

A Study on Impact of Internal Mobility on Organisational Performance: A Case of Automotive Axles Pvt Ltd, Mysuru

Girish K¹, Dr. P S V Balaji Rao²

¹Vidyavardhaka College of Engineering, Gokulam 3rd Stage, Mysore – 570002, India

²Professor & HOD, Vidyavardhaka College of Engineering, Gokulam 3rd Stage, Mysore– 570002, India

Abstract: -Over a time, manufacturing Industry in India is essentially an outstanding amongst the most well-known enterprises in Indian market. Manufacturing is the producing of goods and a service using labor and other machinery tools this helps to understand the organization performance directly or indirectly has an impact on internal mobility of an employee. Internal mobility mainly tells that relying upon worker's expertise skill and prerequisites with the toss of the employment with organizational commitment and the change in job structure, job design occurs with or without raise in the salary. Organization performance which has many factors which influence the performance but internal mobility is also a supporting factor which has an impact in achieving the vision of the company. This gives an understanding that apart from providing all the necessary facility and good working culture, healthy promotion and transfer employee exit rates are increasing. Thus, internal mobility is most preferable objective to success which implies observable career accomplishments such as promotion, transfer & hierarchical level held and salary. In future to achieve internal mobility, company should adapt the principle of succession management at all ranks, provide transparent discussion of skill and the potential, as well as organizational needs. The reason for this would be the favoritism and lack of recognition which is making an employee dissatisfaction towards their organization by this I conclude that the unfair or unethical practices in organization with respect to the internal mobility in the future periods make employee unhappy this is one of the reason to leave an organization which creates a huge impact in the organization performance

Keywords –internal mobility; organizational performance; promotion; transfer; hierarchical level

I. INTRODUCTION

In this new era of 2016 world is changing with technology, digitization. And everything depends on the internet, now farmer in rural India can learn the different agriculture related techniques used in other developed country. It is natural that an organization has started to realize that they have to come out from their boundary and explore their business.

Earlier mobility means just the movement of an employee with respect to his position or complete change in his occupation, but according to the modern era, one of the

important things to do is, to make employee more accessible and mobile in both functional and also geographies so that it benefits the company performance. Internal mobility is done when a manager is open-minded and makes their employee to move to a different roles and external mobility is based on employee moving out of an organization.

Employees, especially gen Y workers born between (1980-1994), most want to stay in the organization with the intention of getting a professional opportunities and career paths, they are more ambitious than the baby boomer workers. So, in any industry most of the worker found to be baby boomer employee. Thus, the research understands the company's plan considering internal movement in the organization so as to increase the level of performance.

Human assets are one of the key competency and competitive advantage to the organization. Thus, implementing certain strategy which is sustainable to the company so movement of the employee outside the organization can be controlled. This study identifies certain factor which will influence the employee mobility within the organization that may recreate human assets which is important in value creation.

II. REVIEW OF LITERATURE

B.A Campbell et al. (2011) who leaves, where to, and why worry? Employee mobility, entrepreneurship and effect on source firm performance

This journal mainly tells about the employee with higher salary leaves the organization then the employee with less earning. Thus, according to this study by giving tailored compensation packages help the employee to retain in the organization thus the employee entrepreneurship briefing about methodology used in this linear probability and descriptive statistic are used.

Rikard Eriksson et al. (2009) Localized mobility clusters: impact of labor market externalities on firm performance.

This paper mainly highlights the labor market most are occur from externalities on firm performance the firm believes that

firm performance depends on externalities rather than local employee this add a great competitiveness to the firm. thus, labor market external employee who is derived through local job mobility gives more powerful effect. This study used empirical study by measuring effect through ANOVA.

Deepak Somaya (2008) Gone but not lost: the different performance impact of employee mobility between cooperators versus competitors

This article extends a study on employee mobility and firm performance are interlinked and the mobility within the organization benefits the firm against the organization benefits the firm against the competitors the firm also have to give employee who form social capital which is harmful. The future work indicates that employee mobility may beneficial to firm's performance. This also say that positive benefit to the company is mainly through external social capital created by employee who leaves the parent firm. Descriptive study & correlation indicates the relation between cooperates & competitor.

Gina dokko & lore rosenkoff (2010) Social capital for hire? Mobility of technical professionals & firm influence in wireless standards committees.

This journal mainly says about the personnel between firm & employee. Social capital which is affecting the technical firm outcomes of the company and also it is affecting the firm's strategy. They concluded by saying firm performance are affected through individual movement by this the firm's performance suffer when professionals move and become their competitors.

Rajshree Agarwal et al. (2010) what do I take with me? The impact of transfer and replication of resource on parent firm performance.

