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Asghar, Ali and Ali, Shazad and Mamoon, Dawood

School of Management and Economics, University of Islamabad (A
project of Bahria Town), School of Business and Economics,
University of Management and Technology

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Career Strategies of Employees of MNC in the Globalization Reign

Ali Asghar
School of Business and Economics
University of Management and Technology
Lahore, Pakistan

and

Shahzad Ali
School of Business and Economics
University of Management and Technology
Lahore, Pakistan

and

Dawood Mamoon
School of Management and Economics
University of Islamabad
(A Bahria Town Project)

Corresponding Email: ali.asghar@umt.edu.pk

Abstract:

The paper analyses the pattern of career choice among the fresh recruits in multinational corporations. The paper finds that competence skills that are required within a borderless corporation tend to positively influence the employee satisfaction and expectation at the early stages of his/her career. The work environment prevalent at such peculiar and dominant corporations usually exceeds developing country corporate practices that are common within a local market landscape. We finally find that globalization favors the work culture to the benefit of its employees.

Career Strategies of Employees of MNC in the Globalization Reign

Introduction

Globalization is not a concept new to literature. Besides the benefits such as greater profit followed by opportunities and customers larger than ever before which are pinned up with this boundary less trade and business activities, Organizations both companies and individuals working in global market place faces more challenges than ever before. Nothing comes without a cost, gives explanation to the challenges that companies or individuals face while going global or working global market place. These challenges of globalization reign are not only troubling organization in there developing strategies but also troubling individuals working in the MNCs. Globalization is no doubt having impact on all around but the workers working in MNCs are especially under pressure to secure and develop their careers.

Employees adopt different career strategies to develop their careers at different stages of life. But this is subjected not only to international but also local challenges. Globalization is naturally accruing phenomenon which has made possible the reaches across the oceans in just a clicks of seconds and this is becoming an inevitable existing experience (Bauman, 1998; Gill, 1991; Luke, 1993). It is no more a choice to be a part of it rather its like a war and companies and individuals are in it whether they like it or not. The changing dynamics of work may force them to rethink their preferences throughout their life time. In Pakistan, career in MNCs have been an attractive choice for potential and existing employees, except those who were looking for permanent jobs for life time in public sector, work abroad, joined the businesses, or really wanted to devote themselves for academics. Especially the MNCs have such attraction for the talented individuals

to seek an attractive career. In the last decade, the global events have affected the conduciveness of Pakistani nationals in the international job markets. The global and local environmental factors have shaped the job market in such a way that working in MNCs seem to be an attractive career for graduating students, and a lot of shining graduates aimed at joining them to enjoy an smart livelihood.

Traditionally, the knowledge workers in the corporate sector employ different strategies to advance their careers. Researchers have identified several options that individuals choose depending upon the opportunities that the organizations and their environment provides them (give reference and different type of career strategies). That choice of the career strategies is mainly dependent upon their own work values, interests and talents. In the MNCs, the work dynamics are quite different from the public sector and local firms, as the skill requirements in this sector are quite different. The global incidents of 9-11 as well as the recession of 2008, the MNCs have tightened their recruitment policies especially in Pakistan and the local MNCs employees are under pressure to survive and compete in the sector. This poses a very different challenge for the individuals who are in the MNCs than those who are in other business sectors. The young professionals who have started their careers in the current situation have no example to follow, as the previous generations had quite different field setting.

The challenge to adopt right career strategy is test for the MNCs' employees. The young MNCs' employees of today have dreams, ideologically justified path to adopt, but not many examples to follow, as they have to map their career paths themselves.

There is no consensus among researcher about the globalization regarding the definition. It has been discussed not much from the aspects other that globalization itself (Clark, 1997: 1-33;

Clark, 1999: 1–15; Hurrell and Woods, 1995). As Ryan (2001) put it, “Globalization ...is the web of contacts, impacts, and connections now engulfing the basic institutions of the world in virtually every dimension of activity: demographic, economic, technological, environmental, and political” (p. 71) as proved by history evidence of nations interdependence and interconnectivity. But never the less there are factors such as evolving technology, innovation and its relationship to time and space has not been passed up as today. This has put impact not only on individuals but also business activities. It was never possible to interact communicate and integrate with other in such a frictions of seconds without much cost been paid. The question before anything else is about globalization.

