

From Talent Mobility to Employee Outcomes: The Pathway of Career Development and the Boundary of Constraining Factors

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ABSTRACT

Talent mobility practices have emerged as a critical driver of employee outcomes in contemporary organisations. This study examines the direct effect of talent mobility practices on employee outcomes, the mediating role of career development and the moderating effect of constraining factors of talent mobility. A questionnaire cross-sectional research design was adopted, with data collected from 391 full-time employees across public, private and multinational organisations using a structured questionnaire. PLS-SEM was employed for data analysis. The findings confirm that talent mobility practices significantly and positively influence employee outcomes, encompassing employee retention, talent designation and employee performance. Career development was found to significantly mediate this association, while constraining factors of talent mobility significantly moderated the influence of talent mobility practices on employee outcomes. The study offers important implications for human resource practices in designing effective talent mobility frameworks to enhance employee outcomes.

Keywords: talent mobility, talent mobility practices, talent management, talent strategy, career development, constraining factors of mobility, employee outcome, employee retention, employee performance

INTRODUCTION

Effective talent mobility is a critical driver for enhancing employee retention, productivity and engagement (Nwoke & Iyiola, 2021). Talent mobility is an integrated talent management approach centred on a firm's ability to comprehend, deploy and develop its talent according to business requirements, enabling employee movement across roles, functions and positions to optimise capabilities while supporting career development and organisational performance (Nwoke & Iyiola, 2021; Beena & Nazeer, 2023; Coulter, 2024; Mehta, 2025). The mobility enables corporations to rapidly acclimatise to changing environments, reallocating and moving vital skills within and across the organisation and borders when needed (Beena & Nazeer, 2023). The global talent mobility can also improve individual wages and firm performance, although its benefits are influenced by cultural distance and the efficiency of human resource management (HRM) functions (Baruch et al., 2024). Additionally, workforce demographics are changing, with younger employees expected to constitute 26% of the workforce by 2025 and the global population expected to reach 8.6 billion by 2030 (Shvetsova, 2025).

Talent mobility practices are characterised by various attributes, including talent strategy, design of work role, workforce arrangement, design of workplace, selection and recruiting, learning and development, succession management, pay and rewards, along with diversity, equity and inclusion (Beena & Nazeer, 2023). Such practices can assist in attracting and retaining talent by offering employees career growth opportunities to ensure their commitment to their organisation (Aljbour et al., 2024). Moreover, employees are increasingly expected to demonstrate global mobility as a part of their career development, enabling the transfer of best practices across business units and enhancing organisational flexibility (Shvetsova, 2025).

In a highly competitive landscape, organisations must give precedence to employee development to ensure consistent high performance (Panjaitan et al., 2025). The employee outcome includes employee retention (Nwoke & Iyiola, 2021), talent designation (Tyskbo, 2025) and employee performance (Beena & Nazeer, 2023). Consequently, employee retention rises when managers satisfactorily recognise the work done (Caredo et al., 2022). Employee retention is the process of an organisation to maintain its workforce in the long term (Menezes et al., 2025). Moving to talent

designation, which refers to “an organisation’s assignment of talent status to an employee”, has been recognised as a serious event that modifies expectations and considerably shapes the employee-organisation association (Jooss & Krebs, 2024; Tyskbo, 2025). Accordingly, for workers, talent designation involves future assistance from the employer (Tyskbo & Wikhamn, 2020). Talent mobility influences talent designation in organisations, as geographically and lateral mobility can shape who is recognised as talent, sometimes based on personal circumstances rather than abilities, potentially leading to exclusion (Tyskbo, 2025). In the same manner, the performance of employees should be the most important thing that the industry should focus on, as it has a great influence on the organisation’s development and growth (Ambarita et al., 2022). Thus, the performance of employees refers to the extent to which employees complete tasks and responsibilities assigned by their employer (Benjamin & Onuoha, 2020).

Additionally, in general, career development is measured as a contribution to employees’ career opportunities in achieving better positions. Fundamentally, career development is a significant idea because it has numerous benefits, which include benefiting individuals and organisations in a number of ways and it enables individuals to grow, learn and acquire skills and knowledge (Panjaitan et al., 2025). In addition, informed career development enables employers and employees to make decisions grounded in data, align their ambitions to organisational needs and foster a growth-focused culture and in-house opportunities (Mehta, 2025). Adding to this, Isiaka (2025) underlines the necessity of the incorporation of strategic HR practices, including career development opportunities, performance-based rewards and flexibility at the workplace.

Constraining factors are viewed as labour market frictions that limit employee mobility and restrict the possible transfer of resources facilitated by mobility (Mawdsley & Somaya, 2016). Several factors contribute to the mobility of talent, such as economic opportunities, career advancement opportunities, attention to the quality of life and socio-cultural factors (Adekomaya & Dhliwayo, 2023; McNulty & De Cieri, 2016). Conversely, while the ‘talent crisis’ is influenced by factors such as skill shortages, workforce retirements and demographic changes, several significant obstacles originate from organisational practices and structures themselves (Coulter, 2024). It will entail awareness and an organisational commitment to the eventual eradication of these barriers to make any inroads moving forward.

Talent mobility remains limited in many organisations, where employees often perceive internal movement as difficult or even impossible (Coulter, 2024). Many employees also feel that their organisations do not provide sufficient career growth opportunities, which can restrict career mobility and limit internal progression. As a result, these barriers may encourage highly skilled employees to pursue opportunities outside the organisation. Conversely, global labour market changes are accelerating, with emerging technologies and new business models increasing demand for new skills and specialisations (Shvetsova, 2025). However, traditional training systems are often insufficient to equip professionals with the up-to-date skills required to encounter these evolving labour market stresses. Again, organisations increasingly face rapid technological change, global competition and skill shortage, leading to a shift from traditional HR practices to strategic talent management (Coetzer et al., 2023; Lopez-Cabralles & Valle-Cabrera, 2020). In this context, internal talent mobility helps organisations optimise workforce capabilities, support career development and enhance organisational adaptability and performance (Mitawati et al., 2025; Tyskbo, 2025; Judijanto & Amalia, 2025). Furthermore, integrating mobility practices with HR strategies such as employee development and workforce planning can enhance employee engagement and organisational performance (McNulty & De Cieri, 2016; Judijanto & Amalia, 2025).

