

## THE EFFECT OF INTERNATIONAL HUMAN RESOURCE MANAGEMENT ON MULTINATIONAL FIRMS

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### ABSTRACT

*Multinational firms play a significant role in the global economy. It is well known that numerous multifaceted obstacles have severely hindered the growth of multinational firms. This study outlines how managing Human Resources in international firms comprises activities such as training, a global workforce, and remuneration in order to maintain a competitive advantage in the sector. The population of the study is 770 while Taro Yamane used to estimate sample size to be 263 people. A survey study design was employed to collect information by distributing questionnaires to respondents, and the collected data were evaluated using regression analysis. According to the findings, the two hypotheses developed have a favorable and significant effect on the performance of the multinational corporation's workforce at Unilever Nigeria plc. The report advises that multinational human resource management policies and procedures be adopted without discrimination if firms are to accomplish their goal of becoming globally competitive.*

**Keywords:** Compensation, Global Staffing, International Human Resource Management, Multinational Organizations, Performance Appraisal.

JEL Classification: M10, M12 M16, M50.

### INTRODUCTION

Globalization has recently increased in organizations worldwide as different economies join forces with the global labor force to enhance their competitive strength through individuals (Carnevale & Hatak, 2020). This expansion has also increased cross-border competition among multinational corporations (MNCs) on both national and global scales, compelling many enterprises to hire and retain highly trained human resources. This is due to the fact that many multinational firms in the manufacturing industry rely heavily on their personnel to achieve competitive advantage and improve performance. According to Collins (2021) these organizations place a high value on the quality of their human resources and management proficiency.

Ulrich (2020) clearly highlighted that in today's market, traditional sources of managing employees have spurred higher human efforts toward performance, particularly in MNCs. According to him, good recruitment, employee training and development, proper compensation, employee motivation, and a succession planning strategy for staff are all sources of success in global business. Everyone realizes that people are the most significant assets in the new global market, and that all other assets are essentially commodities that may be purchased at market prices, because only the human asset has the potential to learn, grow, and contribute (Jimo, 2025). Because we live in a society where knowledge, rather

than physical capital, is increasingly crucial (O'Reilly & Pfeffer, 2000), we need intelligent individuals who can enhance productivity, generate new goods and services, and do so efficiently.

The global economy is currently facing significant economic challenges, which have led to retirements, retrenchments, layoffs, mergers, and acquisitions, resulting in the dismissal of human capital within organizations. Higher performance for multinational enterprises around the world cannot be realized without the combined efforts of management and employees, as well as the investment commitment of the Public-Private Partnership, with significant contributions from local communities and state governments (Rickley, 2023).

A range of multidimensional challenges have inhibited the growth of multinational firms in Nigeria's manufacturing industry in the global market environment. According to the World Economic Forum (WEF), Nigeria ranked 129th out of 136 African countries in 2017 in terms of manufacturing firm performance, trailing Ghana, which ranked 120th, and South Africa, which ranked 53rd. According to Adeola and Ezenwafor (2016), this is due to the government's high emphasis on the oil sector over the manufacturing industry as well as the country's low human resource development facilities. As a result, there was a lack of enthusiasm for manufacturing and marketing in the country, leading to a decline in income from foreign trade.

Higher performance is a crucial requirement for any multinational corporation to survive in an emerging market. As a result, the methods required to reestablish the competitiveness of multinational firms in Nigeria must be determined. Given the new competitive realities of the business environment in multinational enterprises, the knowledge gap forms the problem statement for which this study seeks to assess the effect of multinational human resource management on multinational organizations in Nigeria, specifically at Unilever Nigeria Plc.

## **OBJECTIVES OF THE STUDY**

- i. To determine the effect of global staffing system on multinational organizations among staff of Unilever Nigeria Plc.
- ii. To examine the effect of the performance appraisal on the performance of multinational corporations among staff of Unilever Nigeria Plc.

## **LITERATURE REVIEW**

### **GLOBAL STAFFING**

Global employees are essential to the MNC's corporate integration, organizational learning, and innovation. In fact, in the context of the globalized business environment, MNCs now face significant strategic challenges related to the growth and diffusion of innovation and organizational learning (Kiessling et al., 2021). The competitive position of multinational corporations (MNCs) is shaped in part by their ability to recognize internal innovations and apply them to other areas of the company (Singh et al., 2019). The field of global staffing has broadened, encompassing a wider range of topics as staffing decisions and top

management attitudes in multinational corporations become increasingly intertwined with the organizational strategy of the multinational corporation (Singh et al., 2019).

