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# TALENT MOBILITY AND INTERNAL RECRUITMENT” WITH SPECIAL REFERENCE TO PACIFIC ENGINEERED SURFACES PVT LTD, AT SHOOLAGIRI.

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### ABSTRACT :

This study explores the effectiveness of talent mobility and internal recruitment practices within modern organizations. With growing emphasis on retaining and developing internal talent, companies are increasingly turning to structured mobility programs and internal hiring strategies to meet workforce needs, improve engagement, and reduce hiring costs. The research analyzes internal mobility trends, employee perceptions, and organizational outcomes using a combination of surveys, interviews, and HR data. Key findings suggest that transparent internal job postings, skill development programs, and supportive leadership significantly enhance internal recruitment success.

**Key words:** Talent mobility, internal recruitment, employee engagement, internal hiring, workforce development.

### INTRODUCTION

Talent mobility and internal recruitment are essential strategies for fostering a dynamic and agile workforce within organizations. Talent mobility involves the movement of employees across different roles, departments, or locations, enabling them to grow professionally and align their skills with evolving business needs. Internal recruitment focuses on filling job openings by promoting or transferring existing employees rather than hiring externally, which strengthens employee engagement, improves retention, and ensures smoother transitions.

Talent mobility and internal recruitment are increasingly recognized as key drivers of organizational success, offering a range of benefits to both employees and employers. These practices not only help businesses remain competitive but also play a pivotal role in shaping a thriving workplace culture. Talent mobility involves offering employees opportunities to take on new roles, work in different departments, or even relocate to other company offices. This approach encourages employees to expand their skill sets, gain diverse experiences, and develop a broader understanding of the company. It empowers individuals to explore different career paths within the same organization, which can significantly enhance job satisfaction and reduce the risk of burnout.

### RESEARCH BACKGROUND

In today's fast-evolving business environment, the engineered surfaces industry, including companies like **Pacific Engineered Surfaces Pvt. Ltd.**, is facing increasing pressure to remain agile, innovative, and efficient. This has led to a growing emphasis on **talent mobility** and **internal recruitment** as strategic human resource practices to support organizational growth and sustainability.

As the industry becomes more technology-driven, with advancements in automation, material innovation, and sustainable manufacturing, the need for a **versatile and skilled workforce** has become critical. Talent mobility the practice of enabling employees to move across roles, functions, and locations within an organization offers a powerful means to develop internal capabilities, promote employee engagement, and retain high-potential talent. Similarly, internal recruitment provides an opportunity to fill critical positions from within, leveraging employees who already possess institutional knowledge and align with the company's culture and goals.

### STRENGTHENING INTERNAL TALENT FOR ORGANIZATIONAL AGILITY

In the engineered surfaces industry, where precision, innovation, and sustainability are key competitive drivers, organizations must remain adaptable and forward-thinking. For Pacific Engineered Surfaces Pvt. Ltd., the ability to effectively manage and develop internal talent is essential to meeting market

demands and sustaining growth. Talent mobility—enabling employees to shift across roles, departments, or locations—empowers organizations to optimize workforce capabilities, fill skill gaps quickly, and foster continuous learning. Similarly, internal recruitment allows for efficient placement of trusted, culture-fit employees into critical roles, reducing costs and rampup time. Despite the strategic importance of these practices, many companies face challenges such as lack of awareness among employees, managerial resistance, and absence of formal mobility frameworks. This research investigates how talent mobility and internal recruitment influence employee retention, engagement, and productivity, and how structured programs can enhance organizational agility and workforce resilience within Pacific Engineered Surfaces and the broader manufacturing sector.

### **IDENTIFIED PROBLEM**

This "talent hoarding" behavior often stems from performance evaluations that prioritize team success over the development of individual employees. As a result, employees may feel that their growth is being stifled, leading to frustration and potential disengagement. When job openings within the organization are not communicated effectively or are hard to access, employees may be unaware of potential career growth options. Lengthy application procedures and highly specific qualification requirements may lead employees to feel that internal mobility is out of their reach.

