance are zero, still organization performance in Tanzania has a value of 1.935 in statistical terms.

#### **4.8 Correlation Analysis: Relationship between the Study Variables**

In this study Pearson's correlation coefficient was used to determine whether there is significant relationship work family conflict that can be affected by the burnout,

which affects the employee's happiness in Tanzania. The following section presents the results of correlation on the relationship between independent variables and dependent variable.

**Table 4.11: Relationship between the Study Variables**

	Mean	Std Deviation	Organization performance Pearson Correlation
Strategic MNCs in geocentric recruitment	3.55	1.290	.795
Building competitive advantage	3.58	1.354	.682
Geocentric recruitment challenges	3.69	1.352	.896
Enhancing local employee's performance	3.39	1.480	.740

Source: Field Data, (2021)

\*\*. Correlation is significant at the 0.01 level (2-tailed) and N= 83

Table 5.9 indicates that the correlation coefficients for the relationships between independent variables (strategic MNCs in geocentric recruitment, building competitive advantage, geocentric recruitment challenges and enhancing local employee's performance) and its dependent variable (Organization performance) are linear and positive ranging from weak, moderate to strong correlation coefficients.

From the correlation results, it was found that relationship between strategic MNCs in geocentric recruitment, has a significant effect towards organization performance in Tanzania ( $r = .795$ ,  $\alpha = 0.01$ ) this shows that there is a strong positive correlation. Also, building competitive advantage had a significant effects on the organization performance in Tanzania by showing a strong moderate relationship by ( $r = 0.682$ ,  $\alpha = 0.01$ ). However, geocentric recruitment challenges shows a strong relationship with organization performance by ( $r = 0.896$ ,  $\alpha = 0.01$ ) and finally there exists a strong

relationship ( $r = 0.740$ ,  $\alpha = 0.01$ ) between enhancing local employee's performance and the performance of organizations in Tanzania.

Although we cannot make direct conclusions about causality from a correlation, we can take the correlation coefficient a step further by squaring it. The correlation coefficient squared (known as the coefficient of determination,  $r^2$ ) is a measure of the amount of variability in one variable that is shared by the other. Therefore, based on the correlation coefficients result obtained from the table strategic MNCs in geocentric recruitment accounts 63.2%, building competitive advantage accounts 46.5%, and geocentric recruitment challenges accounts 80.2% and enhancing local employee's performance 54.8% which affects the organization performance in Tanzania.

## **4.9 Discussion of the Findings**

### **4.9.1 Effect of Strategic MNCs in Geocentric Recruitment on Organizational Performance**

In this study the researcher found that there is significant relationship that strategic MNCs results to organizational performance, this is due to the fact that the strategy allows recruiting globally hence mixing of personnel's blood. The study argue with Lakshman, (2015) who found that Multinational Companies benefit more from using geocentric recruitment as the strategy comes with revolutions in management practices. It is based on making simple integrations in ensuring that the prior managerial practices are reviewed for improvements. The finding differ from Tiwari, (2013) who highlighted that, Multination's Companies using geocentric recruitment

are prone to variety of risks including running into high costs and destructing the organizations' managerial competency, hence loosing competitive advantage.

Ekwoaba, *et al.*, (2015) who found that the application of geocentric recruitment in Multinational Companies goes together with strategic review in order to know where to start for in making changes. The company's' financial reports addressing productivity, showing financial reports, measuring organization performance and conducting researches on community's awareness on the products offered by the company. This stage is very difficult to conduct but changes are received after all these important strategies have been taken into place. What is needed is high transparency from all personnel's who are required to offer useful information's.

#### **4.9.2 Effect of Building Competitive Advantage on Organizational Performance**

This study found that, geocentric recruitment has positive impact to organization performance as it builds competitive advantage from other companies that does not adopted this recruitment strategy. The study address that for any Multinational company to reach its planned strategies has to focus more on mixing human resources blood. The study found that, after introduction of geocentric recruitment strategy into practice helps to increase productivity, efficiency and quality of the production.

