

External Mobility and Career Advancement: A Case of Coca-Cola Nigeria and Nestlé Nigeria

Prince Godswill Akhimien ^{1*}, Idemudia Sunday Aliyu Ph.D. ²

^{1,2} Department of Business Management, Faculty of Management Sciences, Ambrose Alli University, Ekpoma, Edo State

¹ORCID No: 0000-0002-4730-5827, ²ORCID NO: 0000-0000-3364-98691

*Corresponding Author: Prince Godswill Akhimien

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Article History	Abstract	
Original Research Article	<p><i>This study investigates the relationship between external mobility and career advancement among employees of Coca-Cola Nigeria and Nestlé Nigeria; the study further examined the relationship between inter-organizational movement and promotion opportunities. Using a survey design, data were collected from 92 respondents and analysed with STATA software. Descriptive statistics highlighted that 76% of employees agreed inter-organizational movement improved promotion opportunities. Correlation analysis provided deeper insights: inter-organizational movement was strongly and positively correlated with promotion opportunities ($r = 0.62, p < 0.01$), while external mobility showed a significant relationship with career advancement ($r = 0.58, p < 0.05$). These results indicate that employees perceive mobility between firms as a viable pathway to faster promotions, skill enhancement, and improved compensation. However, the findings also reveal organizational challenges, particularly for Coca-Cola Nigeria, which faces knowledge drain and increased recruitment costs. Conversely, Nestlé benefits from the inflow of experienced professionals. The study concludes that external mobility significantly accelerates career advancement but creates retention challenges, necessitating balanced strategies for sustainable workforce management.</i></p> <p>Keywords: External mobility, career advancement, inter-organizational movement, promotion opportunities, Nigerian beverage sector.</p>	
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Introduction

In today's dynamic labor market, employee mobility has emerged as a central issue in human resource management and organizational behavior studies. External mobility, which refers to the movement of employees from one organization to another, is increasingly viewed as both a challenge and an opportunity. For multinational corporations such as Coca-Cola Nigeria and Nestlé Nigeria, external mobility directly affects workforce stability, knowledge transfer, and competitive advantage (Okon & Bassey, 2022). At the same time, career advancement defined as employees' upward progression in skills, job roles, compensation, and recognition remains one of the primary motivations for seeking mobility. In Nigeria's beverage sector, where competition is intense, firms strive to retain top talent while employees actively pursue greater opportunities elsewhere (Adewale & Fadeyi, 2023). A practical example involves employees leaving Coca-Cola

Nigeria to join Nestlé Nigeria in search of faster promotions, higher pay, or broader professional exposure. This type of movement raises critical questions: does external mobility serve as a pathway to career advancement, or does it undermine organizational loyalty while benefiting only individual employees? Understanding this relationship is vital for managers, policymakers, and employees alike (Nnadi & Yusuf, 2024).

Despite growing globalization and the increasing mobility of skilled labor, Nigerian beverage firms continue to face difficulties in retaining their workforce. Coca-Cola Nigeria, for example, has recorded cases of experienced managers and technical staff transitioning to rival firms such as Nestlé Nigeria (Obi & Hassan, 2023). Employees often cite reasons such as enhanced compensation packages, structured promotion opportunities, and professional growth initiatives as key drivers of their decisions (Ekanem

& Oladipo, 2024). However, the organizational costs of such departures are significant, including loss of institutional knowledge, heightened recruitment and training expenses, and weakened succession pipelines (Chukwuma & Ibrahim, 2023). For employees, the dilemma is equally complex. While external mobility may appear to guarantee career advancement, the reality may vary depending on the new organization's culture, growth pathways, and performance expectations. Some employees achieve greater recognition and upward movement, while others may experience only a change of environment without long-term benefits (Salami & Udo, 2024). This uncertainty underscores the need to critically examine the relationship between external mobility and career advancement, with specific attention to Coca-Cola Nigeria and Nestlé Nigeria.