### **OBJECTIVES OF THE STUDY**

To examine how internal recruitment practices influence employee retention by providing career growth opportunities within the organization and reducing dependency on external hiring.

To assess the impact of talent mobility on overall employee performance, engagement, and job satisfaction by allowing individuals to align their roles with their skills and career aspirations. To identify and analyze key barriers that restrict effective internal mobility, such as managerial resistance, lack of transparency in job postings, and limited access to learning and development resources. To evaluate the extent to which leadership and management practices support or hinder internal career movement, and how managerial attitudes influence talent-sharing across departments.

To study the effectiveness of organizational learning and development programs in preparing employees for new internal roles and responsibilities, and in closing skill gaps for future leadership positions.

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## **REVIEW OF LITERATURE**

IBM (2019) and Gartner (2022), —Technology-Enabled Career Developmentl. Research from IBM (2019) and Gartner (2022) shows that AI and predictive analytics are being used to recommend personalized career paths, helping employees visualize internal opportunities and grow within the organization.

World Bank HR Insights (2020),—Internal Recruitment Enables Faster Crisis Responsel. World Bank HR Insights (2020) reported that during COVID-19, companies with structured internal recruitment systems redeployed staff quickly and avoided layoffs.

IBM Smarter Workforce Institute (2020) and Gartner (2022),—AI and Analytics Personalize Career Pathsl. IBM Smarter Workforce Institute (2020) and Gartner (2022) found that organizations using predictive analytics and AI to guide career development see greater internal application rates. Employees are more likely to explore roles when career paths are data-driven and transparent.

Bersin (2021) and McKinsey (2021)—Rise of Internal Talent Marketplacesl. Bersin (2021) and McKinsey (2021) highlighted a major shift toward internal talent marketplaces—AI-powered platforms that match employees to internal roles, gigs, or projects. These platforms help democratize mobility and reduce reliance on external hiring. Bidwell (2013), —Internal Recruitment Practicesl

Deloitte Human Capital Trends (2021), —Hybrid Work Boosts Cross-Functional Movementl. Deloitte Human Capital Trends (2021) emphasized that hybrid and remote work environments are increasing opportunities for cross-functional internal moves, as location is less of a constraint.

PwC Future of Work (2021), —Internal Recruitment Supports Workforce Resiliencel. PwC Future of Work (2021) noted that organizations with strong internal recruitment strategies were more resilient during the COVID-19 crisis, quickly redeploying staff to critical functions without the delays of external hiring.

A 2021 study in Harvard Business, —Internal Mobility Enhances Retention and Engagementl. A 2021 study in Harvard Business Review revealed that 75% of highperforming employees leave due to a lack of advancement opportunities. Companies that support internal movement experience up to two times better retention rates, especially during talent shortages.

Deloitte Human Capital Trends (2021), —Hybrid Work Boosts Cross-Functional Movementl. Deloitte Human Capital Trends (2021) emphasized that hybrid and remote work environments are increasing opportunities for cross-functional internal moves, as location is less of a constraint.

According to Bersin (2021) and McKinsey (2021), —Internal Talent Marketplaces Transform Mobilityl. According to Bersin (2021) and McKinsey (2021), internal talent marketplaces have reshaped how organizations enable internal mobility. These digital platforms allow employees to discover roles, projects, and learning paths internally, improving visibility and access to internal career opportunities.

Workday (2021) research shows,—Career Path Visibility Drives Retentionl. Workday (2021) research shows that when employees are given clear visibility into internal career paths, they are 3.5 times more likely to remain with the organization.

Glassdoor Economic Research (2021), —High Internal Hire Rate Linked to Productivityl. Glassdoor Economic Research (2021) showed that organizations with a high internal hire rate had better onboarding experiences and faster time-to-productivity for new role transitions.

