Staffing Strategy and Career Development of Multinational Companies in Nigeria

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Abstract: *This study examined the relationship between staffing strategy and career development of multinational companies in Nigeria. The study adopted the cross sectional survey design and a population of 159 employees of 15 multinational companies in Port Harcourt were covered. However, a sample size of 114 employees were drawn from the population and a purposive sampling technique was adopted. Staffing strategy was operationalised using geocentric staffing strategy and regiocentric staffing strategy. Data were collected from respondents using copies of questionnaires and the data were analyzed using Spearman's Rank Order Correlation in order to ascertain the relationship between staffing strategy and career development. The result of the analyses revealed that there is a significant and positive relationship between geocentric staffing strategy and career development and a significant relationship also existed between regiocentric staffing strategy and career development. It was concluded that geocentric staffing strategy and regiocentric staffing strategy are necessary in enhancing the career development of employees in the multinational corporations in Nigeria. The study recommended that geocentric staffing strategy should be leveraged on by executives of MNCs in their quest for career development. This can increase the firm's cultural knowledge about the different markets and countries, the expertise of each manager can be used for the accomplishment of MNC's objective as a whole, and the employees will learn from each other's experiences.*

Keywords: *Career Development, Geocentric Staffing Strategy, Regiocentric Staffing Strategy, Staffing Strategy.*

1.0 Introduction

Multinational companies (MNCs) have their own objectives in creating subsidiaries, and obviously a subsidiary's performance measured against these objectives is relevant. But it is not the only basis for measuring performance. Subsidiaries have their own strategies and objectives that do not always coincide with the objectives of the MNC. Subsidiaries are independent and dependent at the same time. They operate as independent actors in the market-place where they establish relationships with counterparts like suppliers and customers, but they are also dependent on the strategic decisions within the MNC when it comes to allocation of resources (e.g. investments and the location of production) inside the MNC. Some researchers have emphasised that an important feature of subsidiaries is that they are embedded in two distinctly different business networks: the corporate network consisting of relationships within the MNC and the external network comprised of relationships in the subsidiary's local market (Andersson, Forsgren & Holm, 2002).

Employees in organisation always seek for ways to enhance their career development in order to remain relevant in any organisation. Employees may not be willing to remain in an organisation that do not pay attention towards career development of the workforce. Career Development is the process by which employees strategically explore, plan, and create their future at work by designing a personal learning plan to achieve their potential and fulfill the organisation's mission requirements. Career Development is also a means to sustain a vital and effective workforce through strategic succession planning. Career Development involves continual learning, seeking opportunities, taking risks, and finding ways to contribute to the organisation in a productive and motivated manner.

Halachmi (2002) asserts that an individual will be motivated to do something if they have the mental ability and skills to accomplish it. However, owing to the importance of ensuring proper career development, it is vital that staffing strategy is given utmost consideration. Staffing strategy is a vital process for every successful organisation because having the right staff improves and sustains organisational performance. The impact of an organisation's staffing system influences bottom-line business outcomes, such as productivity and financial performance a dream for any organisation. In the operations of any organisation, staffing is the major function of the human resource department and staffing process is the first step towards creating the competitive strength of organisations. Although works have been done on ways to enhance career development, there is paucity of studies on how staffing strategy relates with career development of MNCs in Nigeria. This study intends to bridge this gap.

Objectives of the Study

The specific objectives of this study are to;

   i.   Examine the relationship between Geocentric Staffing Strategy and career development of MNCs in Nigeria.

ii. Determine the relationship between Regiocentric Staffing Strategy and career development of MNCs in Nigeria.

Research Hypotheses
The following null hypotheses were formulated in this study;

Ho1: There is no significant relationship between Geocentric Staffing Strategy and Career Development of MNCs in Nigeria.

Ho2: There is no significant relationship between Regiocentric Staffing Strategy and Career Development of MNCs in Nigeria.

2.0 Literature Review
The theory on which this work takes its precept is the resource dependency theory. This theory views the exchanges of resources between an organisation and its constituencies as the main feature of the relationship. On the basis of such an understanding, the local environment in which the multinational company is operating is valued in terms of it being the source of scarce resources, which are essential for organisational survival. The main idea is that of identifying the ability of external groups who have some command/power over the vital operations of an organisation. For example, there may be a scarcity of suitably qualified people in a certain country of operation, thus necessitating a multinational company to transfer or send expatriates there.