Research Questions

1. How does inter-organizational movement influence promotion opportunities?
2. What is the relationship between external mobility and career advancement among employees moving from Coca-Cola Nigeria to Nestlé Nigeria?

Hypotheses

H1: Inter-organizational movement significantly influences promotion opportunities.

H2: There is a significant relationship between external mobility and career advancement among employees of Coca-Cola Nigeria and Nestlé Nigeria.

Literature Review (Conceptual Review)

External Mobility

External mobility refers to the voluntary or involuntary transfer of employees between organizations. It encompasses both resignations, where employees leave to pursue better opportunities, and workforce restructuring, where firms release staff who are later absorbed by competitors. In essence, it reflects the exit of talent from one company and their entry into another, often motivated by better wages, professional development, or organizational culture. In highly competitive industries such as the beverage sector, external mobility represents a dual reality: it poses a threat to talent retention for losing firms while simultaneously serving as a source of fresh expertise and innovation for recipient firms (Okafor, 2022). One of the primary drivers of external mobility is the pursuit of career advancement. Employees often evaluate opportunities beyond their current workplace when they perceive limited prospects for growth, whether in terms of promotion, leadership exposure, or access to professional development programs (Nwosu & Adeyemi, 2023). For

example, within Nigeria's beverage sector, skilled employees may leave Coca-Cola Nigeria for Nestlé Nigeria in search of broader responsibilities, international exposure, or more attractive reward systems. This movement not only enriches the career trajectories of employees but also strengthens the human capital base of the receiving organization.

Another significant factor influencing external mobility is organizational culture and work environment. Employees tend to migrate to firms that align with their personal values or provide more supportive climates for innovation and collaboration. For instance, where Coca-Cola may emphasize brand-driven market leadership, Nestlé may offer employees greater opportunities for research, nutrition-based innovation, or regional career expansion. Such differences often encourage mobility within the sector, as workers search for organizational ecosystems that better match their aspirations (Ibrahim & Musa, 2021). While external mobility can enhance an individual's professional growth, it creates strategic challenges for organizations. Losing firms often face knowledge gaps, increased recruitment costs, and potential disruptions in service quality (Adigun & Ojo, 2023). Conversely, firms that attract external talent benefit from infusion of new skills, cross-industry experience, and broader networks. This dual impact positions external mobility as both a critical risk and a strategic opportunity in talent management. Therefore, understanding external mobility is vital in analyzing workforce dynamics in competitive markets like Nigeria's beverage industry. It reveals how firms such as Coca-Cola and Nestlé strategically respond to employee movement while shaping policies that balance talent retention with the benefits of acquiring externally mobile professionals (Eze & Uchenna, 2024).

Inter-organizational Movement

Inter-organizational movement refers to the transfer of employees between firms, whether within the same sector such as Coca-Cola Nigeria to Nestlé Nigeria or across different industries. This phenomenon reflects the increasing dynamism of modern labor markets, where employees actively seek opportunities that align with their career goals, work-life balance, and personal values (Okeke & Adebayo, 2022). For employees, moving between organizations presents an avenue to acquire new experiences, broaden professional skills, and increase their chances of long-term career advancement. For example, a marketing professional who transitions from Coca-Cola to Nestlé not only benefits from exposure to a new organizational culture but also develops competencies in nutrition-driven branding, an area less emphasized by Coca-Cola. From the employer's perspective, inter-organizational movement can serve as both a challenge and

an opportunity. Losing firms risk talent depletion, knowledge gaps, and higher recruitment costs, particularly when key personnel migrate to competitors (Ibrahim, 2023). However, receiving organizations often benefit from fresh perspectives, innovative problem-solving approaches, and cross-sectoral expertise that new employees bring along (Nwachukwu & Sani, 2024). This infusion of knowledge can stimulate creativity, improve performance, and strengthen competitive positioning within the industry. In the Nigerian beverage sector, inter-organizational movement is becoming more pronounced due to heightened competition for skilled professionals. Employees weigh factors such as compensation, leadership development, and opportunities for global exposure when deciding to switch employers (Eze & Uchenna, 2024). Consequently, firms must implement proactive human resource strategies to manage the risks of employee exit while leveraging the benefits of attracting externally trained talent.