Korn Ferry (2021), —Internal Mobility as a Key to Succession Planningl. Korn Ferry (2021) emphasized that robust internal mobility programs are foundational for succession planning, allowing organizations to build future leaders from within instead of relying heavily on external hires.

A 2021 Harvard Business Review article —Mobility as a Driver of Retentionl. A 2021 Harvard Business Review article reported that a lack of internal growth opportunities is a leading cause of employee turnover. Companies that promote internally are more likely to retain top performers and reduce hiring costs. Deloitte Human Capital Trends (2021), —Hybrid Work Boosts Cross-Functional Movementl. Deloitte Human Capital Trends (2021) emphasized that hybrid and remote work environments are increasing opportunities for cross-functional internal moves, as location is less of a constraint. CIPD (2021) and LinkedIn Reports (2022),—Internal Recruitment and Cost Efficiencyl. CIPD (2021) and LinkedIn Reports (2022) both confirm that internal recruitment can reduce hiring costs by up to 50%, while also improving speed-to-hire and cultural fit.

According to LinkedIn Learning (2022), —Learning &

Development (L&D) Linked to Mobilityl. According to LinkedIn Learning (2022), 79% of L&D professionals believe that learning programs directly support internal mobility. Upskilling initiatives are becoming key enablers of role transitions within the same organization.

According to SHRM (2022), —Transparent Job Postings Boost Participationl. According to SHRM (2022), companies that publish all internal job openings transparently (rather than relying on informal selections) experience 33% more internal applications and greater employee trust.

World Economic Forum (2022), —Talent Mobility Critical for DEI Outcomesl. World Economic Forum (2022) emphasized that internal mobility pathways must be inclusive, as they often reflect deeper equity gaps when promotion criteria are informal or managerdependent.

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Research from MIT Sloan (2022), — Psychological

Safety Encourages Internal Movementl. Research from MIT Sloan (2022) found that employees are more likely to apply for internal roles when the culture promotes psychological safety, ensuring they won't be penalized for exploring other opportunities within the company.

LinkedIn Talent Trends (2022), —Skills-Based Internal

Hiringl. According to LinkedIn Talent Trends (2022), organizations are moving toward skills-first recruitment, focusing less on job titles and more on employee capabilities. This shift has accelerated internal mobility, especially for mid-career professionals.

CIPD, 2023; Forrester, 2022' —Internal Mobility and

DEI (Diversity, Equity, Inclusion)l. Recent literature (CIPD, 2023; Forrester, 2022) emphasizes how structured internal recruitment processes can reduce bias and support diverse talent progression, especially when combined with transparent promotion criteria and equitable access to roles.

CIPD (2023) and World Economic Forum (2022), —DEI Through Inclusive Internal Recruitmentl. CIPD (2023) and World Economic Forum (2022) stress that equitable internal mobility practices are crucial for promoting diverse leadership pipelines. Structured promotion paths and access to career resources reduce systemic bias in talent development.

Deloitte (2023) reported, —Internal Hiring Builds Organizational Agilityl. Deloitte (2023) reported that companies focusing on talent mobility are better equipped to respond to market shifts, with faster reskilling and redeployment capabilities. This agility is now viewed as a competitive advantage in volatile environments.

Boston Consulting Group (2023),—Talent Hoarding is a Barrier to Internal Mobilityl. Boston Consulting Group (2023) found that many managers unintentionally —hoardl top talent, fearing the loss of high performers. This behaviour limits internal mobility and can create frustration among employees seeking advancement.

Josh Bersin (2023),—Career Frameworks for

Transparent Mobilityl. Josh Bersin (2023) highlights the rise of career frameworks and internal gig systems to promote fair and transparent career growth.

Gartner (2023), —Culture of Mobility Improves Organizational Loyaltyl. Gartner (2023) found that organizations with a culture of internal mobility saw up to 24% higher employee loyalty and performance compared to those with rigid promotion structures.