2 Theoretical Framework

The discussion questions were deduced from the theoretical framework provided by Greenhaus, Callanan, & Godshalk (2009). According to that there are seven major career strategies (Table 1). Employees use these broad strategies to progress their careers. This framework provided the basis for putting up ideas for discussion in the focus group, and the participants were probed with the help of this framework to unveil their preferences for career strategies, however the discussion was not bounded in this framework.

Career Strategies	Description
Competence in Current Job	Attempt to perform effectively in one's current job.
Extended Work Involvement	Decision to devote considerable amounts of time, energy, and emotion to one work's role.
Skill Development	Attempt to acquire or enhance work-related skills and abilities through education, training, and job experience

Opportunity Development	Actions designed to have one's interests and aspirations known to others and to become aware of opportunities that are consistent with those aspirations.
Development of Mentor and Other Supportive Alliances	Actions designed to seek, establish and use relationships with a significant other to receive or provide information, guidance, support, and opportunities.
Image Building	The attempt to communicate the appearance of acceptability, success, and/or potential for success.
Organizational Politics	The attempt to use flattery, conformity, coalition, and trading of favors and influence as a means of attaining desired outcomes.

Table 1: Major Career Strategies (Greenhaus, Callanan, & Godshalk, 2009)

3 Methodology

3.1 Scenario / Research Settings

For the purpose of this research, young employees from different departments of a multinational company were invited to participate in a focus group discussion. Six members showed willingness to join the discussion. Their ages ranged from 27 to 35 years. All of them were permanent employees working in different positions in management cadre, whereas one of them was Head of Department (HoD) as well. Two members were currently enrolled in Masters Degree programs in different local universities, and one of them was doing advanced level diploma in his field of specialty. The group was quite familiar with each other, as they work as a team, sharing different responsibilities between them. Two of the participants were having dual roles within their organization, e.g. HoD and Trainer.

3.2 Why this Group is Selected?

This group was selected because they represent the category of young professionals working in MNCs who were experiencing the post 9-11 and post-2008-recession era of corporate career, and

they were all relate to the age group where an individual aspire for developing his career strategy.

3.3 Process

The invitation was sent to the group about a week before the focus group discussion. They were briefed about the topic of discussion and its background, so that they could be mentally prepared for the discussion. They all gathered in their corporate conference room on Saturday after their working hours, keeping in consideration the matters such as availability of uninterrupted discussion and high quality participation. There were only the researchers present other than the five participants.

All the participants were informed in advance that their identity will not be disclosed anywhere, and their discussion will be recorded and will be used for the research purpose only. Three of six group members showed their reservations regarding the privacy of the audio recording. They were ensured that the digital recording will be kept under strict control and will be deleted after the transcription. For further assurance, one of them took the responsibility to keep the recording with her and provide the transcription to the researchers on behalf of her team members. The researchers agreed with the condition that the recording will not be deleted until their research receives approval from the resource person of the PhD course, and they will also be given access to the recording for the audit review of the transcription. The conditions were accepted and consensus was developed.

The researchers, than, briefly discussed the broad concepts about career strategies that are found in management literature to give them food for that and bring them into the mood of discussion. As the group caught the heat, the researchers than signaled them while switching on the voice

recorder and started by putting a question. The researchers then took the moderating stance and observed the direction of the discussion. The researchers intervened by asking a simple question only when they felt the discussion is deviating from its course. A discussion of approximately 50 minutes was recorded in the digital voice recorder and saved.

On the second working day of the next week, the researchers were asked to visit the corporate office of the respondents to perform the audit review of the focus group transcription. Both researchers, along with one volunteer and the transcriber herself held the printed copies of the transcription, transcribed using a word processor, while the recording was played on the multimedia speakers through media player installed on laptop computer. As the entire group members were natively Urdu speaking, therefore the discussion was conducted primarily in Urdu language mixed with professional jargons in English language. The group at certain points paused the recording to correct the translation and marked the corrections on their hardcopies. The irrelevant portions of the discussion were also marked. The marked corrections and reductions were later incorporated in the soft copy of the transcript. The group reviewed and ensured that all changes in the document have been incorporated. After the consensus of all four group members, the transcript was marked final and emailed to all the discussants as well as the researchers by the transcriber.