Despite the expanding literature on talent management, empirical research specifically addressing talent mobility remains limited. Most studies emphasise general talent management practices rather than examining how talent mobility practices influence employee outcomes. In particular, insufficient attention has been given to the role of constraining factors and career development in shaping the relationship between talent mobility and outcomes such as retention and performance (Coulter, 2024; Tyskbo, 2025). To address the gaps, this study aims to assess the direct and mediated effects of talent mobility (e.g., rotations, assignments) on retention outcomes. Moreover, to examine the role of constraining factors of talent mobility practices.

The structure of this paper is described as next section outlines the conceptual framework and develops the study’s hypotheses, followed by the research methodology. The following section displays the empirical results and the final section discusses the conclusions along with the study’s limitations, implications and directions for future research.

Hypotheses Development and Conceptual Framework

A study indicates that talent strategy, work/role design, workforce planning, workplace design, recruiting and selection, learning and development, succession management, pay and rewards, along with diversity, equity and inclusion are among several dimensions of talent management that influence employee performance significantly (Beena & Nazeer, 2023). Again, another study’s results demonstrated that mobility is a major factor in how workers receive talent status and mobility appears and influences talent classification in two forms, indicating geographical and lateral mobility (Tyskbo, 2025). It was also identified that talent mobility can significantly impact employee retention and confirm the

effectiveness of talent mobility to retain talent (Nwoke & Iyiola, 2021). Therefore, the first hypothesis examines the impact of talent mobility practices on employee outcomes and the hypothesis was formulated as follows:

H1: Talent mobility practices significantly influence employee outcomes.

Career development is a factor influencing the level of organisational effectiveness and employee engagement (Ali et al., 2019). Career development also highlights an important role towards organisational success as it leads to better employee performance (Panjaitan et al., 2025). Nonetheless, Hendrayanti Silvia & Larassati Laksmi (2024) argue that career development has a positive effect, which may not be significant on employee retention. In contrast, Adhikari & Thapa (2025) support that the association between career development initiatives and employee outcomes, which remains ineffectively comprehended, mainly concerning the mediating mechanisms through which the talent management programs affect organisational commitment. The implementation of digital talent management systems has empirically been associated with decreasing the use of expensive external recruitment, improving retention rates and providing increased internal career development opportunities that are organisational strategy-oriented (Mitawati et al., 2025). In addition, the mediation analysis showed that employee performance is partly mediated by career development and counselling, while entirely mediated by succession planning (Keltu, 2024). As such, training and development, rewards, performance appraisal, teamwork, academic career development, planning for success and counselling are critical in improving job satisfaction. Moreover, another study found that the development of career paths and the practices of talent management have a positive and significant influence on employee intention to stay (Dewi & Rahyuda, 2025). The next hypothesis examines the mediating role of career development between talent mobility practices and employee outcomes in the current scenario.

H2: Career development mediates the impact of talent mobility practices on employee outcomes.

A review study focuses on how the constraining factors can obstruct employee mobility and how any alternate competing channels, including alliances, networks and geographic spillovers and acquisitions, can be exploited to accomplish the same organisational effects as mobility actions (Mawdsley & Somaya, 2016). Fundamentally, these competing and constraining channels are significant because they restrict the circumstances under which employee mobility can be critically influenced or organisational outcomes can be improved. Again, the process of planning and implementation of any HRM approach internationally is focused on developing the accomplishment of international assignments, which must consider the constraining and contributing factors during the role life cycle frameworks in a multinational initiative (Reddiar & Schultz, 2023). Therefore, the last hypothesis tests the moderating role of Constraining factors of talent mobility between talent mobility practices on employee outcomes.

H3: Constraining factors of talent mobility moderate the impact of talent mobility practices on employee outcomes.

Based on the above-mentioned hypotheses, the conceptual framework was developed for the study, showing the associations between study variables as presented in **Error! Reference source not found.** Talent mobility practices (talent strategy, design of work or role, planning for workforce, design of workplace, selection and recruiting, learning and development, succession management, pay and rewards, along with diversity, equity and inclusion) served as the independent variable, while career development acted as the mediator and constraining factors of talent mobility as the moderator and employee outcome (employee retention, talent designation and employee performance) are the dependent variables of the study.