PwC Talent Insights (2023),—Gamification of Career Pathways Enhances Engagementl. PwC Talent Insights (2023) reports that organizations using gamified career tools—such as visual career ladders or role simulations—saw higher internal movement and engagement, particularly among Gen Z employees.

Accenture (2023) advocates, —Digital Talent Ecosystems Encourage Internal Movesl. Accenture (2023) advocates for integrated digital talent ecosystems that combine learning platforms, internal job boards, and mobility tools to create seamless career development experiences.

LinkedIn Learning Report (2023), —Employees Want More Ownership of Career Pathsl. LinkedIn Learning Report (2023) noted that 74% of employees want more control over their career progression, highlighting the importance of internal systems that allow self-directed exploration.

## RESEARCH GAP

There is a lack of studies on how transparent communication and internal job postings influence employee engagement and participation in internal recruitment. Limited research exists on the effectiveness of internal recruitment in fostering innovation and agility within organizations. The impact of internal recruitment on cross-functional mobility and knowledge-sharing across departments remains underexplored. There is insufficient analysis of how internal mobility affects employee morale and productivity when employees are moved to roles with greater responsibilities. Few studies examine the role of internal recruitment in fostering diversity in leadership and management positions.

## RESEARCH METHODOLOGY

The research design for studying talent mobility and internal recruitment aims to assess employees' awareness, satisfaction, and experiences with internal recruitment processes. Using a mixed-methods approach, the study will collect both quantitative data through surveys and qualitative insights through interviews. The research will focus on identifying the factors influencing employee participation in internal mobility, barriers to success, and the impact on career development and retention. By analyzing these aspects, the study aims to provide actionable recommendations for improving internal recruitment practices and fostering a culture of career growth within the organization.

In this research, we have been employee the data like as follow:

Surveys (Quantitative Data Collection)

Interviews (Qualitative Data Collection)

Document Review

Focus Groups

Ethical Considerations

Simple Percentage analysis

Chi-square analysis

ANOVA

## LIMITATION OF THE STUDY

The study may not include all levels of employees, leading to an incomplete understanding of internal mobility across the organization. Variations in organizational culture and policies are not fully accounted for, which may affect the applicability of findings to other companies. The scope of the study may exclude external recruitment processes, limiting comparison between internal and external hiring effectiveness. Changes in management or organizational structure during the study may influence internal recruitment practices

## DATA ANALYSIS AND INTERPRETATION

TABLE 1. MOTIVATES INTEREST IN AN INTERNAL MOVE

MOTIVATES YOUR INTEREST	RESPONDENTS	PERCENTAGE
Career growth	22	18.3 %
Skill development	35	29.2 %
Better work-life balance	29	24.2 %
Role alignment	23	19.2 %
Other (please specify)	11	9.2 %
<b>Total</b>	<b>120</b>	<b>100.0 %</b>