The researchers then took print outs of the final transcript and started an isolated analysis. They highlighted the important themes in the discussion and memo their transcript copies. Then the reviewed copies of the transcript were shared and the researchers gave a reflective presentation to each other. The conflicts in the analysis results were resolved through discussion and explanations, therefore, they reached a consensus and start writing the discussion report.

4 Discussion and Analysis

The discussion started with the career strategies which the group members have adopted in the current era when the global corporate job market environment is

HEC policies are being implemented in the higher education sector in Pakistan. After analyzing the contents of focus group transcripts the researchers have identified few emerging themes, which helped in getting insights about career strategies preferences of young faculty members.

▪ *Importance of skill development*

There was consensus in the group about acquiring high levels of education, as the best long-term career strategy and there was no disagreement of any kind in this regard. The group also discussed that in the HEC reign all other strategies help in achieving the short-term gains only. Most of the respondents reflected that they were primarily focusing on ‘skill development’ as their core strategy of career management. As one of the participants, WA said,

“... after HEC there is only one way to enhance career and that is through enhancement of education ... As HEC is tightening the criteria further for university teaching, it is important to go for higher studies to save your career.”

▪ *Role of mentor*

The group also endorsed that ‘development of mentor and other supportive alliances’ as an important career strategy. Though the group agreed to the importance of mentor in the career, but they also discussed it as a risk as well. It may be due to the latent fear of losing inscribed in our orthodoxy cultural settings that the mentors usually fear of losing their position from the

upcoming generation. This socio-cultural dilemma creates fear in minds of aspiring protégés as well, as SA said,

“... and the mentors sometimes play a negative role in the career of their protégé.”

Another member reflected like,

“... I don't know its our cultural problem or what ... we are witnessing this negative role and institutionally they are the barriers in the growth of young faculty members...”

- ***Paradox of achieving higher education at the cost of practical insights***

The group discussion highlighted a very important aspect from the point of view of the faculty that is related to advanced level technology education. These faculty members feel themselves in a perplexity of sacrificing practical experience at the cost of higher education. If they focus on getting practical exposure that is important for in-depth understanding of their subject areas and also keep them updated with the change paraphernalia of technology, they may be left behind in the academic career, and vice versa. So they feel the need of their career development in a balanced way. One group member (UA) highlighted the paradox of achieving high education at the cost of losing the practical insight, which later requires more efforts to bridge the gap. He challenged the HEC policy by saying,

“I think the emphasis HEC has developed on getting the MPhil or PhD degree to be eligible for teaching in universities is not justified. There are professionals who

are competent enough, such as in the field of computer science which is my field, but as they don't have formal qualification at such level, so they can't teach.”

- ***Perception of managerial role as hindering factor***

The young faculty members perceive that getting high profile assignments at this level are partially beneficial as they develop managerial abilities and also equip them with the skills to be politically powerful. But they think that this only gives them a short term advantage, because the managerial roles require much attention which ultimately hinders their progress towards achieve long term objectives.

- ***Lateral movement and career switching***

The theme of lateral movement emerged during the group discussion as a career strategy, if someone feels that he is stagnant due to having no room of promotion in his current institution. Though it is one of the common tactics in corporate sector, but the academicians in the focus group discussion highlighted it as an unlikely practice if it is not for some higher position. Most of the group members showed their aversion of switching at the same level in some other institution.

- ***Dual career preferences***

The group agreed on advantageous nature of dual career as an appropriate strategy for academicians as it equips them with the theoretical as well as pragmatic view of their respective fields. But the group showed their propensity to prefer the dual career at the later stage of their career, when they have achieved their PhD.