When these experts are sent there, they may help in coaching the employees in order to enhance their career development. This theory thus highlights the importance of general external environmental conditions and the ability of a multinational company to maximise the effectiveness of its human resources within the same environment (Harris, 2007). This theory therefore studies how the external resources of organisations or environmental factors affect the behavior of the organisation. The theory assumes that organisations depend on resources, which ultimately originate from an organisation's environment (Boyacigiller, 1990). Hence, organisation should move through the principle of criticality and principle of scarcity. Critical resources are those the organisation must have to function. An organisation may adopt various countervailing strategies which may be associated with more suppliers, or integrate vertically or horizontally.
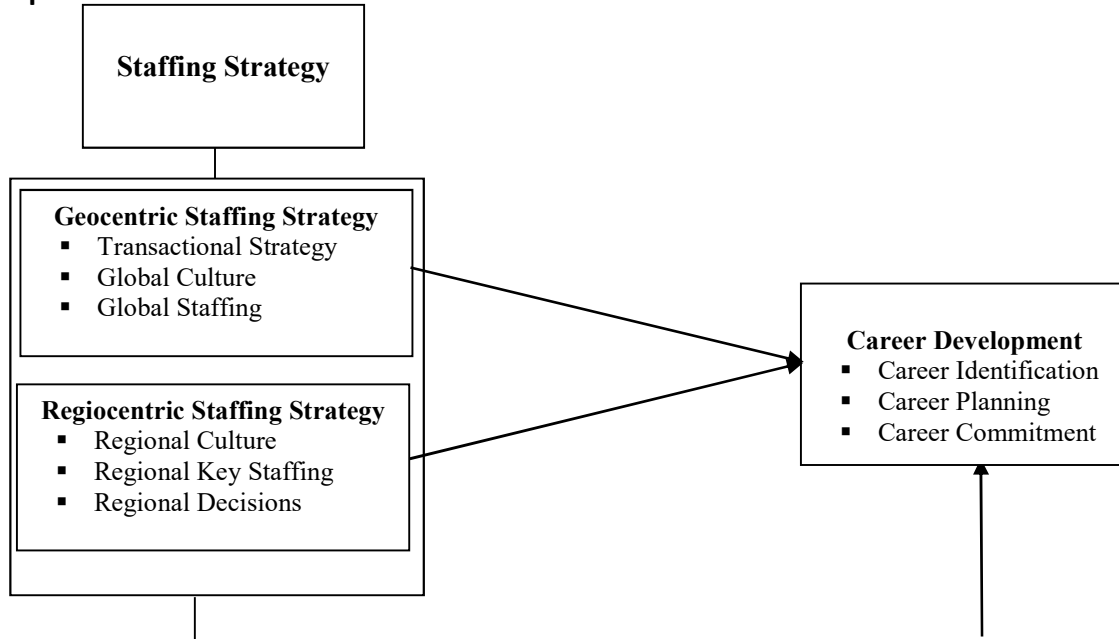
Operational Framework

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┌─────────────────────┐
│   Staffing Strategy  │
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Geocentric Staffing Strategy
- Transactional Strategy
- Global Culture
- Global Staffing

Regiocentric Staffing Strategy
- Regional Culture
- Regional Key Staffing
- Regional Decisions

Career Development
- Career Identification
- Career Planning
- Career Commitment

Figure 1: Operational framework showing the relationship between staffing strategy and career development.
Source: Researcher's Perspective

Concept of staffing Strategy

Discussions on the orientation toward staffing in multinational companies are generally traced to the work of Howard Perlmutter and his work represents the seminal theoretical contribution to the field. In developing a model of the multinationality of international companies, he argued that no single criterion of multinationality was enough, nor were quantifiable measures such as percentage of foreign equity enough in themselves. Rather 'the orientation toward "foreign people, ideas, resources" in headquarters and subsidiaries, and in the host and home environments, becomes crucial in estimating the multinationality of a company' (Perlmutter, 1969). Thus key to his measure of multinationality is the orientation toward 'foreign people' and this is of particular interest to our discussion. Perlmutter introduced a classification of multinationals which differentiated between firms based on their attitude toward the geographic sourcing of their management teams. Initially he identified three approaches to the staffing of multinational companies, namely ethnocentric, polycentric and geocentric (Perlmutter, 1969).