Career Advancement

Career advancement refers to the growth and upward progression of employees in terms of position, responsibility, skills, and compensation. It is a multidimensional concept that includes vertical promotions, where employees rise to higher roles with greater authority, as well as horizontal expansion, where responsibilities broaden within the same level of hierarchy. In both cases, the goal is to enhance employees' professional competence, recognition, and overall job satisfaction (Adigun & Okeke, 2022). In today's competitive business environment, career advancement is not merely defined by titles but also by the acquisition of critical skills and competencies that improve employability. Employees often evaluate their advancement in terms of training opportunities, mentorship access, leadership exposure, and financial incentives (Ibrahim & Musa, 2023). For instance, within Nigeria's beverage industry, an employee at Coca-Cola may aspire to move into a senior brand management role or transition laterally into a regional marketing unit at Nestlé, gaining both visibility and broader career opportunities. Compensation and rewards remain key drivers of career advancement. Competitive salary packages, bonuses, and recognition schemes often determine whether employees remain loyal to their firms or seek external opportunities. However, beyond monetary rewards, employees increasingly value intangible factors such as work-life balance, inclusive organizational culture, and international career mobility (Eze & Uchenna, 2024). Beverage firms that prioritize structured career development programs, leadership succession planning, and continuous training are more likely to retain high-performing staff. Career advancement also has significant implications for organizational

performance. Employees who perceive clear paths for growth are more motivated, engaged, and productive (Nwachukwu & Adeyemi, 2023). Conversely, where opportunities appear limited, employees may become disengaged and seek external mobility, thereby creating challenges for talent retention. For example, Coca-Cola Nigeria's emphasis on brand-driven leadership roles may appeal to employees seeking global exposure, while Nestlé Nigeria's focus on nutrition-based innovation may attract professionals aspiring for research and development-oriented growth. These structural differences highlight how firms' strategies directly influence employees' career advancement choices. Ultimately, career advancement is both an individual aspiration and an organizational strategy. For individuals, it represents a pathway to achieving personal and professional fulfillment. For organizations, it functions as a tool for retaining talent, enhancing productivity, and sustaining competitiveness in dynamic industries such as the beverage sector (Okafor & Adeniran, 2022). Firms that successfully integrate structured advancement pathways with employee expectations can build stronger, more committed workforces while reducing the risks associated with talent loss.

Promotion Opportunities

Promotion opportunities are among the most visible and tangible markers of career advancement in organizations. They are typically associated with improved compensation, new titles, expanded responsibilities, and increased influence within the firm's decision-making structures. Employees often view promotions not only as rewards for past performance but also as signals of trust, recognition, and long-term career prospects within an organization (Okoro & Nwankwo, 2022). When organizations clearly define promotion pathways and establish fair evaluation systems, employees are more likely to remain committed and loyal to the firm. However, the absence of transparent or timely promotion opportunities can encourage employees to explore external mobility. In Nigeria's highly competitive beverage sector, for example, many employees leave Coca-Cola Nigeria for Nestlé Nigeria when they perceive stronger prospects for upward mobility. The possibility of accelerated promotion elsewhere often serves as a strong motivator for such transitions (Ibrahim & Sani, 2023). A mid-level marketing officer, for instance, may decide to leave Coca-Cola if Nestlé provides a quicker route to becoming a senior brand manager, along with international exposure. From the organizational perspective, establishing structured and equitable promotion opportunities is an essential strategy for retaining talent. Companies that implement robust appraisal systems, mentorship initiatives, and leadership succession planning are better positioned to reduce turnover and

maintain a motivated workforce. Conversely, failure to align promotion practices with employee expectations increases the likelihood of losing high-performing staff to competitors (Eze & Adeyemi, 2024).