- ***Paradox of faculty development and ‘Seth culture’ in private sector universities***

The group discussion has identified that the problem of ‘*Seth* culture’ which is problem faced by the knowledge workers in the corporate sector is equally posing problems in few academic institutions as well. They highlighted the collision of interests of the young faculty members and their management. As the management thinks that the faculty is pilfering organization’s time and resources to develop themselves. On the other hand, the faculty development is also necessary not only the individuals but also for the institution as well.

Conclusion

This research has developed thought provoking insights into the career strategies of young faculty members in universities in the HEC reign. The consensus has been noted over the importance of higher education among the young faculty. They have expressed the importance of this being the only important long term career strategy. The current scenario is entirely different from that of pre-HEC scenario where the young faculty had no such challenge to their existence as academic professionals. Today’s academic career has become very competitive for the new comers as well as the senior ones.

The focus group discussion also highlighted an important concern of the aspiring faculty members of higher level technology education as they face perplexity in choosing either of the practical exposure or the higher education. They want to maintain balance between their theoretical development as well as the practical exposure of the industry because of the dynamic developments in their subject areas. If they peruse as per HEC policy and take the MPhil and PhD path, they fear to lose the grip on practical aspects. We feel the need of having practice oriented doctoral level degrees in the technology so that the universities as well the industry can take benefit of the cross-fertilization of ideas.

Avoidance of organizational politics has been observed among the young faculty members. They believe that power, politics, image building, and high profile assignments are significant career strategies but they may be reserved for the advanced stages of their career, because at this stage, it may cease their long term career progression.

Reference

Greenhaus, J. H., Callanan, G. A., & Godshalk, V. M. (2009). *Career management*. Sage.

Appendix: Transcription of the Focus Group Discussion

The panel of Focus group comprised of 5 people and a moderator, who was the researchers himself. At first it would be helpful to give brief introduction to the panel.

Mr. WA : He is a young Head of Department of a university sub-campus at Lahore, he is 29 years of age, having 6 years of experience teaching at university level and persuing his PhD in business Administration. He is at the position of HoD for last 2 years.

Mr. SA : He is lecturer and about 35 years of age. He teaches Management Subjects in the university for last 8 years. He has also done is MPhil and persuing his PhD.

Mr. MS: He is lecturer or statistics in the same university for 2 years. His age is 27 years, and he is also doing his PhD in statistics.

Mr. NM: He is finance lecturer, as well as incharge examination. His age is 33, working for last 7 years in the same university. He is also doing his PhD in Finance.

Mr. UA: He is IT lecturer in the faculty. He is persuing his MS degree in computer sciences. He is in the university for last one year.

Mr. Q is either of the moderator/s in this focus group.

Q. Where do you see in the post-9-11 and post-2008-global-depression scenario, what you will have to do, and what will you do for it to be successful in your career?

FS: The difference in post 9-11 and post 2008 is in terms of education realization, westernization

and more competition in terms of technology, methodologies. People are more critical in terms of their career, survival of the fit is the war these days. So in that scenario to boost up my career I have to look for new trends and technologies to utilize them efficiently and to pursue with the right qualification to excel in my career.

SA: Post 9-11 scenario has created some hurdles for Islam & some particular countries. Now everyone is not treated equal in global scenario. Even if organizations are fair enough some regulatory issues make it difficult to find overseas job. What we need to do is to focus on those regions / countries where there is no discrimination found against religion or country we belong.

IH: Yeah, it has been a matter of fact that the world has been change inside out after 9/11 and Post-2008-Global Depression Scenario, in this point in time everyone is striving for higher education at the same time the employment opportunities are at dearth. In my opinion putting extra effort in strong areas or set of skills nature has gifted to the individual, one should try to focus and polish those to excel in extensive competition.

SI: I believe that terrorism has greatly influenced the way organizations operate and do business. Clearly it is a threat to business operation and companies like to work in calm environment with no or very little turbulence. So I see myself condemning the acts of terrorism and the same goes for my career that I will work in a non violent environment that harbors creativity and innovation rather than an environment where the work is being hampered due to threat to security.