Geocentric Staffing Strategy

Geocentricism involves filling positions at both head quarter (HQ) and subsidiary level with the 'best person for the job' regardless of nationality. Nationality and superiority are not related concepts. 'The skill of the person is more important than the passport' (Evans *et al*. 2002). Geocentricism aims to produce a truly global approach to the management of multinational companies. It has been argued that geocentric organisations represent the most complex form

of organisational structure, thus requiring high levels of communication and integration across borders, the aim of the structure is to de-emphasise national culture and to emphasise an integrating corporate culture (Edström & Galbraith, 1997; Caligiuri & Stroth, 1995). Geocentric organisations are consistent with Bartlett and Ghoshal's (1989) transnational model of organisation. The transnational is characterised by flexible organisational strategy which can respond to emerging developments in the business environment. Geocentric staffing policies are most likely to be seen in organisations where production is integrated to a large extent across subsidiaries. Organisations which have a large percentage of their operations outside the home country or where a large percentage of sales are outside the home country are also potentially more likely to pursue a geocentric staffing policy. This approach also provides unbridled career opportunities for highly performing employees, not only in the home and host country but also those from other countries. The approach also facilitates the sharing of knowledge and best practices across the multinational as employees bring these practices with them when they transfer from one operation to another. The disadvantages of the geocentric approach again are closely linked to the traditional drawbacks identified in the expatriation literature. Obviously there would be cost implications of having a large percentage of your management team categorized as international assignees.

Regiocentric Staffing Strategy

Regiocentric organisations are conceptualised on a regional basis and managers are generally selected on the basis of 'the best in the region' with international transfers generally being restricted to regions. Under this structure, subsidiaries within a region may have a relatively large degree of autonomy. Corporate policies and communication are generally mediated through the regional head quarter (HQ). This strategy has become more popular in recent years with many multinational companies choosing to organise operations regionally. This approach reduces the need for costly duplication of support services when an organisation has a significant presence in a region. The approach promotes localisation of policy as key positions in subsidiaries are generally filled by HCNs or TCNs with reasonable knowledge of the host context. HCNs may also feel more allegiance to the corporation as regional staff will be viewed as the face of the corporation and their views may not be perceived as alien as their corporate counterparts. The regiocentric approach however may constrain the organisation in developing a truly global mindset as staff transfers and management know-how will generally be restricted to a regional level. Thus while the company may have regional experts, it will be restrained in developing global expertise. This will also mean that career opportunities for key personnel will be limited to regional structure. So, while high calibre employees may successfully rise through the subsidiary and indeed may be promoted to regional level, there is limited opportunity for development beyond this.

Career Development

Development involves preparing employees for higher responsibilities in future. Development according to Ezeuwa (2009) can be seen as the use of human resources to quantitatively change man's physical and biological environments to his benefits or even seen as involving the

introduction of new ideas into the social structure and causing alterations on the patterns of the organisation and social structure. To develop staff, (Daniels, 2003) simply refers to make them grow with the organisation so that they can be fitted for available higher positions within their capacity. Development deals with improving human relations and interpersonal skill (Iwuoha, 2009). Career Development is the process by which employees strategically explore, plan, and create their future at work by designing a personal learning plan to achieve their potential and fulfill the organisation's mission requirements. Career Development is also a means to sustain a vital and effective workforce through strategic succession planning. Career Development involves continual learning, seeking opportunities, taking risks, and finding ways to contribute to the organisation in a productive and motivated manner. Hammer (2000) asserts that an individual will be motivated to do something if they have the mental ability and skills to accomplish it.

Career development is the lifelong process of managing learning, work, leisure, and transitions in order to move toward a personally determined and evolving preferred future (Armstrong, 2009). Career development is defined as "an ongoing, formalised effort by an organisation that focuses on developing and enriching the organisation's human resources in light of both the employees' and the organisation's needs" (Byars & Rue, 2004). McDougall and Vaughn (1996) argue that "career development involves aligning individual subjective and more objective career aspects of an organisation to find a match between individual and organisational needs, personal characteristics and career roles." This author views career development as a mutual role, based on the needs and circumstances of both individuals and organisations.