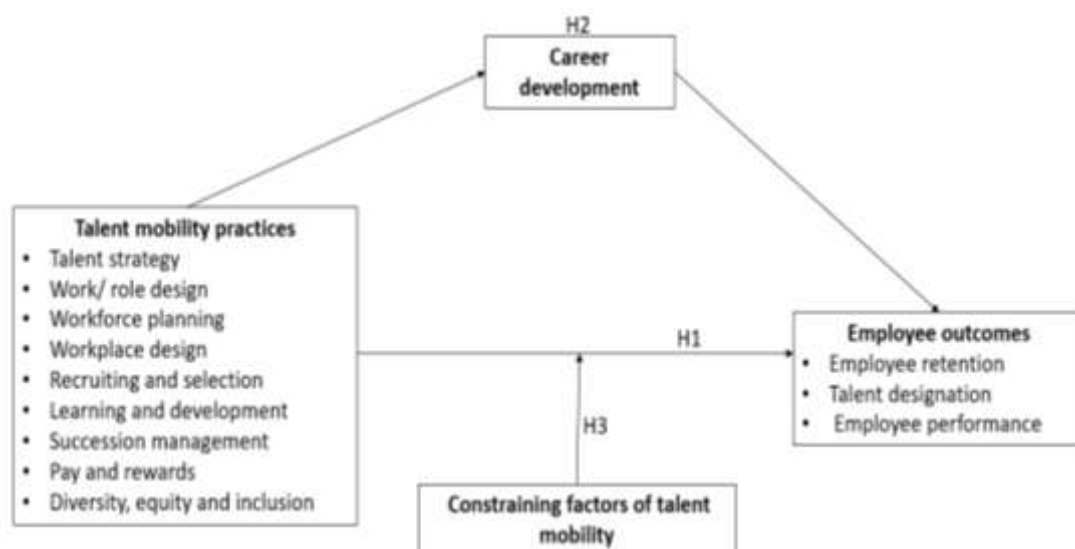


Figure 1: Conceptual Framework METHODOLOGY

The deductive approach with positivistic research philosophy and quantitative cross-sectional research design was chosen to investigate the influences of talent mobility practices on employee outcomes, the mediating impact of career development and the moderating effect of constraining factors of talent mobility. In order to address the three hypotheses outlined for the study, a structured survey-based approach was employed to collect standardised responses from employees across various organisations.

The study focused on employees in organisations that engage in talent mobility practices. A non-probability purposive sampling technique was applied to draw a study sample of 391 respondents comprising full-time employees across the public sector, private sector and multinational corporations. Participants were required to have direct working experience with talent mobility initiatives, ensuring adequate familiarity with internal mobility processes.

Data were gathered using a structured questionnaire, comprised of a total of five sections with several measurement scales for demographics and study variables. The first section enquired about the socio-demographic attributes of the respondents, such as gender, age, educational qualification, work experience, organisational nature, tenure in current company and number of promotions received. Talent mobility practices were assessed through nine sub-dimensions, such as talent strategy, work/ role design, workforce planning, workplace design, recruiting and selection, learning and development, succession management, pay and rewards, along with diversity, equity and inclusion. Career development was measured as the mediating variable, while constraining factors of talent mobility served as moderating variables. Employee outcome comprised three sub-variables, namely employee retention, talent designation and employee performance. All items across section II were evaluated on a five-point Likert scale, ranging from 1 (Strongly disagree) to 5 (Strongly agree). Talent mobility practices were assessed using 27 items (Beena & Nazeer, 2023), career development using six items (Adekomaya & Dhliwayo, 2023; Coulter, 2024) and employee outcomes using 15 items covering employee retention (5 items), talent designation (5 items) and employee performance (5 items) (Beena & Nazeer, 2023; Coulter, 2024; Jayaraman et al., 2018; Tyskbo, 2025). The online link through email or messages for the survey was shared with employees across various organisations spanning the public sector, private and multinational corporations.

Partial Least Squares Structural Equation Modelling (PLS-SEM) was used to inspect the proposed relationship due to its suitability for complex and prediction-oriented models. The analysis involved two stages: assessment of the measurement and evaluation of the structural model. Reliability and validity were examined using Composite Reliability (CR), Average Variance Extracted (AVE), Heterotrait-Monotrait (HTMT) ratio and Fornell-Larcker criterion using SmartPLS 4.1.1.6. To investigate direct effects, the mediating role of career development and the moderating influence of constraining factors on the association between talent mobility practices and employee outcomes, the structural model was measured using bootstrapping with 5,000 resamples (Hair et al., 2014). The Model fit indices, including SRMR, NFI and Q^2 values, were examined to assess the model adequacy and explanatory power. Direct, mediated and moderated effects were confirmed based on the significance of the coefficient paths ($p < 0.05$).

FINDINGS OF THE STUDY

The demographic characteristics of the 391 employees participating in the survey are presented, highlighting the distribution of respondents across gender, age, education, work experience, organisational type, tenure and promotions. The sample comprised of 50.6% male and 49.4% female respondents (Table 1). Most participants were aged 21-40 years (84.9%), followed by 41-50 years (15.1), demonstrating a predominantly young labour force. In terms of education, the majority held a bachelor's or master's degree (89.3%), while 7.4% owned a diploma or certificate and only 3.3% had a PhD qualification. About work experience, 32.2% had less than five years of experience and 31.7% had 5-10 years, signifying that most employees were early-career professionals. Meanwhile, 20.2% had 11-20 years of experience and 18.9% had more than 20 years. Concerning organisational type, most respondents worked in the private sector (68.5%), followed by multinational corporations (17.1) and public sector organisations (14.3%). In terms of tenure in the current organisation, 63.9% had less than 2 to 2-5 years of service, while 20.2% had 6-10 years and 15.9% had more than 10 years. Coming to promotions received in the current organisation, the majority have received one promotion (38.1%), followed by those with none (21.5), two promotions (30.9) and three or more (9.5%).

Table 1: Demographic features of the respondents

Categories	Frequency (%)
Gender	
Male	198 (50.6%)

Categories	Frequency (%)
Gender	
Female	193 (49.4%)
Age (years)	
21–30	197 (50.4%)
31–40	135 (34.5%)
41–50	59 (15.1%)
Education	
Diploma / Certificate	29 (7.4%)
Bachelor's Degree	183 (46.8%)
Master's Degree	166 (42.5%)
PhD	13 (3.3%)
Total Work Experience	
< 5 years	126 (32.2%)
5–10 years	124 (31.7%)
11–20 years	79 (20.2%)
More than 20 years	62 (15.9%)
Nature of organisation	
Public Sector	56 (14.3%)
Private Sector	268 (68.5%)
Multinational Corporation	67 (17.1%)
Tenure in the current organisation	
Less than 2 years	126 (32.2%)
2-5 Years	124 (31.7%)
6-10 Years	79 (20.2%)
More than 10 years	62 (15.9%)
Number of promotions received in the current organisation	
None	84 (21.5%)
One	149 (38.1%)
Two	121 (30.9%)
Three or more	37 (9.5%)

Descriptive statistics for talent mobility practices, career development, constraining factors of talent mobility and employee outcomes are also discussed in this paper (