HI: In this era of terrorism and uncertain conditions the world has come to a point where we should be on fast moving track. Everyone should strive for betterment of the society and should not encourage such activities. As a professional we should be conducting workshops to give people awareness, get highest education and avoid working in such sectors that promote violent activities

Q. Don't you see in this way that you have witnessed that in the MNCs, the appointment of HoDs and chairperson is highly politicized? Although there were other eligible professionals available, only those who could reach at the top who have some strong political affiliations with some influential persons, etc.

FS: There are some top profiles who have professional ties with the political characters. But as in Pakistan scenario, there are many critical points do come where top management has to make ties with some political bodies in order to streamline the current issues as per the criticalities in Pakistan. There can be many competent people at the top level where there are currently these top notch so called political profiles. But MNCs at times prefer them as per their current needs to be filled and to streamline the external and internal pressures.

SA: Although there were other eligible professionals available, only those who could reach at the top who have some strong political affiliations with some influential persons, etc.

IH: Yeah, I am partially agreed with the statement u have mentioned in the question. Rather I

would say in first world the Head of MNCs have been working on someone's agenda like most of them are free masons or somehow have in relation with them. Furthermore, the Heads of the corporations in third world or developing nations most of the time belong to certain political affiliations or political cartels.

SI: In recent times, favoritism and nepotism has played its part toward selection of prominent personalities in leadership positions. The orthodox norm of equivalence and eligibility has now been forcibly reshaped into accepting political pressure towards selecting the best resource. Although fair selection is still in use and widely practiced but influence of political figures does play an important role in selection of recourse.

HI: This is a common occurring problem. Politics have gathered us all and especially it is seen in recruitment. The common problem in Pakistan is people not get the jobs and the main reason is mostly employees are hired who have strong reference. This should be avoided and proper recruitment system should be encouraged where there should be right fit at the right job.

FF: To some extent it is true but not in all scenarios. MNCs have to operate with the permission of govt so they need to give favor to political personalities.

Q. How do you feel the importance of having support of a mentor in your career?

FS: I do a feel there is lot support of a mentor in my career success, because when it comes to internal or non-monetary motivation, learning and exposure thing. There should be a role mode

and a coach through which we can learn and maximize our potentials through mentoring.

SA: A mentor is vital for career progression, because he is in a position to give us good and unbiased opinion.

IH: Extremely important indeed. Like a good mentor could be of great importance as far as the development of professional attitude or outlook is concerned.

SI: A mentor is absolute essential for a new joiner in an organization. It is an obligation that a new entrant is assigned a mentor that guides, molds and reshapes the behavior patterns of a new employee.

HI: A mentor is required at every step of life. Same is the case with me a mentor with good motivational and knowledge transfer skills can help an employee build strong career.

FF: Its very important to have support of good mentor with you throughout your career because you have to make very critical decisions during your career and with the help of your mentor you can have a reasonable idea.

Q. Do you relate higher studies or professional certifications with your success?

FS: I relate higher studies currently but with the passage of time certifications are always required to update the studies and the current scenarios in the career success.

SA: For career progression we need updated knowledge of our field. Professional certification is more related to us compared to higher studies unless it is requirement for future growth.

IH: As I mentioned earlier since the professional competition after 9/11 and recession has been increased manifold so do the importance of higher education and certification coincided it.

SI: Yes higher studies provide a better understanding of business operations and corporate governance. And professional certifications are a proof that you have acquired success as a professional.

HI: Not in my case as I haven't done yet but definitely education is the key to success and a person should be equipped with appropriate education and also certifications to gain more knowledge.

FF: Yes higher studies is the first step to enter in this professional world. After having sufficient experience, your experience becomes more important than your studies.

Q. Do you see this problem in other job sectors as well?

FS: I do think there should be mentor centers or counseling centers in the institutions to guide and mentor the graduates for further career success point of view

IH: Not much in Government sector only suspicions regarding merit is the major concern in Governmental sector not anything else.

FF: Yes it's the requirement of almost all sectors to have mentors

Q. Do you think that the hard work you are putting in and working for extended hours, managing your responsibilities other than your core job functions, give you advantage over others? Will it ultimately enable you to progress in your career?

