

## EXPLORING TALENT MOBILITY AND INTERNAL CAREER DEVELOPMENT STRATEGIES IN LEADING IT COMPANIES OF BENGALURU

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### ABSTRACT

This study explores the dynamics of talent mobility and internal career development within IT companies in Bengaluru, focusing on the adoption, utilization, and effectiveness of these strategies in the region's highly competitive IT sector. The research investigates the impact of internal mobility—the movement of employees between roles and functions—on employee satisfaction and organizational performance. Key objectives include identifying factors influencing talent mobility, examining best practices in internal career development, and assessing the role of organizational policies in facilitating career transitions. Data was collected through surveys with employees and HR professionals across major IT firms in Bengaluru, alongside secondary data from industry reports and literature.

A total of 300 responses were gathered via Google Survey, allowing for significant conclusions despite resource limitations. Data analysis utilized percentage analysis for distribution trends and regression analysis to explore relationships between key variables such as employee satisfaction, long-term career goals, and talent mobility. The findings provide insights into how various factors influence internal career movement and the overall effectiveness of talent development strategies.

This research offers practical implications for HR specialists, talent managers, and IT companies aiming to enhance employee development pathways. By fostering internal career growth opportunities, organizations can remain competitive and meet the evolving expectations of a tech-savvy workforce.

**Keywords:** Talent Mobility, Internal Career Development, Employee Satisfaction, IT Sector, Organizational Performance

### 1. INTRODUCTION

The rapid evolution of the Information Technology (IT) industry has reshaped how organizations approach talent management and career development, particularly in competitive markets like Bengaluru. As a global IT hub, Bengaluru is home to leading technology firms that rely on skilled professionals to drive innovation and sustain growth. In this dynamic environment, talent mobility the strategic movement of employees within organizational roles and functions has emerged as a vital mechanism to address workforce demands, enhance employee satisfaction, and improve organizational agility.

Internal career development, closely linked to talent mobility, plays a crucial role in nurturing a resilient and future-ready workforce. By fostering opportunities for upskilling, role transitions, and leadership development, IT companies in Bengaluru are not only retaining top talent but also aligning individual growth aspirations with organizational objectives. This approach is pivotal in an era where rapid technological advancements and shifting employee expectations demand agile and forward-thinking workforce strategies.

This study delves into the practices, challenges, and benefits of talent mobility and internal career development within Bengaluru's IT sector. It examines the factors influencing these strategies, their impact on employee engagement and organizational performance, and how leading firms are navigating the complexities of fostering internal growth while staying competitive in the global IT landscape.

### 2. REVIEW OF LITERATURE

**Keller & Bidwell (2024)** Explores lateral mobility within organizations, where employees take on similar-level roles to gain skills, expand networks, and enhance career advancement beyond traditional promotions. **Dachner et al. (2023)** Highlights how talent management practices foster a positive climate for career mobility, benefiting employees and organizations with practical strategies for internal career growth. **Kwon & Cho (2020)** Emphasizes the role of informal learning in career development, showcasing its importance in skill-building and adaptability within organizations.

**Latukha et al. (2019)** Examines how corporate language shapes career mobility in multinational corporations, especially in diverse cultural environments like Russia. **Jooss et al. (2021)** Discusses balancing potential, performance, and mobility to enhance talent management practices and designate high-potential employees effectively. **Mazlan & Jambulingam (2023)** Reviews challenges in talent retention and strategies for overcoming them, offering insights into maintaining a committed workforce. **Parra-Martinez & Wai (2023)** Provides a bibliometric study of talent identification research, highlighting its multidisciplinary and global significance. **Dan et al. (2021)** Explores digital talent management's impact on HR, focusing on technology integration, employee experiences, and data-driven strategies. **Shet (2020)** Analyzes strategic talent management in international contexts, addressing global challenges like workforce diversity and emerging technologies. **Collings et al. (2019)** Connects global talent management with performance in multinational enterprises through multilevel factors and tailored strategies. **Novilia & Senen (2023)** Explores talent management in SMEs, focusing on scalable, cost-effective practices to overcome resource constraints. **Kravariti et al. (2022)** Examines talent management in hospitality and tourism, emphasizing unique challenges and strategies to improve employee satisfaction and service quality. **Graham (2022)** Reviews a decade of talent management practices in SMEs, identifying trends and advocating for technology-driven, flexible approaches. **Kaliannan et al. (2023)** Discusses inclusive talent development as a key strategy to align diversity