Table A1). In terms of talent strategy, respondents agreed that their company has a proper strategy for talent mobility (3.92 ± 0.86), while proper execution received comparatively less support from employees (3.79 ± 0.92). Regarding work/role design, respondents agreed they can share jobs (3.83 ± 0.74), while the structure of jobs and projects being well known received the lowest support (3.75 ± 0.99). For workforce planning, respondents most strongly agreed that the company has a proper workforce plan (3.99 ± 0.76), whereas advanced talent identification was comparatively lower (3.68 ± 0.91). Regarding workplace design, the organisation knows when and where the work needs to be completed (3.95 ± 0.7); however, fewer respondents agreed on company support for flexible workplace and work hours (3.54 ± 0.99). Concerning recruiting and selection, internal candidates being continuously assessed was most strongly acknowledged (3.91 ± 0.81), while sufficient time being provided to internal employees before external hiring received less support (3.76 ± 0.86). For learning and development, helping employees acquire skills for new roles was most agreed upon (3.57 ± 0.98), while career opportunity support received the lowest agreement (3.45 ± 0.87).

Moreover, for succession management, employees try to upgrade to reach the new role (3.77 ± 0.92 , while fewer employees agreed that they know the roles and responsibilities for new projects or assignments (3.60 ± 0.91). Reward implications were important for stretch assignments that were given immediately (3.87 ± 0.68). In addition, employees reported that they feel included and opportunities are fairly distributed (3.89 ± 0.73). Regarding career development, respondents most strongly agreed that they feel encouraged in chasing long-term career goals (4.04 ± 0.74), while access to mentorship or coaching received comparatively lower support (3.74 ± 0.81). In terms of constraining factors of talent mobility, the highest agreement was recorded for quality-of-life considerations influencing employees' choices to deal with job opportunities (3.94 ± 0.76), while concerns about declining employee engagement and performance over time received the lowest agreement (3.73 ± 0.90). Coming to employee outcome, for retention of employees, most of the employees agreed that management communication about the ongoing situation in the department was satisfactory (3.94 ± 0.76), while benefits for personal growth through skill updating received less support (3.54 ± 0.99). Regarding talent designation, respondents most strongly agreed that talent have clear career paths in the organisation (3.91 ± 0.79), while the building of talent pool received the lowest agreement (3.64 ± 0.83). Finally, concerning employee

performance, continuous company feedback received the highest agreement (3.97 ± 0.59), while measurement of employees' performance in new tasks recorded the lowest support (3.54 ± 0.80).

The findings revealed that all variables were significantly and positively correlated at the $p < 0.01$ level, as presented in Table A 2. Among the outcome variables, containing factors of talent mobility and employee retention recorded the strongest correlation ($r = .932$), followed by career development and diversity, equity and inclusion ($r = .849$), indicating a high degree of interrelatedness among the constructs. Among the talent mobility practices dimensions, work/role design and talent strategy exhibited the strongest association ($r = .805$), while succession management recorded the weakest correlations across all dimensions, the lowest of which was observed with employee performance ($r = .272$).

The three hypotheses formulated for the study were validated using PLS-SEM. The measurement model (Figure 1) was evaluated for composite reliability and convergent discriminant validity of the studied constructs (

Table A 3). The internal consistency of the items used to evaluate each construct was examined through composite reliability (CR). The composite reliability values ranged from 0.838 (talent designation) to 0.940 (learning and development), with all constructs surpassing the recommended threshold of 0.70, indicating satisfactory reliability across all measures.

Construct validity was measured through convergent and discriminant validity to regulate the extent to which constructs precisely represented the fundamental phenomena. In this study, all items verified outer loading greater than 0.70, satisfying the criterion for indicator reliability. The AVE values were also calculated to measure convergent validity, with a recommended threshold of 0.5 or higher. The AVE values for all constructs exceeded 0.5, ranging from 0.621 (constraining factors of talent mobility) to 0.840 (learning and development), thus confirming strong convergent validity. To check for multicollinearity among the constructs, the variance inflation factor (VIF) values were scrutinized. Subsequently, all values were less than 5 and no significant collinearity issues were detected among variables.