Career development covers an employee's working life. It starts with staff orientation, on-job training, experience, short courses, professional courses, post graduate degrees or diplomas. According to the National Strategy for the Development of the social service workforce in Scotland (2005), employee development is the foundation on which the confidence and competence of individual staff is built, (Robbins, 2010). Employees are major assets of any organisation, they play an active role towards organisational success that cannot be underestimated. Equipping these unique assets through effective training becomes imperative in order to maximise the job performance. Career development is often used to close the gap between current performances and expected future performance. Many employees in different organisations have trained but they have remained stagnant with little evidence of career advancement.

Career development is a planned range of organisational activities geared towards achieving a balance between the career needs of employees and the organisation's workplace requirements (Leibowitz, Farren & Kaye, 1986; Lips-Wiersma & Hall, 2007). Career development is at the instance of the organisation as well as the individual employee who decides to adapt to the changing work environment (Lips-Wiersma & Hall, 2007). In most cases, employees may leave the organisation in the absence of support, challenging work and prospect for personal

growth. For this reason, organisations have to create an enabling environment and provide needed infrastructure to guarantee unabated development of employee's career.

Career development involves career identification. Identification is the feeling of oneness or belongingness an employee has with a group (e.g work team) or social phenomenon (e.g. career) (Ashforth & Mael, 1989). The social groups or phenomena employees identify with shape their self-concept (Hogg & Terry, 2001). Identification is a platform for the fulfilment of various forms of employee needs such as physiological, security, social, self-improvement and higher order needs (Pratt, 1998). The self-improvement need is the fundamental driver of the identification mechanism. Identification with one's career is known as career identification (Scott, 1997; Scott et al., 1999). Career identification is the extent to which workers identify themselves with the career, including its features (Bartels, 2006). In this instance, the individual employee possesses a feeling of oneness with the chosen career. Employees identify with their careers when they: (i) understand their career and its characteristics, (ii) have a positive feeling towards the career, (iii) develop increasing interest in the career, and (iv) are inclined to learn and improve on their current stock of career knowledge. Many studies (e.g. in Apker & Fox, 2002; Riketta, 2005) have shown that employees exhibit higher levels of identification to their careers than the organisation.

Career development covers career planning. In a bid to improve individual and organisational effectiveness, employee career needs and aspirations are identified. Thereafter, programs are developed and implemented to meet these needs. Antoniu (2010) states that "The career planning process involves both the organisation and the individual responsibility. Thus, the individuals must identify their aspirations and abilities, and through assessment and counseling to understand their needs of training and development; the organisation needs to identify its needs and opportunities, to plan its employees and to ensure its staff the necessary information and appropriate training for career development". Essentially, the skills, interests, and aspirations of employees are identified; opportunities within the organisation are recognised and evaluated; career goals and targets are set; and strategies are crafted and executed to achieve the goals and objectives. According to Hall and Associates (1986), career planning is a "deliberate process for becoming aware of self, opportunities, constraints, choices and consequences, as well as identifying career related goals, and programming for work, education, and related developmental experience to provide the direction, timing and sequence of steps to attain a specific career goal". Likewise, Leibowitz, Farren and Kaye (1986) state that "career planning is a process by which individuals determine their skills, interests, and values". Employees chose career plans that match their individual competencies, aspirations, values, beliefs and interests, and engage in ways that will enable the career objectives to be actualised.

Career development also involves career commitment. Salancik (1977) stated that "Commitment is what makes us like what we do and continue doing it, even when the payoffs are not obvious". Career commitment is the extent to which an employee is motivated to work

in a selected career mode (Hall, 1971). It is the individual employee's disposition towards a chosen career. Career committed employees strive to achieve their preferred goals no matter the conditions at work or how they are treated by their co-workers or supervisors. Employees get committed to their careers because of expected positive future outcomes, status, achievement and power (Özdevecioğlu & Aktaş, 2007). The behavioural virtues of career committed workers are: greater intention to stay in the career, higher investment propensity, willingness to learn and be trained. Hence, they have greater levels of career satisfaction, career success and performance (Cheng & Ho, 2001). This underscores the reason why employers provide information and support for workers. According to Granrose and Portwood (1987), such information or support, when provided, further increases career focus and strengthens the cohesion between employees and the organisation, thereby improving commitment.