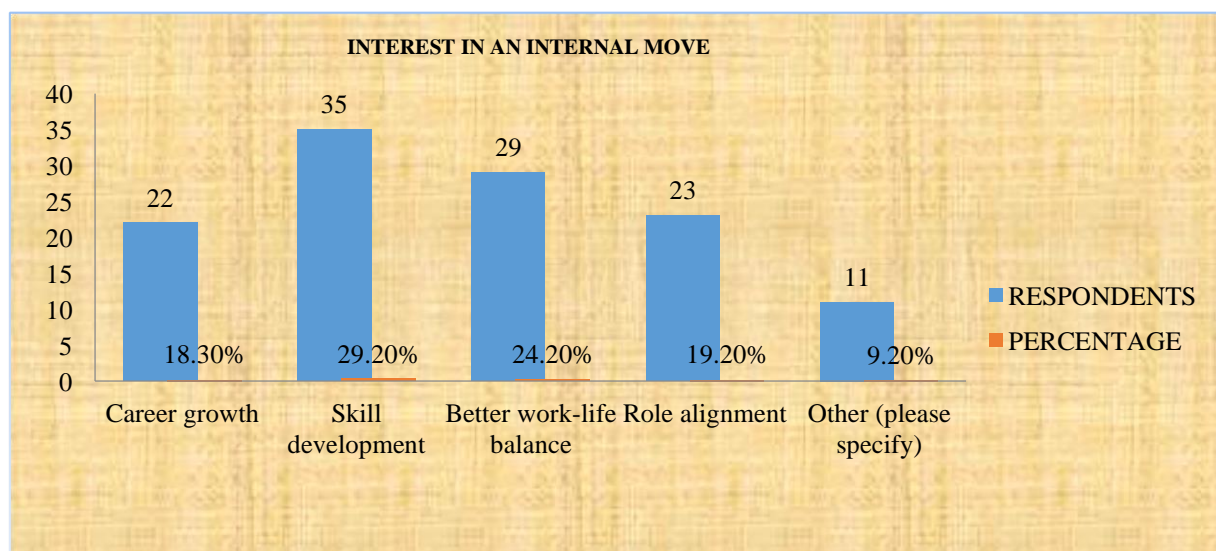
Source: primary data

## INTERPRETATION

The above table shows that, 18% of the respondents are interest in career growth, 29% of the respondents are interest in skill development, 24% of the respondents are interest in better work-life balance, 19% of the respondents are interest in role alignment and remaining 9% of the respondents are interest in other (please specify).

Majority 29% of the respondents are interest in skill development

CHART 1. MOTIVATES INTEREST IN AN INTERNAL MOVE



**TABLE 2. TYPE OF ROLE ARE MOST INTERESTED IN**

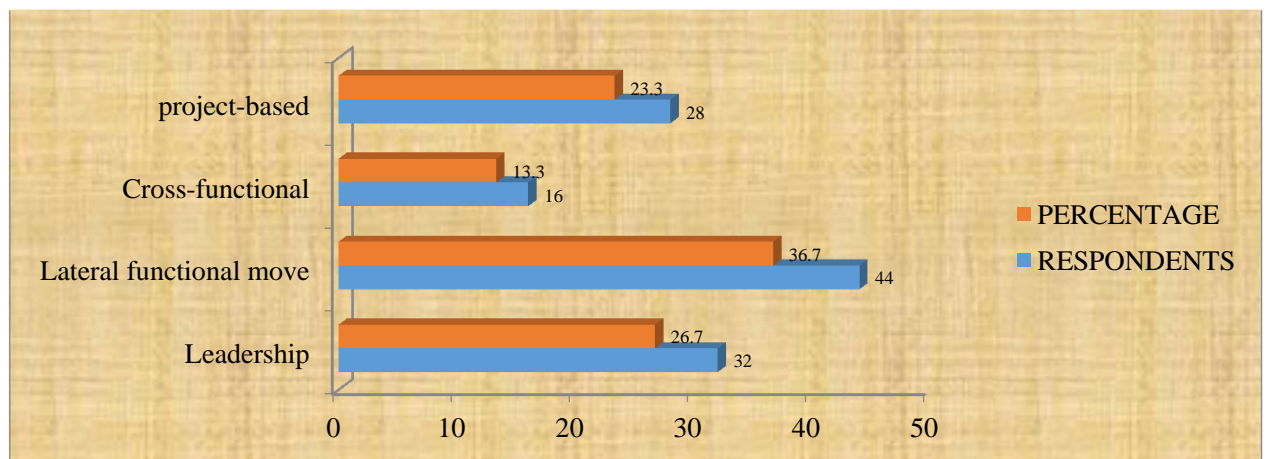
TYPE OF ROLE	RESPONDENTS	PERCENTAGE
Leadership	32	26.7 %
Lateral functional move	44	36.7 %
Cross-functional	16	13.3 %
project-based	28	23.3 %
<b>Total</b>	120	100.0 %

Source: primary data

**INTERPREATATION**

The above table shows that, 26% of the respondents are interest in leadership, 36% of the respondents are interest in lateral functional move, 13% of the respondents are interest in cross-functional, 23% of the respondents are interest in project-based in type of role .