The ease and speed at which important knowledge is shared throughout an organization are increasingly seen as prerequisites for the success of multinational corporations. According to Lee (2022), multinational corporations (MNCs) are thought of as dispersed structures of power, where a variety of headquarters-subsidary power relationships collectively impact performance and management. However, little is known about their impact on the performance and management choices of MNCs, and few studies have considered the subsidiary portfolio characteristics shaped by the full set of differentiated HQ-subsidary power relationships (Le & Kroll, 2017). One of the most significant challenges that multinational corporations face is identifying qualified candidates for key positions in their headquarters and subsidiary operations from home, host, and third countries. This problem is known as global staffing.

Additionally, for several reasons, global staffing has become a significant challenge in multinational human resource management. It is acknowledged that hiring senior management of the appropriate caliber for a multinational corporation is the single most important factor in determining the success of a global business (Kim et al., 2022). Recruiting in these markets poses a significant challenge for MNCs, as many continue to underestimate the complexities of global staffing and lack knowledge of the labor markets in various countries (Kim et al., 2022). In an international setting, staffing challenges are unique and more complex because, in addition to the difficulties of conducting business in multiple nations, the MN employs workers from diverse national backgrounds.

The increased pace of internationalization and global competition has resulted in a notable rise in the mobility of human resources. International firms are facing an increasing challenge due to the shortage of qualified international managers, which makes it more difficult to implement effective global strategies. The importance of global staffing issues is growing across a wider range of organizations, in part because small and medium-sized businesses are expanding so quickly. Staffing plays a more flexible role in the global network corporation as a result of the shift away from traditional organizational structures and towards network multinational firms (Le, & Kroll, 2017).

## **GLOBAL STAFFING AND MULTINATIONAL FIRMS PERFORMANCE**

The process of searching for and hiring people for a company's global operations is referred to as global staffing. This includes evaluating regional staffing needs, recruiting and screening applicants, and managing the logistics of hiring and onboarding personnel from diverse nations and cultures. Global staffing has broadened its focus, shifting from an early emphasis on top management attitudes and staffing decisions in multinational corporations to a much broader range of issues in which staffing issues are increasingly linked to the organizational strategy of the multinational corporation (Kim et al., 2022). To a significant extent, the performance of multinational organizations is regarded as dependent on the ease and speed with which valuable knowledge is conveyed within the firm. Multinational

companies (MNCs) are viewed as power structures with distributed power relationships that together impact performance and management (Jimoh & Kadiri, 2018). Few studies, however, have considered the subsidiary portfolio characteristics generated by the whole range of different HQ-subsidiary power relations, and little is known about their impact on MNC performance and management decisions (Dunmade et al., 2023).

When it comes to employing home, host, and third-country residents to occupy critical positions in their headquarters and subsidiary operations, one of the most significant challenges that multinational organizations face is global staffing. Global staffing has emerged as a significant concern in international human resource management for several reasons. There is widespread agreement that the success of global companies is crucially dependent on attracting the necessary quality of senior management in MNCs (Jimoh & Kadiri, 2018). Many multinational firms continue to underestimate the complexities of global hiring, and a lack of understanding of labor markets in other countries, as well as how to recruit effectively in these markets, is a significant hurdle for multinational corporations (Jimoh & Kadiri, 2018). Staffing challenges become more complex in an international setting, as the MN employs a diverse range of nationalities in addition to the complexities of operating in multiple countries.

Due to the rapid rise of internationalization and global competition, there has been a significant increase in human resource mobility. Shortages of international managers are becoming a significant challenge for multinational corporations, and the implementation of global strategies is increasingly hindered by a lack of international management expertise. Due to the significant rise in small and medium-sized businesses, global staffing concerns are becoming increasingly crucial for a broader range of organizations. The transition toward network multinational firms and away from traditional organizational structures suggests that employment in global network corporations will play a more flexible role (Nkambule et al., 2022). Therefore, the study proposed that:

*H1: There is a positive and significant effect of global staffing on multinational organizations.*

## PERFORMANCE APPRAISAL

An appraisal is a value, merit, or quality assessment. Within the framework of an organization, performance appraisal refers to the methodical assessment of employees by supervisors or other individuals who are acquainted with their work output. A merit rating, in which a person is ranked as better or worse than others, is another way to define performance appraisal. Determining an employee's eligibility for promotion is the fundamental goal of this merit rating (Jimoh, 2023). But since performance appraisal is used for more than just determining eligibility for promotions, it's a more all-encompassing term for these kinds of activities.