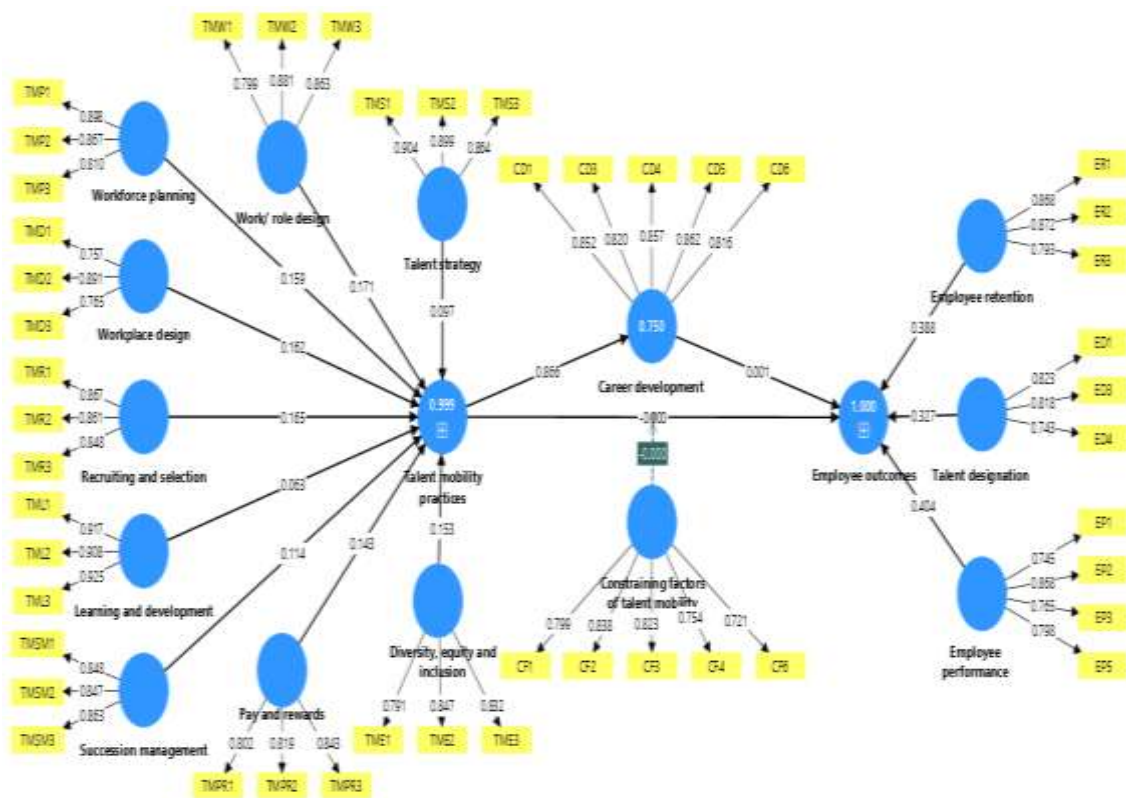


Figure 1 Measurement Model

Discriminant validity was measured using two approaches. The HTMT ratio values for all construct pairs were observed to be within the recommended threshold of 0.850 (

Table A 4), confirming adequate discriminant validity. Furthermore, the Fornell-Larcker criterion was performed (Table A 5), whereby the diagonal AVE square root values were greater than the correlations with all other constructs, further establishing that each construct was sufficiently distinct from the others.

The coefficient of determination (R^2) for organisational culture was found to be 0.699 (Adj. R^2 = 0.696), indicating that talent mobility practices account for 69.9% of the variance in employee outcomes (

Table A 6). The Model fit was assessed using the standardised root mean square residual (SRMR), NFI and Q^2 values. The NFI values of 0.912 and 0.932 exceeded the 0.90 threshold and Q^2 values of 0.231 and 0.451 indicated satisfactory predictive relevance, conforming to an adequate overall model fit.

The structural model was tested to evaluate the direct, mediation and moderation effects among talent mobility practices, career development, and constraining factors, which were considered significant when the t-value exceeded the threshold of 1.96 for two-tailed tests ($p < 0.05$) (

Figure 2). Based on the results, all three hypotheses formulated for the study were supported. Talent mobility practices were observed to have a significant positive direct impact on employee outcomes ($t = 13.500$, $p = 0.000$), supporting H1 (

Table 2). Talent mobility practices also significantly and positively influenced career development ($t = 38.609$, $p = 0.000$), while career development significantly impacted employee outcomes ($t = 4.113$, $p = 0.000$). The mediation effect of career development in the relationship between talent mobility practices and employee outcomes was confirmed ($t = 3.944$, $p = 0.000$), supporting H2. Furthermore, the moderation effect of constraining factors of talent mobility in the association between talent mobility practices and employee outcomes was validated ($t = 1.840$, $p = 0.033$), supporting H3, indicating that constraining factors of talent mobility highlight a significant role in shaping the extent to which talent mobility practices affect employee outcomes.

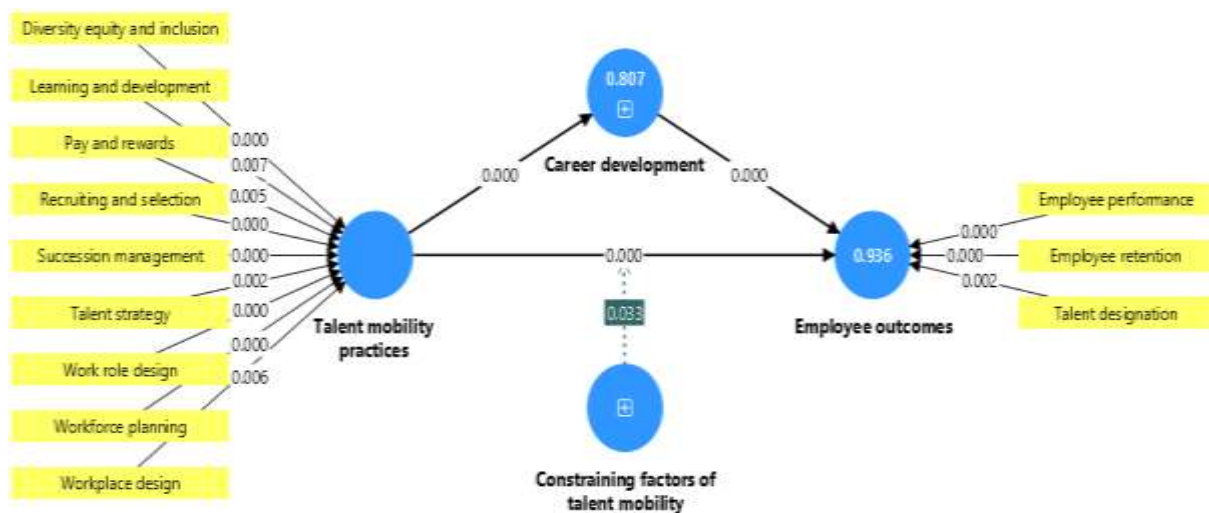


Figure 2: Structural Model

Table 2 Path Coefficients

Path	t value	p value
Direct effects		
Talent mobility practices -> Employee outcomes	13.500	0.000
Talent mobility practices -> Career development ³	38.609	0.000
Career development -> Employee outcomes	4.113	0.000
Mediation effects		
Talent mobility practices -> Career development -> Employee outcomes	3.944	0.000
Moderation effects		
Constraining factors of talent mobility x Talent mobility practices -> Employee outcomes	1.840	0.033

DISCUSSION

The results of this study deliver critical insights into the relationship between talent mobility practices, career development, containing factors of talent mobility and employee outcomes in the organisational context. The significant positive direct influence of talent mobility practices on employee outcomes is consistent with (Beena & Nazeer, 2023), who found that several dimensions of talent management, including talent strategy, design of work or role, planning for workforce, workplace design, selection and recruitment, learning and development, succession management, pay and rewards along with diversity, equity and inclusion have a significant influence on employee performance. This also aligns with Dixit (2021), who demonstrated that talent management practices affect the results of an organisation. These results further corroborate Nwoke & Iyiola (2021), who validated the efficacy of talent mobility in retaining talent, affirming that structured talent mobility practices are a key driver of positive employee outcomes across retention, designation and performance dimensions.