Majority 36% of the respondents are interest lateral functional move

**CHART 2. TYPE OF ROLE ARE MOST INTERESTED IN****TABLE 3. BELIEVE INTERNAL HIRING ALIGNS WITH COMPANY VALUES**

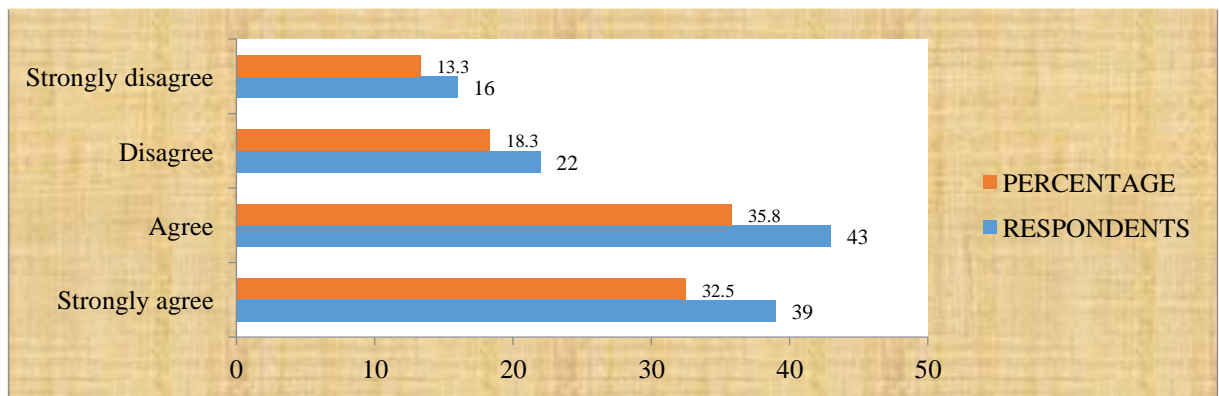
BELIEVR INTERNAL HIRING	RESPONDENTS	PERCENTAGE
Strongly agree	39	32.5
Agree	43	35.8
Disagree	22	18.3
Strongly disagree	16	13.3
<b>Total</b>	120	100.0

Source: primary data

**INTERPREATATION**

The above table shows that, 32% of the respondents are believe in lack of Strongly agree, 35% of the respondents are believe in Agree, 28% of the respondents are believe in Disagree, 13% of the respondents are believe in Strongly disagree

Majority 35% of the respondents are pursuing in Agree

**CHART 3. BELIEVE INTERNAL HIRING ALIGNS WITH COMPANY VALUES**

## SUMMARY OF FINDINGS

1. 31.7% of respondents are aged 26–35 years, indicating that the workforce is largely composed of early to midcareer professionals who may be more open to internal career growth.
2. 30% hold undergraduate degrees (UG), suggesting that most employees possess a solid educational foundation suitable for various internal roles.
3. 30.8% have 2–3 years of experience, showing that a large portion of the workforce is relatively new and may still be shaping their career paths.
4. 43.3% are interested in exploring new internal roles, reflecting strong interest in career advancement within the organization.
5. 29.2% are motivated by skill development, highlighting that learning and growth opportunities are a key driver for employees considering internal moves.
6. 51.7% are willing to transition within 6 months, indicating readiness and eagerness among employees to explore new roles quickly if opportunities arise.
7. 36.7% prefer lateral functional moves, meaning many employees are looking to broaden their experience in similar roles across departments.
8. 26.7% are interested in leadership roles, showing a considerable number of employees aspire to move into management or higher responsibilities.
9. 50.8% feel very confident in taking on a new internal role, suggesting employees believe in their capabilities and are prepared for internal transitions.
10. 27.5% want to develop leadership skills, pointing to a growing interest in building capabilities for future managerial or strategic positions.
11. 39.2% have not participated in upskilling/reskilling programs in the past year, indicating a gap in training access or awareness that may hinder mobility.
12. 47.5% are open to training, showing that almost half are willing to improve their skills if suitable programs are provided.
13. 39.2% say their departments don't encourage internal mobility, which may reflect a culture of talent hoarding or lack of managerial support.