According to Singh, et al. (2019), pressure from their country of origin may be the reason why MNCs use performance reviews more frequently than other types of organizations. Compared to their domestic counterparts, MNCs were also more likely to employ more

thorough performance appraisal systems, which included components for training, development, and career planning in addition to review and rewards. An employee's work performance is recorded and assessed through a performance appraisal, which is also known as a performance review, performance evaluation, career development discussion, or employee appraisal. Performance reviews, an integral part of career development, involve periodic evaluations of employees' work performance within organizations.

Most frequently, front-line or line managers, or other immediate managers, conduct performance reviews (Bertrand et al., 2021). Annual performance reviews have come under fire (Kiessling et al., 2021) for allegedly doing more harm than good and for delivering feedback too infrequently to be of any use. It is a component of the principal-agent framework that explains the informational relationship between the employer and employee in this example, the immediate impact and reaction that follows a performance review. Multinational corporations (MNCs) are expanding their global operations, which exposes them to and provides them with experience in the diverse cultures, customs, and practices of each nation where their subsidiaries are located.

Additionally, it is asserted that multinational corporations (MNCs) play a significant role in the spread of these practices, as one of their primary functions is to export their practices globally (Bertrand et al., 2021). These multinational corporations, however, quickly face the difficult choice of whether to localize their HR policies or standardize their HRM approach globally. For these businesses, the question of convergence versus divergence becomes crucial. Previous studies indicate that competing pressures for internal consistency and isomorphism with the local institutional environment actively interact to shape human relations management (HRM) practices in multinational corporations.

## **PERFORMANCE APPRAISAL AND MULTINATIONAL FIRMS PERFORMANCE**

Appraisal is the evaluation of worth, quality, or merit. The systematic evaluation of an individual's performance by supervisors or others familiar with their work within a firm is known as performance appraisal. Performance appraisal, also known as merit rating, determines whether one person is more effective or less effective than another. The principal objective of this merit rating is to determine an employee's eligibility for advancement (Bertrand et al., 2021). Performance appraisal, on the other hand, is a broader word for such activities because its application extends beyond assessing promotion eligibility.

Performance assessments, according to Jimoh, et al. (2023), are only as effective as the performance system within which they operate. Any organization that conducts performance reviews solely to do so is wasting its time. Organizations that incorporate performance assessments into their overall performance management system and use them to execute business goals have a competitive advantage in accomplishing their objectives and, ultimately, their strategic plan.

According to Dunmade et al. (2023), MNCs use performance appraisal more frequently than other enterprises, which may indicate pressure from the country of origin. MNCs were also

more likely than their domestic counterparts to employ more comprehensive methods of performance appraisal, which included components such as training and development, career planning, in addition to reviews and awards. A performance assessment is a method of documenting and analyzing an employee's job performance. It is also known as a performance review, performance evaluation, career development conversation, or employee appraisal. Performance appraisals are a component of professional development that comprises regular evaluations of employee performance inside organizations.

As multinational firms (MNCs) expand their international operations, they become more exposed to and confront the diversity of cultures, customs, and traditions in each country where their subsidiaries are located. It is also believed that multinational firms are one of the primary vehicles for disseminating these methods, as one of the most important activities of a global MNC is to transfer its techniques worldwide. However, these multinational corporations are swiftly compelled to choose between globalizing their human resource management approach and adapting their human resource policies locally. The study hereby proposes that:

*H1: There is a positive and significant effect of performance appraisal on multinational organizations.*

## UNDERLYING THEORY

### RESOURCE-BASED VIEW (RBV)

The resource-based view (RBV) emphasizes enterprise resources as a critical component of competitive advantage and performance. RBV holds that a sustainable competitive advantage is created by employing resources that are valuable to the organization and its competitors (Peteraf & Barney, 2003). RBV is one of the primary theories used to explain the function of human resource management in attaining competitive advantage (Peteraf & Barney, 2003; Akio, 2005). According to the RBV, resources are the most important resources possessed by any organization and are the primary determinants of its competitive advantage (Powell, 2001). RBV reveals that a strategy is developed to identify opportunities or seek to exploit new ones for competitive advantage.