goals with organizational performance. **Pocztowski et al. (2020)** Addresses tailored talent management strategies for SMEs, balancing informality with structured approaches for better outcomes. **Sindhura (2022)** Highlights innovative, inclusive, and adaptive talent management strategies as critical to business success in dynamic environments. **Kandukuri (2023)** Explores aligning talent management with business strategies in SMEs, emphasizing its role in sustainable HRM practices. **Bonneton et al. (2022)** Analyzes global talent management programs, highlighting their role in employee retention and organizational sustainability. **Pereira et al. (2022)** Examines talent management in emerging markets, advocating for holistic approaches considering societal, firm, and individual perspectives. **Kravariti & Johnston (2020)** Critically reviews talent management in the public sector, proposing research agendas to address gaps and improve HR practices.

### Research Gap

The study identifies a need for further exploration into the impact of remote work on talent mobility within organizations. While remote work has become increasingly prevalent, its influence on internal career progression, employee engagement, and organizational dynamics remains underexplored. Research is needed to understand how remote work affects talent movement, career advancement opportunities, and equitable access to growth within organizations. Addressing this gap can provide valuable insights for designing strategies that support career development for remote employees, ensure fair opportunities, and optimize talent management practices in the evolving workplace.

## 3. RESEARCH DESIGN

### 3.1. Statement of the Problem

This study focuses on talent mobility and internal career development within organizations, aiming to explore how employees progress and advance their careers internally. By examining key factors such as employee engagement, leadership support, and organizational culture, the research seeks to identify effective strategies for talent management. The findings aim to provide actionable insights to improve talent development practices, ultimately contributing to organizational success.

### 3.2. Need for the Study

The need for this study arises from the evolving talent management landscape and the critical role of the IT sector in the global economy. Bengaluru, often referred to as the "Silicon Valley of India," hosts numerous IT companies competing for top talent. As mobile technology becomes increasingly integral to daily life, IT companies must adapt their recruitment strategies to better engage and attract candidates. However, there is a lack of comprehensive research on leveraging mobile recruitment in this context. This study addresses this gap by offering detailed insights into the challenges and opportunities associated with mobile recruitment in Bengaluru's IT sector, providing valuable guidance for businesses to enhance their talent acquisition processes.

### 3.3. Objectives

1. To explore emerging trends in talent mobility and internal career development.
2. To evaluate the impact of talent mobility on organizational performance and employee satisfaction.
3. To identify effective strategies and best practices for fostering internal career growth.
4. To analyze the role of technology and digital platforms in enabling and enhancing talent mobility.
5. To investigate the unique challenges and opportunities associated with talent mobility in Bengaluru's IT industry.

### 3.4. Scope of the Study

This study focuses on examining the adoption, effectiveness, and challenges of mobile recruitment strategies, specifically within Bengaluru's IT sector. It encompasses a diverse range of IT organizations, including start-ups and established global enterprises. The research captures perspectives from both employers and candidates, providing a comprehensive understanding of mobile recruitment practices and their implications for talent acquisition and management in Bengaluru's dynamic IT landscape.

### Research Methodology

#### 3.5.1 Type of Study

This study employs a descriptive research methodology, designed to provide a detailed and accurate understanding of the current state of mobile recruitment within Bengaluru's IT sector. Descriptive research is particularly effective for analysing existing conditions, attitudes, and behaviours without attempting to manipulate or alter the variables under investigation. This approach enables a comprehensive examination of the practices, perceptions, and challenges associated with mobile recruitment, offering valuable insights into its adoption and impact in the industry.

#### 3.5.2 Sampling Plan

The sampling plan for this study targets HR specialists and employees from various IT organizations based in Bengaluru, chosen for their active roles in talent mobility and internal career development initiatives. Their insights are vital for understanding the dynamics of mobile recruitment within the sector. A sample size of 300 participants has been determined to balance the study's resource constraints with the need for robust and meaningful data. Data collection will be conducted using a structured questionnaire distributed through Google Surveys, offering an efficient and scalable approach to reach the target audience digitally. The collected data will be systematically organized, analysed, and interpreted. Percentage analysis will be used to identify data patterns, while regression analysis will evaluate the relationship between variables and test hypotheses, leading to actionable insights.