Relationship between Inter-organizational movement and promotion opportunities

In the words of Okafor and Danjuma (2023), inter-organizational movement is often closely tied to the pursuit of promotion opportunities. Employees frequently perceive that moving from one organization to another provides faster career progression compared to waiting for limited openings within their current firm. In highly competitive industries such as Nigeria's beverage sector, this perception plays a central role in driving external mobility. For instance, an employee at Coca-Cola Nigeria may believe that joining Nestlé Nigeria will accelerate their promotion prospects, particularly if Nestlé offers a more structured or transparent promotion pathway. Promotion opportunities are not only associated with financial incentives but also represent recognition of professional competence and leadership potential. As Umeh and Akinyemi (2022) confirmed, when employees perceive stagnation or unfairness in internal promotion systems, they are more inclined to seek advancement elsewhere. Thus, inter-organizational movement often becomes a deliberate career strategy to bypass bottlenecks within one organization and align with another that promises quicker growth and broader responsibilities. From an organizational perspective, this dynamic creates dual implications. On the one hand, losing firms face talent depletion and disruptions when skilled employees depart in search of faster promotions. On the other hand, receiving firms benefit by acquiring ambitious, motivated, and competent individuals who are eager to prove themselves in new roles (Ibrahim & Onyekachi, 2024). Therefore, the relationship between inter-organizational movement and promotion opportunities highlights both the weaknesses of internal promotion structures and the strategic advantages firms can gain by attracting talent from competitors.

Relationship between External Mobility and Career Advancement

External mobility and career advancement are strongly interconnected in modern organizations. Employees often perceive moving from one firm to another as a viable pathway to accelerate their professional growth, especially when promotion opportunities and skill development appear limited in their current workplace. In Nigeria's beverage sector, employees leaving Coca-Cola Nigeria for Nestlé Nigeria commonly cite career advancement as the primary motivation, including the promise of higher pay, greater responsibility, and international exposure (Adewale & Fadeyi, 2023). Career advancement, however, is not

limited to vertical promotions; it also encompasses horizontal expansion of roles, professional development programs, and broader organizational visibility. According to Nnadi and Yusuf (2024), employees are more likely to pursue external mobility when they believe the new organization offers structured career pathways, mentorship, or leadership succession plans that are lacking in their present firm. This suggests that external mobility functions as a bridge between personal aspirations and organizational opportunities. From the organizational perspective, external mobility can have dual implications. While the losing firm suffers talent gaps and knowledge loss, the receiving firm benefits by attracting individuals who are motivated to grow and contribute (Obi & Hassan, 2023). For employees, the success of external mobility in advancing their careers depends on whether the new organization delivers on its promises. As Salami and Udo (2024) note, while many employees achieve significant career growth after mobility, others encounter stagnation if expectations do not align with organizational realities.

Theoretical Framework

This study is anchored on the Human Capital Theory, first advanced by Becker (1964). The theory posits that individuals make deliberate investments in their knowledge, skills, and career choices with the expectation of maximizing future returns. Such investments often take the form of education, training, and professional experiences that enhance productivity and employability. In this sense, external mobility can be understood as a strategic decision by employees to reposition themselves in organizations that offer better rewards, career advancement opportunities, and long-term growth prospects. Within the Nigerian beverage sector, this framework provides valuable insights into why employees leave firms like Coca-Cola Nigeria for competitors such as Nestlé Nigeria. Employees perceive such moves as investments that yield higher returns in terms of promotions, skill acquisition, and compensation. As Becker (1964) emphasized, individuals act rationally to maximize their lifetime earnings, and external mobility reflects this rational pursuit. Recent studies also support this perspective, showing that mobility decisions are often driven by expectations of increased human capital value in new organizational contexts (Okeke & Adeyemi, 2022; Ibrahim & Yusuf, 2023). For organizations, Human Capital Theory underscores the dual challenge of talent management. On the one hand, firms risk losing their best-trained employees to competitors, which translates into knowledge loss and reduced return on their training investments. On the other hand, firms also stand to gain by attracting externally mobile employees who bring fresh skills, cross-industry expertise, and innovative perspectives (Nwachukwu & Salisu, 2024). This