FS: At times working more than extended hours and to put in more effort stretch the abilities that are hidden and we have not even discovered plus they add different skills to the personality that later do add to the career success.

SA: Managing other responsibilities gives us generalist exposure and this era is more related to a generalist job rather than a specialized one.

IH: Yeah off course going extra mile in work would always benefit you as it has been reckoned as a nature's law. But working smart rather than working hard should be of focal importance.

SI: It is not necessary that putting in extra hours and doing work in addition to the job responsibilities gives advantage over others or gives you a career boost. It definitely gives you more insight into the day to day working of the organization.

HI: I do not believe if you have the ability to do your work in the working hours then it is an exceptional quality. Time management is required to progress not sitting for extended hours.

FF: Yes it will be good for me, my knowledge /expertise and my career to put more effort and work extended hours to fulfill my responsibilities

Q. What possibilities you are seeing in your career right now?

FS: There can be many possibilities in terms of Job enrichment and promotion as well.

SA: I am getting generalist experience; my responsibilities are changed over a period of time so that I am able to work as a departmental head in future.

IH: *Alhamdulillah*, I am working in the organization which is providing a developmental path for my career therefore, I am anticipating to excel in respective field InshaaAllah

SI: Learning and acquiring new skills on daily basis.

HI: Looking forward for some challenging tasks and performing diverse tasks.

FF: As I am having a reasonable mentor, I am focusing on my responsibilities so that I can have good growth opportunities

Q. Do the high level responsibilities not helping you?

FS: High level responsibilities do help me in terms of additional exposure, learning exposure, better know how of responsibilities.

SA: It happens when I am working on some assignments and I need my seniors' help but sometimes they are unable to find appropriate time for discussion which ultimately leads to a delay in the assignment.

IH: It helps as it is said the the higher you go in terms of responsibilities the more you gain in terms of importance in any field.

HI: I am not being assigned high responsibility tasks at this stage in the career.

Q. What you people think about professional networking in your career? How much you find it useful for growth?

FS: As per my career side in recruitment and selection, I am sure that professional networking play a vital role. As the more is the network, the more you know about new trends in my field adopted, the learning horizons to see and observe.

SA: Professional networking is important to know about latest trends and working practices in other organizations but it can't be linked with growth.

IH: Immensely important since the world has been diminished into a global village now respectively the importance of networking has been increased.

SI: Professional networking is a very important tool for career enrichment. Getting acquaintance of professionals helps you to acquire knowledge from them and also experiences from them that are very informative.

HI: Networking is very important as it helps you to get right candidates for important positions. Also it will improve your social life when you interact with people you always learn new things

FF: Its very important to have professional networking to have good idea about what's going on in professional world and keep yourself updated

Q. As it is common in the corporate sector that people do lateral movements for career growth from one organization to other. Do you think it may be a good choice for you too in the MNCs to follow?

FS: It would be a good choice as to learn and to excel in my career

SA: Today's job dynamics are changing rapidly. There was a time when people were much concerned about designations as well as money. But now people are concerned with job responsibilities, learning opportunities as well as money. MNCs are following different lateral structures so it won't work in case of MNCs.

IH: It could be good but after having spent some time quick moves can ruin as well.

SI: If the opportunity is attractive than lateral movement is appreciated otherwise frequent movements from organization to organization is criticized by recruiters.

FF: Yes after having sufficient experience it can be god choice

Q. Have you found any mentor in your way who have helped you in progressing?

FS: My teacher and my line manager are mentor for me to follow.

SA: I am working with a mentor since I started my career and he has helped me a lot in my working and professional career.

IH: Yeah *Alhamdulillah* my current mentor / RO is quite helpful in every matter where and whenever I required his help, he proves to be receptive. More importantly in every scenario to extricate help out of mentors is an art as well that one should learn.

SI: Yes I have found some good mentors that have shone like a guiding star and given me tips that have helped me in my career so far.

HI: Yes my teacher and manager has helped me a lot.

Q. (Please visualize your next 20 years) Do you think the MNCs have the potential to serve you better in career terms, are they able to sustain you in long term?