The strategies examined in this study include global staffing and performance appraisal variables. A competitive advantage is the ability of an international organization to outperform its rivals. RBV has been used as a theoretical underpinning in studies examining the effects of international human resource management on multinational organizations (Nath et al., 2010), the effect of resource planning to achieve competitive advantages (Yew & Karia, 2010), the effects of valuable and non-disputable resources on performance (Lin & Wu, 2014), and the effect of stakeholder relationships on performance (Alexander et al., 2016). Human resource management is not an innate quality; rather, it represents the abilities that emerge from organizational contexts and experiences, becoming the primary resources for businesses, as outlined by the RBV. RBV is the most widely used theory for studying competitive advantage by emphasizing main competence and dynamic capability (Alvarez & Busenitz, 2001; Akio, 2005). According to the RBV, human resource management is a



critical component of competitiveness and enterprise performance (Tehseen & Ramayah, 2015). This study demonstrates the relationship between human resource management components, such as global staffing and performance appraisal, in multinational firms in order to establish competitive advantages under the premises of RBV, one of the most prevalent theories.

To ensure an enduring competitive advantage, which can improve performance, enterprises must develop strong relationships with their employees and key stakeholders within the organization (Tehseen & Ramayah, 2015). Competitive advantages are comprehensive sets of options obtained from a succession of activities. Empirical research have shown that competitive advantages improve performance (Lee, 2015; Jamhour et al., 2012). Most empirical studies have found that competitive advantages have a favorable effect on the performance and survival of multinational firms' commercial operations in today's competitive climate. This research looks into international human resource management in multinational corporations.

#### 4.0 METHODOLOGY

This study adopted a positivist philosophical stance and a quantitative research approach to investigate the effect of international human resource management practices on the performance of multinational firms. The positivist paradigm was deemed suitable because the study focused on establishing objective relationships among variables, necessitating the researcher's detachment during data collection to ensure neutrality and minimize bias, as recommended by Cavana et al. (2001). The research was conducted using data sourced from Unilever Nigeria Plc, a multinational corporation based in Lagos.

A survey research design was employed, which enabled the collection of data from a selected portion of the population, to generalize the findings to the entire population. The population consisted of 777 employees of Unilever Nigeria Plc, as documented in the company's 2022 corporate profile. The sample size was determined using the Taro Yamane formula, which produced a sample of 263 respondents. A simple random sampling technique was applied to ensure that every employee had an equal chance of being selected. This process involved assigning a number to each employee listed on the company's staff directory and utilizing a computer-generated random number table to draw the sample, thereby enhancing the representativeness of the respondents and eliminating selection bias.

Primary data were collected through a structured questionnaire administered to the selected employees. The questionnaire was divided into four sections. The first section focused on the demographic profile of respondents, while the remaining sections measured perceptions relating to global staffing systems, performance appraisal practices, and multinational performance outcomes. All measurement items were drawn from established instruments used in prior studies to ensure reliability and validity. The global staffing items were adapted from Scullion and Collings, while performance appraisal items were adapted from Milliman and colleagues. Items measuring multinational performance were based on the work of Delaney and Huselid.

Each item was rated using a five-point Likert scale, ranging from 1 for "Strongly Disagree" to 5 for "Strongly Agree," which allowed participants to indicate the extent of their agreement with each statement.

To ensure the clarity and suitability of the questionnaire, a pilot test was conducted with a small subset of respondents who were not part of the final sample. Their feedback informed minor adjustments to wording and formatting. The completed questionnaires were collected and prepared for analysis. Data were analyzed using both descriptive and inferential statistical methods. Descriptive statistics, including mean, standard deviation, and frequency distributions, were used to summarize the demographic characteristics of respondents. To test the hypotheses and determine the strength and direction of relationships among variables, simple regression analysis was conducted using the Statistical Package for Social Sciences (SPSS) version 25.0. A copy of the questionnaire used for this study is provided in the appendix.