tension highlights the importance of designing policies that balance talent retention with strategic recruitment. Therefore, Human Capital Theory provides a robust framework for understanding the relationship between external mobility and career advancement. It explains why employees pursue mobility as a rational investment in their future, while also illustrating the strategic implications for firms competing in dynamic industries like the Nigerian beverage sector.

Empirical Review

Adeyemi (2018) conducted a study titled *Employee Mobility and Career Progression in Nigerian Banks*, focusing on 300 employees drawn from five major banks in Lagos State. Using structured questionnaires and descriptive statistics alongside regression analysis, the study revealed that employees who engaged in inter-firm mobility were more likely to experience faster promotion opportunities compared to those who remained in a single firm for long periods. However, Adeyemi also found that frequent mobility had a trade-off: while career progression accelerated, employee loyalty to the organization weakened significantly, leading to higher turnover rates. The study concluded that banks should balance retention policies with career development strategies to minimize the loss of key talent.

Chukwu and Hassan (2019) examined *External Mobility and Staff Retention in Nigerian Breweries* using qualitative interviews with 120 staff members across production and administrative departments. Thematic analysis of the data showed that inter-organizational mobility created opportunities for employees to negotiate higher salaries and better employment packages. Nonetheless, their findings indicated that such movements posed serious risks for the source organizations, particularly in the form of knowledge drain, since highly skilled staff leaving the firm reduced institutional memory. The study concluded that breweries must adopt more robust talent retention strategies, such as mentorship and long-term incentive packages, to counterbalance the effects of mobility on organizational knowledge systems.

Musa (2020) investigated *Job Change and Career Growth in Telecom Firms in Abuja*, surveying 250 employees across MTN, Airtel, and Glo. Using chi-square tests, the study discovered that employees who changed firms within the telecom sector were significantly more likely to achieve promotions within three years, compared to those who remained in one organization. Musa argued that the rapid technological advancement in telecoms creates an environment where mobility is rewarded with fresh challenges and skill applications, leading to quicker recognition in the form of promotions. The study concluded

that telecom firms must manage talent more strategically to remain competitive, given the prevalence of staff poaching.

Okon and Udoh (2021) explored *External Transfers and Career Satisfaction among Civil Servants in Akwa Ibom State*, surveying 150 government employees across ministries. Their findings revealed that employees who moved between ministries or left for external opportunities reported greater satisfaction only when such moves were complemented by structured training and professional development. Without training opportunities, the satisfaction levels were temporary and often declined after initial adaptation. The study highlighted the importance of aligning mobility with capacity-building initiatives to enhance employee well-being and career longevity within the civil service.

Eze and Bello (2021) studied *Inter-Organizational Movement and Employee Development in Manufacturing Firms in Kano*, employing a mixed-methods approach with 100 survey participants and 20 in-depth interviews. Results indicated that employees who transitioned to new firms gained broader technical and managerial skills, especially when exposed to diverse work environments. However, adaptation stress was a common challenge, as employees often struggled with organizational culture shifts, unfamiliar work processes, and new performance expectations. The study recommended that manufacturing firms improve orientation and integration programs to mitigate stress while maximizing the developmental benefits of employee mobility.

Ibrahim (2022) carried out research on *Mobility and Performance Outcomes in Oil and Gas Firms in Port Harcourt*, involving 200 respondents across upstream and downstream companies. Using regression analysis, the study found strong positive correlations between inter-firm mobility and accelerated career growth. Employees who switched firms reported quicker promotion, higher income, and more diverse skill acquisition compared to their peers who stayed put. However, Ibrahim also cautioned that frequent mobility might destabilize organizational cohesion, as high turnover rates often disrupted team performance. The study concluded that oil and gas firms should invest in retention strategies to prevent losing critical expertise while still allowing career development opportunities for their workforce.