FS: Well to visualize for 20 years, it not the right span to visualize because as per the critical changes throughout the globe, visualization and the abrupt changes are like mis-match thing. Well, being a key resource at a key position with the right skills, I can enjoy a mentoring and a senior position in any MNC

SA: MNCs change on a fast pace in global perspective so they have a potential for growth as well as they might be effected with a global change and unable to provide any future opportunity.

SI: Yes MNCs have great potential to serve its internal clients. They highly regard their workforce and those that perform well are rewarded and equally compensated. Such compensation and perks help the organization to retain good talent.

HI: Yes MNC'S have that potential to groom the employees and give them best career path along with better environment and working conditions

FF: Yes it has the potential but it will depend on some external issues like political environment etc.

Q. If you find promising opportunities in the sectors other than MNCs, such as public

organizations or academic institution, would like to switch for your growth in those organizations? Briefly justify your stance.

FS: If it is that much promising in terms of career progression, financial stability, I think I can, because good opportunities are always there to follow.

SA: MNC is not a certificate of good job all the time. Most of the time higher level positions are filled with home country employees only making it difficult for host country employees to go at higher levels. On other hand local companies are headed by local employees and there are higher chances to go at top and run the whole organization.

SI: Academic institutions are a very good way to reflect your knowledge onto others and if an opportunity in an academic institution comes up than I will think of going there.

HI: A person always look for betterment so if there is a good opportunity then why jnot I would like to be a part of it.

FF: Yes I will switch, and I can apply me experience in other companies for their growth

Q. If you get opportunity in some other MNC, where a bit broader exposure is highly demanded, don't you feel that your career objectives will be fulfilled there?

FS: Yes surely the career demands can be fulfilled.

SA: Broader experience is necessary for career growth.

SI: Sure, if the exposure is of international nature then why not.

HI: Yes definitely broad work experience will help me get a good career path.

FF: Yes it can be good for career objectives fulfillment

Q. If you go for some time in some sector other than MNCs and then come back in MNCs, will it help you?

FS: It depends upon the nature of the job for which I shall be switching for a job again in MNC and the span of time. In case if the nature is almost same than it can help me and if the time span is more with any other organization that is not MNC then experience would be different so that won't be helping to switch again in MNC culture and the job.

SA: Every experience counts if it's on a good position.

IH: Yes in my opinion, experience is of vital importance doesn't matter where it comes from. Every sector has some specialized culture prevailing in it, and attain benefit from diverse could increase feathers in ones hat.

SI: For someone to working in an MNC, transition to a national organization and then back to an MNC will have impact on the person's performance. I will not opt for such a scenario.

HI: Yes I will be getting a multiple flavor of working with people from a different sector. The pros and cons will be highlighted and it will eventually improve my performance

FF: Yes to some extent it can specially it will be good learning opportunity regarding job environment.

Q. Would you like to have a dual-career as your current job in MNCs and serve as corporate consultant after certain years of experience? For example you establish a separate consultancy firm for this purpose. Will it be helpful in your MNCs career?

FS: I think a consultancy decision after quitting the MNCs and having a good experience in different sectors. I won't go with the dual career at the same moment. As it can be portrayed a biased and inclined profession as well.

SA: Consultancy experience is equally helpful in local and MNC.

SI: While being in an MNC, the complete concentration should be on one project. Having dual jobs while in an MNC will definitely be a burden and performance will dampen. Opening up a consultancy firm after years of experience is definitely helpful and allows an individual to impart his/her experience in the practical field.

HI: Consultancy is definitely a right choice but after getting certain years of experience. It will help me to give better solutions to other MNC's

FF: Yes it will be help full.

Q. Is MNC career your first ambition? What has brought you here?

FS: Well every person thinks for some prosperous and promising career, no doubt the skills and the working exposure brought me here to work.

SA: I like my job but I am not a person who will do a job only in MNC.

SI: Having the opportunity to work in an MNC is a definite plus point on the resume. The experience of international business operations gives an individual more exposure and rich experience as compared to a local organization.

HI: Yes, it is my career ambition and I would love to stay as long as it would eb favorable for me.

FF: Yes. Company performance image has brought me here.