The study is in line with Business, (2014) who addressed that geocentric recruitment describes a company as a powerful for achieving recruiting internationally. Mixed personnel's performed better due to the factor that they are coming from different world boundaries. The study is against with Isiaka *et al.*, (2016) who argue that geocentric recruitment sometimes reduces competitive advantage due to the factor

that, shifting management strategies requires high budget. Hence the strategy should base with core corporate advantages of the company, some of the companies do not require high managerial skills. Onodugo, (2012) found that high investment in geocentric recruitment has positive impact to an organization performance by boosting its competitive advantage to the highest level. The study highlighted that, failure to make strategic decision on applying geocentric recruitment sometimes may not hurt an organization, it depends on the level of technology and type of production that is implemented.

#### **4.9.3 Effect of Geocentric Recruitment Challenges on Organizational Performance**

The study argue with Geolf, (2005) who argue that geocentric recruitment plays an important role in ensuring that Multinational Companies adopt it so as to ensure that there are better results, hence the organization prepares strategically the methods of reducing all associated risks that may interrupt the process. Further, Jenkins, (2006) revealed that the use of geocentric recruitment misleads the managerial competency hence taking long time to recover. Hence the transitional period should be long to achieve intended results, in that period and organization may perform poorly.

Conrad, (2017) found that if a Multinational company will not assure itself on who are going to recruit internationally, it may face difficult to obtain competent human resources. It was found that, an organization may benefit from geocentric recruitment strategy where it already have a competent team to recruit internationally. Roy, (2019) concluded that, a Multinational company may perform better than employing geocentric recruitment if there is periodic trainings and promotion of human



resources, the company is on high opportunity to perform better without investing by high cost.

#### **4.9.4 Effect of Enhancing Local Employee's Performance on Organizational Commitment**

Brewster, (2017) found that the adoption of geocentric recruitment in Multination Companies lays a vital role in assisting to train and develop local employees. A person working with a company that has recruited internationally, he/she increases in value as he/she is able to be employed with other companies. Under the MNCs geocentric recruitment strategies, all poor managerial practices are removed and replaced with new managerial operations, a factor that increases employee's satisfaction level. The employees are compelled to look in the direction of the unions for their welfare in terms of financial and occupational concerns.

Richard, (2017) found that when a Multinational company adopt geocentric recruitment in hiring competent employees from different geographical location, has great contribution on improving the performance of local employees, this is due to the fact that they becomes able to learn new things under what called on-job training. Mostly the home employed human resources to a company hiring internationally have great advantage by increasing new managerial and operational skills a factor preparing them to be marketable to other companies.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary, conclusion from the study; and recommendations based on the research findings and makes suggestions for further studies.

#### **5.2 Summary of the Major Findings**

The first objective of this study was to determine the effect of Strategic MNCs in geocentric recruitment on organizational performance. The findings indicated that investing in strategic company's geocentric recruitment is more significant in enhancing organizational performance. The study reveal that, geocentric recruitment policy targets at mixing new international blood who have spirit of hardworking, and inorder to have profession one has to establish good cooperation between headquarter and subsidiary so that to assist in hiring the few manpower who are competent through using consultant so that to strengthening human resources so as to cope up with new management techniques. Also it provides a room to local strategic to be approved and applicable in practice at International level/ global wise.

This study also determined the effect of building competitive advantage on organizational performance. Through multination's geocentric recruitment strategy, the company produces more product with high quality hence gaining the competitive advantage in the market. The strategy has great impact on promoting local employees as they gain more managerial techniques and experience. The study further revealed that, the companies managed by employees obtained internationally it is branding more the products to the society.