The confirmed mediation effect of career development among talent mobility practices and employee outcomes aligns with Ali et al. (2019), who established that career development has a significant effect on employee engagement and organisational effectiveness. This is further consistent with Panjaitan et al. (2025), who demonstrated that career development significantly influences organizational accomplishment by driving better-quality employee performance. Additionally, Ali et al. (2019) reinforced that succession planning had a significant and positive association with employee performance and both performance appraisal and career development mediated the association. Further, Keltu (2024) revealed that academic career development and counselling partly mediate employee performance, while succession planning fully mediates it, collectively affirming the pivotal mediating role of career development in talent mobility contexts.

The validated moderation effect of constraining factors of talent mobility on the association between talent mobility practices and employee outcomes, in line with Mawdsley & Somaya (2016), who reviewed constraining factors that delay employee mobility and highlighted competing channels that restrict the conditions under which mobility influences organisational outcomes. This finding further aligns with Reddiar & Schultz (2023), who emphasised that any HRM strategy internationally must consider contributing and constraining factors throughout the assignment lifestyle. These findings collectively suggest that while talent mobility practices are inherently beneficial, their effectiveness on employee outcomes is significantly shaped by the presence and intensity of organisational and contextual constraining factors.

CONCLUSION, RECOMMENDATIONS, LIMITATIONS AND FUTURE DIRECTION

The study results conclude that a significant role of talent mobility practices in increasing employee retention, talent designation and employee performance, mediated through career development and moderated by constructing factors of talent mobility. The study findings confirm that talent mobility practices positively and directly influence employee outcomes, with career development serving as a significant mediator and constraining factors shaping the extent of this relationship. The results indicate that organisations should give precedence to the strategic design and execution of talent mobility frameworks as a fundamental tool to expand employee outcomes and overall organisational effectiveness.

Based on these study results, some recommendations can be constructed for human resource practitioners and policymakers, including the design of structured talent mobility frameworks that integrate career development pathways, the implementation of robust HR succession planning and internal recruitment processes, the enhancement of learning and development initiatives to upskill employees for evolving roles and the creation of equitable reward system so that recognise and incentive talent mobility within the organisation.

In spite of its contributions, this study has some limitations, including the cross-sectional research design, dependency on self-reported procedures and a focus only on a single context. Future studies should consider longitudinal research designs, qualitative approaches, and broader cross-cultural comparisons to further validate these findings. Additionally, future studies could deal with the role of developing digital technologies and artificial intelligence in facilitating talent mobility and their influence on employee outcomes.

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Appendix

Table A1: Talent mobility practices and employee outcomes

Statements	Mean±SD
Talent mobility practices	
<i>Talent strategy</i>	
My company has a proper strategy for talent mobility.	3.92±0.86
Talent mobility is properly executed in my company	3.79±0.92
The method adopted for talent mobility is transparent in my company	3.86±0.96
<i>Work/ role design</i>	
The structure of jobs, roles, and projects is well known	3.75±0.99
Jobs and roles are available for talented employees	3.81±0.8
Employees can share jobs	3.83±0.74
<i>Workforce planning</i>	
The skill set of employees is properly measured	3.9±0.79
Company has a proper workforce plan	3.99±0.76
Company always identifies the proper talent in advance	3.68±0.91
<i>Workplace design</i>	
Workplace and work hours are flexible	3.54±0.99
Work location is preferable /employee choice	3.84±0.86
Company knows where and when the work is to be done	3.95±0.7
<i>Recruiting and selection</i>	
Internal candidates are the first choice	3.79±0.76
Internal candidates are continuously assessed	3.91±0.81
Before going to external candidates, enough time is provided to internal employees to upgrade	3.76±0.86
<i>Learning and development</i>	
Company helps employees acquire skills for new roles	3.57±0.98
Company helps with career opportunities	3.45±0.87
Company helps to align opportunities with employees' passions	3.55±0.88
<i>Succession management</i>	
I know my roles and responsibilities for the new assignment/project	3.6±0.91
I know how much I have to upgrade to reach the new role	3.77±0.92
I know my leadership successors.	3.69±0.94
<i>Pay and rewards</i>	