Empirical Review

Amaugo (2016) examined the transfer of HR practices in the Nigerian subsidiaries of MNCs from emerging countries. The study aimed to address a number of gaps identified from the literature, especially as there is a dearth of study in this area in developing countries in contrast to developed countries. Specifically, the study attempts to shed light on the nature of the HR practices, the process of the transfer of HR practices, the factors that influence the transfer process and the role of HR in the transfer process. The study utilised 48 semi-structured interviews conducted between November 2012 and March 2015 in the Nigerian subsidiary of the four case companies. The data was predominantly gathered using an in-depth semi-structured interview of HR managers and specialists, line managers of other functional departments, senior managers and others who are involved with people-related issues on the nature of HRM policies applied in subsidiaries of MNCs from emerging economies and their approach to the management of their human resources in overseas subsidiaries. Generally, the findings from the study revealed that these MNC case companies display more similarities than differences. In particular, similarities were found to be the increasing emphasis on training and development, which was used to develop employees extensively, implementing standard appraisal systems which are more target-oriented and standardised communication as stated by the researcher. However, differences according to the researcher existed in the areas of compensation and benefits, and recruitment and selection. Additionally, expatriates as stated by the researcher are appointed in key positions and are used to facilitate the transfer of these practices. Furthermore, the researcher opined that similarities and differences are influenced by a number of factors. Overall, the study's findings contributed to knowledge in several ways. First, they extend knowledge on the convergence debate and show that there is convergence among EMNCs themselves and with western MNCs, and this convergence is with regards to the adoption of Anglo-Saxon practices that are known to be globally accepted standard practices. The study also contributes to the Upper Echelon Theory in that it confirms that the education and experience of top and senior managers affects the nature of HR practices adopted. Secondly, it contributes to knowledge on the approaches adopted by the MNCs and the findings reveal that various IHRM approaches could be used depending on the policy or practice that is

considered of "strategic importance". It revealed that an exportive approach was adopted by the parent companies.

Boyacigiller (1990), who has conducted one of the most influential studies among the largest MNCs in U.S.A found that complexity of the subsidiary operations, interdependence between headquarters and the subsidiary, cultural distance between home and host countries, political risk and level of competition in the host country were all related to higher utilisation rates of expatriates within the subsidiaries of a large multinational U.S. bank. This study reveals that subsidiary specific factors, host country related factors and cultural factors play a significant role in terms of staffing subsidiaries.

Haiying and Jie (2016) carried out a study on global talent management: international staffing policies and practices of South Korean multinationals in China. They believe that South Korean multinational enterprises (MNEs) have developed rapidly since the late 1950s. They investigated South Korean MNEs' talent management, more specifically international recruitment and selection policies and practices in their Chinese operations. Using the snowball method through Chinese and Korean networks they recruited ten Korean MNEs to participate in this research. They conducted semi-structured interviews with key individuals within the organisations. The findings of their study reveals that South Korean MNEs tend to adopt the polycentric approach or a mixed approach of being polycentric and ethnocentric to international staffing, with the number of expatriates reducing gradually over time. They are of the opinion that South Korean MNEs adopt 'one-way selection' in recruiting and selecting expatriates and localise recruitment procedures and selection criteria for host country nationals. According to them Korean MNEs have paid inadequate attention to: firstly, expatriates' career development; and secondly, personal and family issues emerging from expatriation and repatriation.

Kopp (1994) has replicated the findings of Tung (1982) and reported country of origin differences among MNCs in the use of PCN, TCN, and HCNs in the managerial positions of foreign operations. Her study reaffirmed that MNCs that are headquartered in Japan are more likely than both European and U.S. MNCs to fill top management as well as managerial (e.g. supervisory, white collar) positions with PCNs confirming the importance of home country related factors for the choice of subsidiary staffing approach.