Adeniran and Paul (2022) examined *Mobility and Career Advancement in Universities* through a correlation analysis of 180 academic staff across three Nigerian universities. Findings indicated that academics who transitioned to other institutions, both locally and internationally, experienced faster promotions than colleagues who remained in one university throughout their careers. External mobility was particularly linked to opportunities for research grants,

international collaborations, and enhanced visibility within academia, all of which accelerated advancement. The study concluded that universities should encourage faculty development opportunities to retain staff while also recognizing the inevitability of external moves as part of academic career progression.

Omoruyi (2023) studied Workforce Mobility and Career Trajectories in Retail Firms in Benin City, analyzing survey responses from 220 employees using cross-tabulation techniques. Results showed that employees who moved across retail firms had significantly higher chances of achieving promotions compared to those who remained stagnant in one firm. However, Omoruyi's study highlighted that while mobility improved career progression, it did not translate into job security, as retail firms often operated with short-term contracts and minimal benefits. The study recommended that firms balance competitive promotion policies with better welfare packages to ensure long-term employee commitment.

Methodology

This study adopted a survey research design to examine the relationship between external mobility and career advancement among employees of Coca-Cola Nigeria and Nestlé Nigeria in Edo State. The research was conducted in

Benin City and its environs, with a target population of 121 employees from both firms. Using the Taro Yamane formula (1967), a sample size of 92 respondents was determined to ensure representativeness across job levels and departments. Primary data were collected through a structured questionnaire administered and retrieved on the spot to guarantee timely responses. The data were analyzed using STATA software, where descriptive statistics such as percentages summarized demographic patterns, while inferential statistics, including correlation analysis and cross-tabulation, were employed to test relationships between external mobility and promotion opportunities. To demonstrate analytical rigor, field work results were generated from the STATA outputs, ensuring the methodology aligned with the study objectives and produced credible findings for understanding employee movement and career advancement in Nigeria's beverage sector.

Data Analysis and Findings

The analysis of the data collected from 92 respondents of Coca-Cola Nigeria and Nestlé Nigeria was carried out using STATA software. Descriptive statistics were first employed to summarize the responses, while correlation analysis was used to test the study's hypotheses.

Table 1: External Mobility and Promotion Opportunities

Response	Frequency	Percentage
Strongly Agree	40	43%
Agree	30	33%
Neutral	12	13%
Disagree	7	8%
Strongly Disagree	3	3%
Total	92	100%

Interpretation: About 76% of respondents (40 + 30) agreed that inter-organizational movement improved their promotion opportunities, confirming that employees strongly associate external mobility with career growth.

Table 2: Correlation Matrix (STATA Output)

Variables	Inter-Organizational Movement	Promotion Opportunities	External Mobility	Career Advancement
Inter-Organizational Movement	1.000	0.62**	0.67**	0.55*
Promotion Opportunities	0.62**	1.000	0.59**	0.61**
External Mobility	0.67**	0.59**	1.000	0.58*
Career Advancement	0.55*	0.61**	0.58*	1.000

Notes:

Correlation coefficients (r-values) are presented.

$p < 0.01$ () significant at 1%**; $p < 0.05$ (*) significant at 5%.

Correlation Analysis (STATA Output): Correlation between inter-organizational movement and promotion opportunities: $r = 0.62$, $p < 0.01$. Correlation between external mobility and career advancement: $r = 0.58$, $p < 0.05$.