## 5.0 RESULTS

### 5.1 HYPOTHESIS ONE

H<sub>01</sub>: Global staffing has a significant effect on the performance of multinational firms among the staff of Unilever Nigeria Plc.

**TABLE 1: MODEL SUMMARY**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.562a	.437	.435	.87564

Source: Author's computation, 2023

a. Predictors: (Constant): performance of multinational firms

The correlation coefficient (r) of 0.562 suggests that the variables are positively related. According to the R-squared statistic, the model as fitted explains 43.7% of the variability in performance. This shows that using the Global staffing method effectively improves the performance of multinational firms.

**Table 2: ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	765.679	1	673.575	459.790	.000b
Residual	675.346	672	.800		
Total	673.243	673			

Source: Author's computation, 2023

a. Dependent Variable: performance

b. Predictors: (Constant), Global staffing system

The p-value of (0.000), which is less than the 0.05 level of significance, indicates that the result is statistically significant, and so the null hypothesis is rejected. As a result,



it is possible to conclude that Global personnel has a major impact on performance of multinational firms.

**TABLE 3: REGRESSION COEFFICIENT**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-3.283	.272		-12.060	.000
1 Global staffing system	1.741	.068	.812	25.686	.000

Source: Author's computation, 2023

a. Dependent Variable: performance

The regression coefficient of the model's above equation implies that a change in Global personnel will result in performance of multinational firms.

## 5.2 HYPOTHESIS TWO

H<sub>02</sub>: There is a significant effect of performance appraisal on the performance of multinational firms in the Unilever Nigeria Plc.

**TABLE 4: MODEL SUMMARY**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756 <sup>a</sup>	.499	.487	.98473

Source: Author's computation, 2023

a. Predictors: (Constant), performance appraisal

The correlation coefficient (r) of 0.756 suggests that the variables are positively related. According to the R-Squared statistic, the fitted model explains 49.9% of the variability in performance rating. This establishes that taking performance appraisal into account promotes the effective performance of multinational firms.

**TABLE 5: ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	584.970	1	584.970	631.929	.000 <sup>b</sup>
Residual	316.586	342	.926		
Total	901.555	343			

Source: Author's computation, 2023

a. Dependent Variable: performance of multinational firms

b. Predictors: (Constant), performance appraisal

The p-value of (0.000), which is less than the 0.05 level of significance, indicates that the result is statistically significant, and so the null hypothesis is rejected. As a result,

it is therefore concluded that performance appraisal has a significant effect on performance of multinational firms.

**TABLE 6: COEFFICIENT**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.965	.116		8.287	.000
performance		.233	.806	25.138	
	.819	.198	.776	37.212	
	.566				

Source: Author's computation, 2023

a. Dependent Variable: performance appraisal.

According to the regression coefficient of the aforementioned equation for the model, unit change in performance of multinational firms has a favorable effect on performance appraisal.

## 6.0 DISCUSSION OF FINDINGS

The study's conclusions demonstrated that global staffing affects the performance of multinational corporations, a finding that has also been confirmed by a few other studies (Rickley, 2023; Dasgupta et al., 2022; Nkambule, 2022). This is not far from the reality that global staffing's emphasis on diversity and inclusion is one of the main characteristics that set it apart. For example, in a global setting, diversity encompasses variations in language, communication styles, and cultural norms, in addition to differences in race, ethnicity, and gender. Because of this, global staffing strategies are aware of these distinctions and work to foster inclusive workplaces where workers from different backgrounds feel respected and empowered, which in turn affects the performance of multinational firms.

Equally important, the study also examined the significance of performance appraisal in multinational firms, as it provides a structured framework for managers to communicate with employees about their strengths, areas for improvement, and career aspirations, unlike traditional feedback mechanisms, which may be sporadic or informal. This personalized approach enables employees to receive tailored guidance and support, enhancing their skills, addressing performance gaps, and aligning their goals with organizational objectives. Therefore, based on the analysis from the study it was found that performance appraisal has a positive and significant effect on multinational firms. This is also in line with the findings of Baroun (2023), Jimoh and Kadiri (2018), and Isiaka et al. (2017).