Further, the study determined the effect of geocentric recruitment challenges on organizational performance. The study revealed that, the geocentric recruitment sometimes has challenges to the organizations performance. This occurs due to differences in cultural/business environments, causing unemployment to local experts the factors leading to disturbing local management strategies. The study revealed that the strategy is difficult to get best employees.

The findings indicated that the effect of enhancing local employee's commitment on organizational performance, this is due to the fact that, local employees becomes marketable, they adopt new managerial skills, under geocentric recruitment less training is required, customer service improvement; and fear to loose job increases working performance. At the same time, workers through learning new things they gain more working morale, hence innovative things becomes inevitable. Hence the study shows clearly that geocentric recruitment is of paramount function to the company's prosperity if it will be adhered.

### **5.3 Conclusion**

Due to the fact that, geocentric recruitment is of paramount function to the development and organizational performance of the company, the study revealed that, big companies and small companies where necessary has to adopt geocentric recruitment. It is advised to ensure those professional hiring teams are needed to assure that obtained employees are competent to uplift the company's performance. Organizational performance goes together with competitive advantage that have been confirmed by quality service provision to the market place. Local employees becomes able to acquire more new knowledge and operational experience, hence increases

working capability at work. The study further revealed that, recruiting internationally plays more important function in building public image, hence still needed to variety of companies where the strategy have not adopted.

#### **5.4 Study Recommendations**

First and foremost, the study found out that geocentric recruitment in multinational companies, plays important roles on enhancing organization performance. This is due to that, recruiting by geocentric strategy is helpful in strengthening operational management by assuring the company that all the intended strategies are achieved as it was prior planned or it exceeds the intended outcomes.

Therefore, the study recommends that for the organizations implementing or are in plan to use geocentric policy in recruitment should take into considerations that, hiring professional experts to help in obtaining best employees is inevitable. This is due to the fact that, geocentric recruitment if mistaken may result into increasing operational cost. The study recommends for Multinational companies assure that they have qualified recruitment committee that is able to ensure that, all recruited human resources are competent for the benefit of an organization.

It is remembered that, if the management does not think on using geocentric recruitment, it is undermining itself from gaining competitive advantage. This assures that, under strategic geocentric recruitment the service quality is improved due to availability of competent employees who are able to uplift the business. Due to having competent employees, the management becomes able to plan strategically on what areas there is the need for improvement and discover more action plans to uplift the

organization performance, hence its results creates inevitability for organization performance.

Due to the fact that, geocentric recruitment is useful to improve local employees' performance, the study found that is better for the Multinational companies to proceed investing on that strategy so as to become more powerful and achieve its corporate strategies. Under geocentric recruitment there is continuous on-job trainings that is more significant on increasing home employee's knowledge and skills towards various measures to make the company perform better. After this strategy, the organization will be able to promote her or his employees as it will be able to obtain enough capital.

### **5.5 Suggestions for Further Studies**

Due to the factor that, this study was limited to one geographical location Dangote Company Industry, the conclusion that reached the study may not be generalized for all Multinational companies using geocentric recruitment in hiring. Further, the study population and sample size used for this study may not be enough to provide best generalized conclusion for all companies using geocentric recruitment strategy. Also the time frame of one monthly used to collect data from the Dangote Company Industry was not much sufficient to reach a large number of employees so that to provide the best generalize conclusion for all employee who were recruited through geocentric policy.

Therefore, other studies should be conducted including more population from variety geographical areas taking a large population and sample size and time frame must be

longer so as to meet general conclusion of the study. Further, this will encourage other researchers to come up with more valid results that will open the door of changes especially where the organizations and companies was failing to adopt geocentric recruitment strategies.

### **5.6 Contribution of this Study**

The study is more significant to Multinational companies and other growing companies as its adds more advantages of using geocentric recruitment strategy and what considerations to be followed for it to succeed. The study directly shows its benefits, achieved results and highlights its weakness, hence provides a knowledge gap for further studies.