Interpretation of Hypothesis Testing

The first hypothesis predicted a positive relationship between inter-organizational movement and promotion opportunities. The correlation ($r = 0.62$, $p < 0.01$) confirms a strong, statistically significant relationship, showing that employees perceive external moves as a pathway to faster promotions. The first hypothesis, which predicted a positive relationship between inter-organizational movement and promotion opportunities, was supported, as the correlation coefficient ($r = 0.62$) indicates a strong positive relationship, statistically significant at the 1% level. This suggests that employees who switch from Coca-Cola Nigeria to Nestlé Nigeria (or vice versa) are likely to experience better promotion opportunities compared to those who remain within one firm.

The second hypothesis tested the overall relationship between external mobility and career advancement. The correlation ($r = 0.58$, $p < 0.05$) demonstrates a moderately strong and significant relationship, meaning mobility across firms contributes not just to promotions but also to long-term career growth, skill development, and compensation improvements. The second hypothesis, which tested the broader relationship between external mobility and career advancement, was also supported. The correlation result ($r = 0.58$) demonstrates a moderately strong positive relationship, significant at the 5% level. This implies that external mobility not only provides access to promotion opportunities but also contributes to wider career advancement, including skill enhancement, job satisfaction, and compensation growth.

These results suggest that while external mobility benefits employees by enhancing promotion opportunities and overall career advancement, it creates retention challenges for beverage firms in Nigeria, who risk losing valuable human capital to competitors. Together, these findings confirm that external mobility plays a significant role in accelerating career advancement in Nigeria's beverage sector. While it benefits employees in terms of faster promotions and professional development, it also poses a challenge to organizations like Coca-Cola and Nestlé, which must balance talent retention with attracting skilled workers from competitors.

Discussion of Findings

The results of this study revealed that external mobility significantly enhances career advancement among employees in the Nigerian beverage sector. Specifically, the correlation analysis showed a strong positive relationship between inter-organizational movement and promotion opportunities ($r = 0.62$, $p < 0.01$), supporting the first hypothesis. Employees who moved from Coca-Cola Nigeria to Nestlé Nigeria reported greater access to

promotions, faster recognition, and more transparent career pathways compared to waiting for limited openings within Coca-Cola. This finding suggests that inter-organizational movement acts as a career strategy for ambitious employees seeking upward mobility.

The second hypothesis, which tested the relationship between external mobility and overall career advancement, was also supported by the data ($r = 0.58$, $p < 0.05$). Beyond promotions, employees highlighted opportunities for skill development, increased responsibilities, and improved compensation after changing firms. This aligns with Musa (2020), who found that employees in telecoms experienced faster promotions after job changes, and Ibrahim (2022), who confirmed similar patterns in the oil and gas sector. The present study thus reinforces the broader view that external mobility facilitates not only promotions but also comprehensive career growth.

However, the findings also underscore the organizational costs of mobility. Coca-Cola Nigeria faces challenges of knowledge drain, increased recruitment costs, and weakened internal succession pipelines, while Nestlé Nigeria benefits from the inflow of skilled and motivated workers. This dual effect reflects Chukwu and Hassan's (2019) argument that while mobility enriches individual careers, it destabilizes talent retention for source firms. In essence, external mobility in the beverage sector functions as a double-edged sword: it accelerates employee advancement but exposes firms to competitive disadvantages in retaining their best talent.

Conclusion

External mobility has a strong positive relationship with career advancement in the Nigerian beverage sector. Inter-organizational movement provides employees with improved promotion opportunities, confirming that mobility serves as a viable strategy for career growth. However, firms like Coca-Cola Nigeria face the challenge of retaining their best talents against the competitive pull of Nestlé Nigeria.

Recommendations

1. **For Coca-Cola Nigeria:** Strengthen retention strategies such as competitive pay, transparent promotion policies, and leadership development.
2. **For Nestlé Nigeria:** Continue leveraging mobility to attract top talent, but complement it with internal training programs to sustain employee growth.
3. **For Employees:** View external mobility as a career strategy, but ensure moves are aligned with long-term goals rather than short-term gains.

For Policymakers: Encourage fair labor practices and career development initiatives across firms to minimize exploitative turnover.

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