## SUGGESTION

Ensure regular and transparent updates about internal job openings through multiple platforms like email alerts, HR announcements, and company portals to increase awareness. Train and motivate managers to support internal mobility rather than resist talent movement, reducing talent hoarding and enabling employee growth. Provide timely and constructive feedback to employees after internal applications to maintain engagement and encourage future participation. Increase access to upskilling and reskilling programs, particularly in leadership, communication, and technical areas to prepare employees for internal roles. Regularly assess internal recruitment and mobility strategies to identify gaps and improve policies for better employee satisfaction and retention.

## CONCLUSION

The study on internal recruitment and talent mobility at Pacific Engineered Surfaces Pvt. Ltd. Many employees show a strong interest in exploring internal opportunities, particularly for skill development and career growth. While confidence in transitioning roles is high, the research identifies key barriers such as limited managerial support, insufficient communication about openings, and a lack of structured upskilling initiatives. The findings suggest that although the company is on the right path, there is a critical need to strengthen internal processes, promote a culture of mobility, and enhance leadership involvement. Overall, this project highlights valuable opportunities for the company to improve retention, engagement, and workforce agility by refining its internal recruitment and talent development strategies.

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## DIRECTIONS FOR FUTURE RESEARCH

Examining managerial attitudes and the impact of leadership training on supporting internal talent movement would be beneficial. Research could assess the effectiveness of specific upskilling and reskilling programs in preparing employees for internal roles. Comparing perceptions of internal mobility across different career stages can offer deeper insights into employee needs. Studying how internal recruitment contributes to organizational innovation and agility may provide strategic value. Further research could evaluate the link between transparent communication and employee participation in internal hiring. Investigating how internal hiring supports diversity and inclusion goals could strengthen equitable talent practices. Future work might also examine internal mobility practices in similar companies for industry-wide benchmarking.

## REFERENCE:

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2. Harvard Business Review (2021) – States that lack of internal growth opportunities is a major cause of employee turnover; companies with strong internal promotion practices have higher retention.
3. LinkedIn Talent Trends (2022) – Emphasizes a shift toward skills-based internal hiring, enabling more equitable and competency-driven career movement.
4. IBM (2019) & Gartner (2022) – Demonstrate how predictive analytics and AI help employees visualize internal career paths, increasing application rates.
5. CIPD (2023) & Forrester (2022) – Show that structured internal recruitment can support DEI (Diversity, Equity, Inclusion) by offering fairer, more transparent advancement.
6. Boston Consulting Group (2023) – Discusses the problem of —talent hoarding where managers avoid releasing high performers, limiting internal mobility.
7. Deloitte (2023) – Finds that internal hiring improves organizational agility and readiness for rapid change.
8. LinkedIn Learning (2022) – Reports that 79% of L&D professionals believe upskilling directly supports internal movement.
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16. World Economic Forum (2022) – Emphasizes inclusive internal mobility as a foundation for equitable talent development.
17. Accenture (2023) – Supports digital ecosystems combining learning, job boards, and mobility tools to enhance career growth.
18. Workday (2021) – Finds employees with clear visibility into career paths are 3.5x more likely to stay with the company.
19. ManpowerGroup (2022) – Highlights that cross-skilling boosts internal movement into emerging roles.
20. ILO (2022) – Suggests mobility is essential for sustainable careers in changing job markets.