Olivia (2012) studied the Staffing practices by Millicom International Cellular Ltd in Rwanda. The study focused on how staffing practices adopted by Millicom International Cellular Ltd might have impacted on its operations in Rwanda. This was a case study approach that was effected through structured interviews that were designed to facilitate data collection. Data was collected from top and middle level managers and was subjected to content analysis with the conceptual approach to capture the dominant themes, categories and aid in analysis. It was evident that MIC Ltd adopted ethnocentric staffing practices, and consequently its operations in Rwanda have been adversely affected by lack of adequate knowledge of the host country

culture leading to expatriate failure, lack of local staff career advancement opportunities and lack of organisational identification leading to local staff turnover and low productivity. The research finally concludes that, generally a successful international firm is one that adopts staffing practices that reduce cultural risks, promote local staff career advancements, encourage local staff organisational identification and lay staff retention strategies to increase productivity. The study revealed that MIC's ethnocentric practices have adversely impacted on its operations in Rwanda, reasons varying from cultural differences, lack of local staff career advancement opportunities, lack of organisational identification by local staff to stall turnover and low productivity. However, the study suggested that a consensus driven approach to decision making where local staff members can contribute their ideas can shed light on the host country.

Sebastian (2007) examined the effect of international staffing practices on subsidiary staff retention in multinational corporations. The study contributed to the scarce body of research on employee turnover in multinational corporations' foreign subsidiaries and addresses some key issues related to dealing with turnover of local staff. Based on a literature review, the study conceptualised locals' perceived career prospects and their organisational identification as key variables mediating the relationship between international staffing practices and local staff turnover. In a second step, the study developed instruments that helped international firms to retain their subsidiary staff. Specifically, the study focused on how international staffing practices need to be configured to ensure employee retention and moderating factors were derived. The arguments of the researcher were integrated into a framework for the effect of international staffing practices on subsidiary staff retention in multinational corporations.

3.0 Methodology

The cross sectional survey was adopted in this study. The population covered 159 employees drawn from fifteen (15) multinational companies in Nigeria that at least have a liaison office in Port Harcourt. A sample size of 114 employees was drawn from the population using the Krejcie and Morgan (1970) table. The purposive sampling was adopted and data were collected through copies of questionnaire. The predictor variable (staffing strategy) was operationalised using geocentric staffing strategy and regiocentric staffing strategy. Geocentric staffing strategy was measured using a set of 5 variables (e.g. top management operates functionally recognising differences, not assuming omniscience at home or abroad) and regiocentric staffing strategy was measured using a set of 5 variables (e.g. top management emphasises environmental/cultural regional difference and makes deliberate choices to make foreign operations as regional as possible). The criterion variable (career development) was treated as a unidimensional variable using a set of 5 items (e.g. I am satisfied with the investment my organisation makes in training and education). The data were analysed using Spearman Rank Order Correlation.

4.0 Results

A total of one hundred and fourteen (114) copies of questionnaire were distributed to respondents. However, only 102 copies which represented 89% of issued copies of questionnaires were successfully retrieved and used for the analysis. The hypotheses were tested at (95%) confidence level.

Ho1: There is no significant relationship between Geocentric Staffing Strategy and career development of MNCs in Nigeria.

Table 1: Geocentric Staffing Strategy and Career Development

			Geocentric Staffing Strategy	Career Development
Spearman's rho	Geocentric Staffing Strategy	Correlation Coefficient	1.000	.665
		Sig. (2-tailed)	.	.000
		N	102	102
	Career Development	Correlation Coefficient	.665	1.000
		Sig. (2-tailed)	.000	.
		N	102	102

 **. Correlation is significant at the 0.05 level (2-tailed).

Geocentric Staffing Strategy and Career Development: The result of the data analysis in table 1 shows a significant link between geocentric staffing strategy and career development with $p < 0.05$ (0.000 < 0.05) and the rho value of 0.665, the findings reveal a positive significant link in the variables. Hence the null hypothesis was rejected and the alternate hypothesis was accepted.

Ho2: There is no significant relationship between regiocentric Staffing Strategy and career development of MNCs in Nigeria.