Statements	Mean±SD
The reward for skills and roles is provided on time	3.86±0.73
Employees who successfully complete a project are rewarded	3.79±0.77
The reward implications for stretch assignments are given immediately	3.87±0.68
<i>Diversity, equity and inclusion</i>	
Company enable equity in talent mobility	3.85±0.74
My company employees feel they are included and that opportunities are fair	3.89±0.73
Talent mobility supports my company's diversity goal	3.79±0.83
<i>Career development</i>	
I have access to mentorship or coaching opportunities	3.74±0.81
My organisation offers clear career progression pathways	3.88±0.83
There are opportunities to participate in conferences, workshops, or professional events	3.91±0.75
I feel supported in pursuing long-term career goals	4.04±0.74
It's worth making an effort in career development because of the beneficial outcomes	3.79±0.81
My company provides career counselling and planning assistance to employees	3.95±0.76
<i>Constraining factors of talent mobility</i>	
Employee engagement and performance will decline over time	3.73±0.9
If employees are prevented from leaving their current roles, they will leave the organisation instead	3.9±0.74
If an employee is not considered for an internal role, they will leave and go somewhere else	3.81±0.82
Quality of life considerations are also crucial; factors such as safety, healthcare, and overall quality of life influence employees' decisions to explore job opportunities	3.94±0.76
Company provides training programs, mentorship initiatives, and career advancement pathways to help employees realise their full potential and stay motivated	3.99±0.76
Creating a positive work culture has been crucial for my company. My company prioritises employee well-being, recognition, and open communication to foster a supportive environment where employees feel valued and engaged	3.89±0.71
<i>Employee outcomes</i>	
<i>Employee retention</i>	
I feel I can reach my full potential in this company	3.9±0.74
I understand my career path and promotion	3.81±0.82
The information from the management concerning the ongoing situation in the department satisfies me	3.94±0.76
I get benefits for personal growth by updating my skills	3.54±0.99
The company promotes innovativeness and creativity	3.81±0.55
<i>Talent designation</i>	
I have noticed that mobility has increasingly started to be highly valued in the context of talent, and it's something everyone knows	3.89±0.71
My company builds up a talent pool in the organisation	3.64±0.83
Talents have clear career paths in this organisation	3.91±0.79
Talents have more than one avenue for promotion	3.86±0.75
My company identifies the talent that makes the maximum impact on organisational success	3.83±0.74
<i>Employee performance</i>	
Company gets feedback all the time	3.97±0.59
Company monitor/manage and evaluates performance in new roles	3.74±0.83
The performance of employees is measured in their new tasks	3.54±0.8
Company sometimes stretches assignments	3.73±0.94
Company coaching continuously	3.89±0.85

Table A 2 Correlation Analysis

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Employee retention (1)	1													
Talent designation (2)	.75 3**	1												

Employee performance (3)	.68 4**	.73 7**	1											
Talent strategy (4)	.55 0**	.59 9**	.42 0**	1										
Work role design (5)	.68 4**	.67 2**	.60 4**	.80 5**	1									
Workforce planning (6)	.68 1**	.58 3**	.48 5**	.52 7**	.58 8**	1								
Workplace design (7)	.85 0**	.66 3**	.59 9**	.53 5**	.64 3**	.74 9**	1							
Recruiting selection (8)	.73 4**	.65 9**	.56 1**	.50 9**	.58 5**	.65 2**	.78 4**	1						
Learning development (9)	.73 8**	.66 2**	.65 2**	.40 2**	.58 8**	.59 3**	.68 7**	.70 2**	1					
Succession management (10)	.49 9**	.47 7**	.27 2**	.43 5**	.50 2**	.52 7**	.54 7**	.50 2**	.34 5**	1				
Pay and rewards (11)	.69 4**	.61 6**	.52 8**	.48 5**	.67 3**	.56 9**	.59 4**	.58 2**	.64 0**	.48 9**	1			
Diversity, equity and inclusion (12)	.77 3**	.73 0**	.72 5**	.56 5**	.73 5**	.61 6**	.69 8**	.68 8**	.69 9**	.41 4**	.66 5**	1		
Career development (13)	.78 7**	.74 7**	.72 4**	.65 2**	.78 9**	.71 1**	.72 3**	.69 3**	.61 9**	.53 6**	.68 9**	.84 9**	1	
Constraining factors TM (14)	.93 2**	.80 6**	.72 6**	.55 6**	.70 6**	.72 5**	.78 8**	.72 1**	.72 1**	.51 4**	.67 0**	.76 2**	.83 8**	1

** Correlation is significant at the 0.01 level

Table A 3 Indicator Reliability and Convergent Validity

	Outer loadings	CA	CR	AVE	VIF
Talent mobility practices					
Talent strategy		0.868	0.919	0.791	
TMS1 : My company has a proper strategy for talent mobility.	0.904				2.514
TMS2 : Talent mobility is properly executed in my company	0.899				2.459
TMS3 : The method adopted for talent mobility is transparent in my company	0.864				3.772
Work/ role design		0.805	0.885	0.720	
TMW1 : The structure of jobs, roles, and projects is well known	0.799				1.570
TMW2 : Jobs and roles are available for talented employees	0.881				2.012
TMW3: Employees can share jobs	0.863				3.925
Workforce planning		0.821	0.894	0.738	
TMP1 : The skill set of employees is properly measured	0.898				2.451
TMP2 : Company has a proper workforce plan	0.867				3.553
TMP3 : Company always identifies the proper talent in advance	0.810				1.529
Workplace design		0.728	0.848	0.651	
TMD1 : Workplace and work hours are flexible	0.757				2.361
TMD2 : Work location is preferable /employee choice	0.891				3.686
TMD4 : Company knows where and when the work is to be done	0.765				3.272
Recruiting and selection		0.822	0.894	0.737	
TMR1 : Internal candidates are the first choice	0.867				1.940
TMR2 : Internal candidates are continuously assessed	0.861				3.099

	Outer loadings	CA	CR	AVE	VIF
TMR3 : Before going to external candidates, enough time is provided to internal employees to upgrade	0.848				3.311
Learning and development		0.905	0.940	0.84	
TML1 : Company helps employees acquire skills for new roles	0.917				2.690
TML2 : Company helps with career opportunities	0.908				2.937
TML3 : Company helps to align opportunities with employees' passions	0.925				2.552
Succession management		0.813	0.889	0.727	
TMSM1 : I know my roles and responsibilities for the new assignment/project	0.848				1.967
TMSM2 : I know how much I have to upgrade to reach the new role	0.847				1.682
TMSM3 : I know my leadership successors	0.863				1.794
Pay and rewards		0.763	0.862	0.675	
TMPR1 : The reward for skills and roles is provided on time	0.802				1.616
TMPR2 : Employees who successfully complete a project are rewarded	0.819				2.484
TMPR3 : The reward implications for stretch assignments are given immediately	0.843				1.455
Diversity, equity and inclusion		0.763	0.864	0.679	
TME1 : Company enable equity in talent mobility	0.791				1.424
TME2 : My company employees feel they are included and that opportunities are fair	0.847				3.177
TME3 : Talent mobility supports my company's diversity goal	0.832				1.615
Career development		0.897	0.924	0.709	
CD1 : I have access to mentorship or coaching opportunities	0.852				2.966
CD3 : There are opportunities to participate in conferences, workshops, or professional events	0.820				2.174
CD4 : I feel supported in pursuing long-term career goals	0.857				3.677
CD5 : It's worth making an effort on career development because of the beneficial outcomes	0.862				2.880
CD6 : My company provides career counselling and planning assistance to employees	0.816				3.203
Constraining factors of talent mobility		0.846	0.891	0.621	
CF1 : Employee engagement and performance will decline over time	0.799				1.853
CF2 : If employees are prevented from leaving their current roles, they will leave the organization instead	0.838				2.244
CF3 : If an employee is not considered for an internal role, they will leave and go somewhere else	0.823				2.046
CF4 : Quality of life considerations are also crucial; factors such as safety, healthcare, and overall quality of life influence employees' decisions to explore job opportunities	0.754				1.601
CF6 : Creating a positive work culture has been crucial for my company My company prioritizes employee well-being, recognition,	0.721				1.503