## 7.0 LIMITATIONS AND SUGGESTIONS FOR FUTURE STUDIES

A major limitation of this study is the use of multinational firms in Nigeria, which may make it difficult to generalize the findings. Secondly, the use of global staffing and performance appraisal to assess the performance of multinational firms is another limitation for the study. Lastly, the method of analysis, which involves the use of statistical packages in the social sciences, constitutes another limitation for the study. Therefore, in line with the limitations outlined in the study, future researchers should consider large populations ranging from two or more countries. Furthermore, many other variables can be used to determine the performance of multinational firms; therefore, future researchers should look beyond global staffing and performance appraisal to consider variables such as compensation, training and development, performance systems, and talent management. Lastly, they should also consider more complex methods of analysis in order to corroborate the outcome of the existing findings.

## **8.0 CONCLUSION**

International human resource management solutions enable these adverse problems to be transformed into opportunities for seizing optimal strategies, particularly for firms seeking to achieve global competitiveness. Many previous studies have nearly entirely focused on the concept of recognizing human resource management as a global form of personnel management in a broad sense. International human resource management is constantly aligned with providing the best deal for multinational corporations in terms of addressing environmental challenges posed by various factors, as discussed earlier. These are in the form of discrete and vital policies and practices to deal with the various types of complexities, entanglements, chaotic conditions, and conditions associated with the cooperation globally, but in view of all the problems, challenges, and adversities resulting from the externalization of the crucial multiple stakeholders, they are also paid due attention, because the ultimate aim is not only to satisfy but to delight them as well.

## **9.0 RECOMMENDATIONS**

- i. Prioritizing diversity and inclusion initiatives in global staffing strategies is crucial for organizations. This entails proactively seeking out diverse talent pools, embracing cultural differences, and fostering inclusive work environments.
- ii. Additionally, they ought to take a comprehensive approach to performance evaluation that goes beyond conventional output or performance measures. A fair evaluation of qualitative elements, such as cooperation, communication, and adaptability, as well as quantitative performance indicators, should be part of performance appraisal procedures.
- iii. Furthermore, businesses should utilize data analytics and technology to enhance the efficiency of their global hiring and performance review processes. Automated talent management systems will reduce administrative burdens and increase decision-making efficiency by streamlining the hiring, selection, and deployment processes across multiple geographies.

- iv. Ultimately, they should promote an environment that is conducive to ongoing education and development regarding international hiring and performance reviews.

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## APPENDIX

**Table 1: Questions addressing global staffing expressed in percentages**

Variables	SD %	D %	U %	A %	SA %	Mean	Std Dev.
Our company has a well-structured expatriate management program.	0	14	6	58	22	3.8800	0.91014
Selection of employees for international assignments is based on strategic organizational needs.	0	14	14	54	18	3.7600	0.90838
The organization effectively balances the use of local employees and expatriates in global staffing decisions.	4	6	22	42	26	3.8000	1.02151
The organization provides adequate cross-cultural training for expatriates before international assignments.	0	18	10	54	18	3.7200	0.96160
Our organization implements clear repatriation policies to assist employees returning from international assignments.	8	20	10	36	26	3.5200	1.28651

**Source:** Authors' own creation

**Table 2: Questions addressing performance appraisal expressed in percentages**

Variables	SD %	D %	U %	A %	SA %	Mean	Std Dev.
The performance appraisal system is transparent and fair.	8	20	12	44	16	3.4000	1.20201
Employees receive regular feedback on their performance from supervisors.	0	16	28	32	24	3.6400	1.01678
The performance appraisal system considers both financial and non-	8	16	8	52	16	3.5200	1.17225



financial contributions of employees.							
The appraisal system contributes to employee motivation and career development.	4	4	8	68	16	3.8800	0.86492

**Source:** Authors' own creation

**Table 3: Questions addressing performance expressed in percentages**

Variables	SD %	D %	U %	A %	SA %	Mean	Std Dev.
The organization has a clear global strategy that aligns with local market conditions.	4	28	8	44	16	3.4000	1.16814
The organization effectively transfers knowledge and best practices across different subsidiaries.	4	24	16	44	12	2.9600	1.15013
The company achieves high financial performance compared to competitors in the same industry.	0	31	16	37	16	3.2800	1.11613
Our MNC adapts well to cultural and institutional differences in various countries of operation.	4	20	8	60	8	3.4800	1.02621
The organization fosters collaboration between headquarters and subsidiaries to improve decision-making.	8	4	20	56	12	3.6000	1.02151

**Source:** Authors