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## APPENDICES

### Appendix I: Questionnaires

*[Dangote Company Industry Management Team and Employees].*

My name is **Adelina Adolph** pursuing Master's Degree of Human Resource Management. The aim of this questionnaire is to gather data required for the purpose of research study entitled "**The Impact of Multinational Companies Using Geocentric Recruitment Policy On Organization Performance in Tanzania: The Case Study of the Case of Dangote Company Industry**" which is part of requirement for the award of of Master's Degree of Human Resource Management of the Open University of Tanzania, The Faculty of Business Management. The data you provide will assist the researcher on studying the introduced topic. The information given will be treated with high confidentiality. Please fill this questionnaire according to the instructions.

#### **PART A: DEMOGRAPHIC INFORMATION**

*(Please tick one box for each of the questions 1-6)*

1. Sex (i) Male [  ] (ii) Female [  ]

2. Please indicate your age category

{i} 18-25 years [  ] {ii} 26-45 years [  ] {iii} 46- 55 years [  ]

{iv} 56 – above ages

3. What is the highest educational level that you have attained?

{i} Secondary education [  ] {ii} Certificate/Diploma [  ]

{iii}. Bachelor's degree [  ] { iv} Masters {  } {v} PHD {  }

4. What is your Nationality ?

- (i) Tanzania { }      (ii) Nigerian { }      (iii) Indian { }  
(iv) China { }      (v) Zambian { }      (vi) South Africa { }

5. How long have you been working with your organization/company?

- (i) 1- 5 { }      (ii) 5-10 years [ ]      (iii) Above 15 years [ ]

6. Indicate your category among these;

- i) Management team { }  
ii) Normal Employee [ ]

What is your current position in the organization/company?.....

## **SECTION B: Likert scale options representation**

**1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree**

### **I. Strategic MNCs in geocentric recruitment influences organizational performance.**

[Please put a tick [√] in the box that corresponds most closely to how much you agree with each statement. There is no right or wrong answer (I am just interested in your opinion)].

	<b>Opinions</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Hiring consultants helps in getting best employees					
2	Professional employees helps in organizational performance					
3	Is helpful in accessing best labour market					
4	Allows application of local management practices					
5	Introduces the use of few qualified workforce					
6	Encourages headquarters and subsidiaries cooperation's					
7	Improves local management strategies by global strategies					

**II. The effects of geocentric recruitment in building competitive advantage and organizational performance.**

[Please put a tick [√] in the box that corresponds most closely to how much you agree with each statement. There is no right or wrong answer (I am just interested in your opinion)].

	<b>Opinions</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Hiring mixed blood					
2	Business integration					
3	Cost effectiveness					
4	Less supervision is required for business operations					
5	They target more to meet company's goals and objectives					
6	Reduce labour dependence rate from foreign experts					
7	Promotes the best employees regardless of origin country					
8	Upgrades local managerial strategies to global					

**III. Geocentric recruitment challenges organizational performance.**

[Please put a tick [√] in the box that corresponds most closely to how much you agree with each statement. There is no right or wrong answer (I am just interested in your opinion)].

	<b>Opinions</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Differences in cultural/business environments					
2	Geocentric recruitment causes unemployment to local experts					
3	It is difficult to hire competent personnel's					
4	Difficult to link local and foreign management					
5	Discouraging local management strategies					
6	Recruitment process requires consultation costs					
7	Long time for completion recruiting process					
8.	Spread of some diseased like Covid_19					

**IV. Geocentric recruitment enhances local employee's performance.**

[Please put a tick [√] in the box that corresponds most closely to how much you agree with each statement. There is no right or wrong answer (I am just interested in your opinion)].

	<b>Opinions</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Adopting new managerial skills					
2	Customer service improvement					
3	Local employees gains working morale					
4	Less training is required					
5	Local employees becomes marketable					
6	Fear to loose job increases working performance					
7	Few chances of being promoted increases awareness					
8	Creates innovation strategy					