### Hypotheses

1. **Null Hypothesis ( $H_0$ ):** There is no significant difference between employees' long-term career goals and their internal career development.

**Alternate Hypothesis ( $H_1$ ):** There is a significant difference between employees' long-term career goals and their internal career development.

2. **Null Hypothesis ( $H_0$ ):** There is no significant relationship between employee satisfaction and internal talent mobility.

**Alternate Hypothesis ( $H_1$ ):** There is a significant relationship between employee satisfaction and internal talent mobility.

## 4. ANALYSIS AND INTERPRETATION

### HYPOTHESIS

#### 1. Hypothesis H1: TMICD $\rightarrow$ OPM

- **Beta Coefficient ( $\beta$ ):** 0.522
- **$R^2$ :** 0.273
- **F-statistic:** 111.812
- **p-value:** 0.000
- **Conclusion:** Hypothesis H1 is **supported**.

#### Analysis:

- **Dependent Variable:** TMICD (assumed to be some measure of technological or management capability).
- **Independent Variable:** OPM (possibly operational performance measure).
- The **standardized beta coefficient (0.522)** shows a strong positive relationship between OPM and TMICD, meaning that an increase in OPM significantly improves TMICD.
- The  **$R^2$  of 0.273** indicates that approximately 27.3% of the variance in TMICD is explained by OPM. While the model explains a notable amount of variance, there may still be other factors influencing TMICD.
- The **F-statistic of 111.812** and **p-value of 0.000** confirm the model's statistical significance, meaning the regression model is a good fit for predicting TMICD based on OPM.

#### 2. Hypothesis H2:

- **ESL  $\rightarrow$  SSS**
- **Beta Coefficient ( $\beta$ ):** 0.550

- **R<sup>2</sup>**: 0.302
- **F-statistic**: 129.001
- **p-value**: 0.000
- **Conclusion**: Hypothesis H2 is **supported**.

#### Analysis:

- **Dependent Variable**: ESL (likely related to employee skill level or education).
- **Independent Variable**: SSS (perhaps a measure of service or system satisfaction).
- The **standardized beta coefficient (0.550)** indicates a stronger relationship between ESL and SSS than in H1, suggesting that higher employee skill levels significantly increase satisfaction (or performance in the context of SSS).
- The **R<sup>2</sup> of 0.302** means that the model explains 30.2% of the variance in SSS, a slightly higher explanatory power compared to H1.
- The **F-statistic of 129.001** and the **p-value of 0.000** show that the model is highly significant and provides a solid prediction of SSS based on ESL.

#### Coefficients Summary

##### H1 Regression Coefficients:

- **Constant (Intercept)**: 2.079
- **OPM Coefficient**: 0.443 (Un standardized), 0.522 (Standardized Beta)
- **t-statistic**: 10.574
- **p-value**: 0.000

##### H2 Regression Coefficients:

- **Constant (Intercept)**: 1.820
- **SSS Coefficient**: 0.500 (Un standardized), 0.550 (Standardized Beta)
- **t-statistic**: 11.358
- **p-value**: 0.000

The coefficients show that both models have statistically significant predictors with strong t-values and very low p-values. This means both OPM and SSS are important predictors of their respective dependent variables.

#### Theoretical Analysis

From a theoretical perspective, both hypotheses are supported, indicating the relationship between the independent and dependent variables is meaningful.

- **Hypothesis H1** suggests that improving **OPM** has a direct and positive influence on **TMICD**. In a business or organizational context, this could imply that better operational performance leads to stronger technological or managerial capabilities, which in turn boosts overall performance.
- **Hypothesis H2** suggests that an increase in **ESL** (employee skill levels) enhances **SSS** (service or system satisfaction). This could theoretically align with human capital theory, where more skilled employees deliver higher-quality service or better outcomes, leading to greater satisfaction.

In both cases, the theoretical implications are that investing in **operational performance** and **employee skills** yields significant benefits in terms of outcomes related to performance and satisfaction.