	Outer loadings	CA	CR	AVE	VIF
and open communication to foster a supportive environment where employees feel valued and engaged					
Employee outcomes					
Employee retention		0.871	0.912	0.723	
ER1 : I feel I can reach my full potential in this company	0.868				2.281
ER2 : I understand my career path and promotion	0.872				2.440
ER3 : The information from the management concerning the ongoing situation in the department satisfies me	0.793				2.071
Talent designation		0.710	0.838	0.633	
ED1 : I have noticed that mobility has increasingly started to be highly valued in the context of talent, and it's something everyone knows	0.823				1.642
ED3 : My company builds up a talent pool in the organization	0.818				2.569
ED4 : Talents have clear career paths in this organization	0.743				1.822
Employee performance		0.805	0.873	0.633	
EP1 : Company gets feedback all the time	0.745				1.746
EP2 : Company monitor/manage and evaluates performance in new roles	0.868				2.291
EP3 : The performance of employees is measured in their new tasks	0.765				1.832
EP4 : Company coaching continuously	0.798				2.047

Table A 4 Discriminant validity – HTMT ratio

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Career development (1)														
Constraining factors of talent mobility (2)	0.886													
Diversity, equity and inclusion (3)	0.817	0.844												
Employee retention (4)	0.811	0.754	0.840											
Employee performance (5)	0.780	0.832	0.838	0.783										
Learning and development (6)	0.648	0.801	0.818	0.797	0.756									
Pay and rewards (7)	0.821	0.847	0.837	0.687	0.676	0.772								
Recruiting and selection (8)	0.797	0.840	0.839	0.816	0.616	0.798	0.736							
Succession management (9)	0.622	0.569	0.529	0.557	0.294	0.387	0.618	0.613						
Talent designation (10)	0.816	0.786	0.721	0.763	0.675	0.800	0.782	0.790	0.561					
Talent strategy (11)	0.728	0.629	0.694	0.597	0.441	0.445	0.600	0.604	0.523	0.666				
Work/ role design (12)	0.809	0.750	0.750	0.828	0.674	0.690	0.867	0.737	0.621	0.818	0.845			
Workforce planning (13)	0.825	0.753	0.778	0.745	0.575	0.672	0.709	0.791	0.644	0.697	0.625	0.735		

Workplace design (14)	0.7 95	0.7 74	0.7 36	0.7 37	0.7 46	0.8 30	0.8 13	0.7 28	0.7 38	0.7 15	0.6 77	0.7 75	0.7 73	
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Table A 5 Discriminant validity – Fornell–Larcker criterion

	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Career development (1)	0.8 42													
Constraining factors of talent mobility (2)	0.7 77	0.7 88												
Diversity, equity and inclusion (3)	0.8 45	0.7 43	0.8 24											
Employee retention (4)	0.6 91	0.9 53	0.6 89	0.8 45										
Employee performance (5)	0.6 73	0.6 93	0.7 07	0.6 35	0.7 95									
Learning and development (6)	0.5 97	0.7 13	0.6 85	0.6 89	0.6 53	0.9 17								
Pay and rewards (7)	0.6 97	0.7 04	0.6 84	0.6 95	0.5 51	0.6 58	0.8 22							
Recruiting and selection (8)	0.6 87	0.7 11	0.6 87	0.6 65	0.5 03	0.6 92	0.6 02	0.8 59						
Succession management (9)	0.5 36	0.4 75	0.4 25	0.4 51	0.2 49	0.3 41	0.5 03	0.5 12	0.8 52					
Talent designation (10)	0.6 64	0.8 43	0.6 83	0.7 36	0.6 63	0.6 50	0.6 02	0.6 87	0.4 40	0.7 95				
Talent strategy (11)	0.6 44	0.5 42	0.5 65	0.5 01	0.3 75	0.3 99	0.4 97	0.5 12	0.4 47	0.5 31	0.8 89			
Work/ role design (12)	0.7 79	0.7 07	0.7 49	0.6 69	0.5 53	0.5 98	0.6 90	0.6 07	0.5 13	0.6 25	0.7 80	0.8 48		
Workforce planning (13)	0.7 09	0.6 28	0.6 16	0.6 02	0.4 73	0.5 80	0.5 73	0.6 53	0.5 37	0.5 37	0.5 29	0.6 04	0.8 59	
Workplace design (14)	0.7 28	0.7 69	0.6 96	0.7 18	0.5 75	0.6 74	0.6 23	0.7 95	0.5 81	0.6 64	0.5 41	0.6 82	0.7 57	0.8 07

Table A 6: Coefficient of determination and model fitness results

Variables	Coefficient of Determination (R2)	
	R2	Adj. R2
Organizational culture	0.699	0.696
Model fit summary	Saturated model	Estimated model
SRMR	0.061	0.063
Q2	0.231	0.451
NFI	0.912	0.932