Table 2: Regiocentric Staffing Strategy and Career Development

			Regiocentric Staffing Strategy	Career Development
Spearman's rho	Regiocentric Staffing Strategy	Correlation Coefficient	1.000	.382
		Sig. (2-tailed)	.	.000
		N	102	102
	Career Development	Correlation Coefficient	.382	1.000
		Sig. (2-tailed)	.000	.
		N	102	102

**. Correlation is significant at the 0.05 level (2-tailed).

Regiocentric Staffing Strategy and Career Development: The result of the data analysis in table 2 shows a significant link between regiocentric staffing strategy and career development with *p* < 0.05 (0.000 < 0.05) and the rho value of 0.382, the findings reveal a positive significant link in the variables. Hence the null hypothesis was rejected and the alternate hypothesis was accepted.

Discussion of Findings
Multinational corporations in Nigeria play a vital role in enhancing the economic wellbeing of the country. From the analysis, it is observed that staffing strategy employed by this MNCs do impact on their performance. Detailed discussion is given below;

Geocentric Staffing Strategy and Career development
The outcome of the first hypothesis on how geocentric staffing strategy relates with Career development showed that the p-value was 0.000 which was less than 0.05 level of significance (p = 0.000 < 0.05). This connotes that geocentric staffing strategy relates significantly with Career development. The null hypothesis in accordance with the decision role was rejected and the alternate hypothesis was accepted. When the geocentric staffing strategy is high, they will perform better in their various organisational tasks. The correlational value was 0.665. This is to say that geocentric staffing strategy has a strong positive relationship with Career

development. An increase in geocentric staffing strategy will thus result in high increase in Career development. Furthermore, the coefficient of determination between geocentric staffing strategy and Career development was 0.442. By implication, a change in geocentric staffing strategy will account for 44.2% total variation in Career development. This finding agrees with that of Ajai, Andrew and Kulwant (2007) who found that firms rely more on expatriates in institutionally distant environments for reasons related to the efficient transfer of management practices and firm-specific capabilities.

Regiocentric Staffing Strategy and Career development
The outcome of the second hypothesis on how regiocentric staffing strategy relates with Career development showed that the p-value was 0.000 which was less than 0.05 level of significance (p = 0.000 < 0.05). This connotes that regiocentric staffing strategy relates significantly with career development among the employees. The null hypothesis was rejected and the alternate hypothesis was accepted. When the regiocentric staffing strategy is high, such induces the employees to perform better in their various tasks. The correlational value was 0.382. This is to say that regiocentric staffing strategy has a moderate positive relationship with Career development. An increase in regiocentric staffing strategy will thus result in increase in career development. Furthermore, the coefficient of determination between regiocentric staffing strategy and career development was 0.146. By implication, a change in regiocentric staffing strategy will account for 14.6% total variation in Career development. This finding agrees with that of Novicevic and Harvey (2004) who pointed that although careers of HCNs and TCNs may be managed on a worldwide basis and may entail temporary assignments to other MNCs units, the majority of career paths are still limited to the local or regional level with only PCNs enjoying comprehensive international mobility.

Conclusion
MNCs in Nigeria benefit significantly from a geocentric staffing strategy that improves career development. Enhancing career development of employees is a key factor in organisations that wishes to maintain a competitive stand in the industry. Developing employee career will go a long way to boosting the employee's skills and competence which will thus result in high performance of the organisation. With geocentric staffing strategy, positions at both head quarter (HQ) and subsidiary level are occupied with the 'best person for the job' regardless of nationality. Such best employees are able to mentor and coach other workers which will thus enhance the career development of the employees. Furthermore, regiocentric staffing strategy significantly boosts career development of MNCs in Nigeria. In conclusion, geocentric staffing strategy and regiocentric staffing strategy are necessary in enhancing the career development of employees in the multinational corporations in Nigeria. The following recommendations are thus proffered;

i. Geocentric staffing strategy should be leveraged on by executives of MNCs in their quest for career development. This can increase the firm's cultural knowledge about the different markets and countries, the expertise of each manager can be used for the

accomplishment of MNC's objective as a whole, and the employees will learn from each other's experiences.

ii. Executives of MNCs ought to establish regiocentric staffing strategy policies in enhancing career development. This is cost effective for the multinational, the nationals of host country can better influence the decision of the managers at headquarters with respect to the entire region, and the company may not encounter any problem with respect to the culture and the language followed there.

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