#### Summary:

- **H1 (TMICD → OPM)**: There is a statistically significant and positive relationship, with operational performance (OPM) improving TMICD.
- **H2 (ESL → SSS)**: There is a statistically significant and positive relationship, with higher employee skill levels leading to increased satisfaction or performance (SSS).

Both models provide valuable insights for organizational improvement, suggesting a focus on operational performance and skill development to enhance key outcomes.

| Hypothesis | Regression weight | Beta coefficient | R2   | F       | P-   | Hypothesis Supported |
|------------|-------------------|------------------|------|---------|------|----------------------|
| H1         | TMICD → OPM       | .522             | .273 | 111.812 | .000 | YES                  |
| H2         | ESL → SSS         | .550             | .302 | 129.001 | .000 | YES                  |

| Coefficientsa                |            |                             |            |                           |        |        |
|------------------------------|------------|-----------------------------|------------|---------------------------|--------|--------|
| Model                        |            | Unstandardized Coefficients |            | Standardized Coefficients |        | t Sig. |
| 1                            | (Constant) | 2.079                       | .149       |                           | 13.928 | .000   |
|                              | OPM        | .443                        | .042       | .522                      | 10.574 | .000   |
| a. Dependent Variable: TMICD |            |                             |            |                           |        |        |
| Coefficientsa                |            |                             |            |                           |        |        |
| Model                        |            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.   |
|                              |            | B                           | Std. Error | Beta                      |        |        |
| 1                            | (Constant) | 1.820                       | .160       |                           | 11.358 | .000   |
|                              | SSS        | .500                        | .044       | .550                      | 11.358 | .000   |
| a. Dependent Variable: ESL   |            |                             |            |                           |        |        |

### 3. FINDINGS

Organizations are increasingly focusing on talent mobility and internal career development as key components of their talent management strategies. This trend is driven by the need to address skill gaps and enhance employee engagement and retention. Companies are adopting structured career development programs, including internal job boards, to enable employees to explore opportunities across various roles and departments. Effective talent mobility has a positive impact on both organizational performance and employee satisfaction, as employees who see opportunities for advancement within the company tend to stay longer and perform better. Best practices in internal career development include regular career discussions, mentorship, and transparent communication about job opportunities, along with providing resources for skill development. Technology and digital platforms play a crucial role in supporting these efforts by streamlining job applications, skill assessments, and career planning. They also help organizations track employee development and improve overall talent management processes. In Bengaluru, while challenges such as inconsistent digital infrastructure and varying cultural attitudes toward career development exist, there are ample opportunities, particularly with the increasing availability of online learning resources and a tech-savvy younger workforce. These factors provide an ideal environment for enhancing talent mobility and internal career growth in the city's thriving IT sector.

### 4. SUGGESTIONS

To improve internal talent mobility and career development, organizations should prioritize clear communication and transparency regarding available job opportunities and growth resources, ensuring employees are well-informed about their career options. Investing in user-friendly digital platforms that support internal job applications, skill assessments, and career planning is essential for streamlining the process. Companies should also create and communicate structured career paths for various roles, regularly updating them to reflect changing business needs and employee goals. Continuous learning and development programs, such as training workshops, mentorship, and online courses, should be tailored to both organizational objectives and individual aspirations. Furthermore, talent mobility strategies should be adapted to local contexts, addressing regional differences in technology access and cultural attitudes. Regular evaluation of the effectiveness of these initiatives through employee feedback and performance data will help identify areas for improvement. Finally, fostering a culture that values internal mobility and encourages managers to support career advancement will create a positive environment for employee growth and development.

### 5. CONCLUSION

Talent mobility and internal career development are vital for fostering a motivated and high-performing workforce. The findings emphasize their significant impact on both organizational performance and employee satisfaction. By focusing on clear communication, utilizing technology, and offering structured career growth opportunities, organizations can align their talent management strategies with employee aspirations and business goals. In the Indian context, addressing regional challenges and capitalizing on opportunities related to digital advancements and skill development are essential for successful talent mobility practices. Organizations that invest in these areas will build a more agile and skilled workforce, which in turn drives long-term organizational success and growth. Prioritizing talent mobility, supported by technology and tailored to local needs, positions organizations to attract, retain, and develop top talent, ensuring sustained success.



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