The paper puts a light on organizations employee who can quit "at will" often creates a position for himself by bring up a new firm then the parent firm will get hurt because when employee leaves the firm and start a new start-up. they take the learning and also adapt of norms & procedure of the parent firm. Thus, employee entrepreneurship of experienced employee who leaves the organization gives positive benefits that elimination with outdated knowledge & skills.

Kenneth A. Younge, Tony W. Tong, Lee Fleming, (2013) How anticipated employee mobility affects acquisition likelihood: evidence from a natural experiment

This review makes various commitments to the fields of research that are worried with the key administration of human capital. For researchers inspired by the key administration of information, our confirmation recommends that firm remuneration structure has essential outcomes for the dispersion and exchange of learning to contending associations and that practice for the administration of HR and learning.

Mika Maliranta, Pierre Mohnen, Petri Rouvinen, (2008) is inter-firm labor mobility a channel of knowledge spillovers?

This paper has utilized connected employer&employee firm level and individual-level information to test for the existence of worker flow as a source of knowledge spillover. While there exist a substantial number of studies that gauge and finish up to the presence of spillover, the greater part of them can't separate learning from lease spillovers, and not very many grasps the channels of information spillovers. The knowledge spillovers related with Research and development and channel through inter-firm work portability might be somewhat, yet are not completely, disguised by the work advertise. Along these lines, inter-firm work portability is undoubtedly observed to be a channel of information spillovers.

Michel Tremblay et al. (2011) the mediating influence of career success in relationship between career mobility criteria, career_anchors and satisfaction with organization

The main intension of this paper is the career success this in turn gives satisfaction to the employee. methodology is done by questionnaire and tested on engineers and managers. Finally, performance has a huge impact on promotion decisions and higher level of career success.

Benjamin Campbell et al (2010) the effect of firm compensation structure on employee mobility and employee entrepreneurship of extreme employee

Compensation for an employee is based on performance which is greatest reward the organization performance effects the collaboration of individual execution with firm remuneration structure with extraordinary low execution of employees will probably leave firm however the employees with higher pay more averse to move to new association

Larry Izamoje (2011) reactions to labor mobility in small and medium organizations in Nigeria

This study examines the causes & consequence to control the labor mobility in small & medium organizations by considering quantitative and qualitative data with interview, discussion finally concluded with higher salary and better positions elsewhere could motivate the employee to quit their job in their sector. They are dissatisfied through poor reward system and no job opportunities for job enrichment.

Mattew bidwell (2012) pay more to get less: the effect of external hiring versus internal mobility.

This paper says that the paying more to both internal and external hire have a difference in their performance and also less turnover rate with respect to organization external hires are paid more than internal hires as though they are rich in experience this makes the internal hires to perform well and also less exit rates.

Rosemary Batt et al (2011) an employment systems approach to turnover HR practices, quits, dismissals and performance.

The study scrutinizes the main reason for a turnover are both the employee and organizations. The reason for quits and dismissals are the type of employment system that exist and negatively related to employee satisfaction.

Kenneth J. Meier (2008) Employee turnover and organizational performance: testing a hypothesis from classical public administration

Most work on turnover begins with the generally acknowledged guess that turnover is terrible, and afterward regards it as a needy variable, as something to be limited firm turnover ought to be assessed on the costs that it forces on the association in relationship to the event that are picked up. Notwithstanding for exceedingly productive workers that the association might want to hold, at some level of pay some benefits less to the association than his or her expenses.

Gregory g. dess (2005) voluntary turnover, social capital and organizational performance

Organizational social capital, utilized for looking at the deliberate turnover which highlights zones of correspondence and difference among the different points of view of the employees now and again why intentional turnover is relied upon to identify with hierarchical execution reason due to cost or money saving advantage approach by advancing possibly inexhaustible research roads and tending to estimation issues.

Gina Dokko, Lori Rosenkopf (2010) social capital for hire? Mobility of technical professionals and firm influence in wireless standards committees

This paper recommends that notwithstanding the human capital, portable people convey social capital, which bring a light in the results of the organizations they join and leave by modifying which are necessary in the firm examples of collaboration between firms

III. OBJECTIVES OF THE STUDY

1. To understand the internal mobility that is present in the organization.
2. To analyze the impact of internal mobility on organization performance.
3. To identify factor that influence on internal mobility and organizational performance

IV. METHODOLOGY & DATA SOURCES

This is a process of collecting the data and relevant information which is based on our topic chosen for study and finding the solution regarding the problem identified. Researches consist of defined and redefining problem. Result of research can be the suggestion, collecting information,

organizing and evaluating them and meeting conclusion at the last carefully and identifying whether it is best suitable or not. There are 2 variables in our study they are internal mobility which is independent variable and organization performance which is dependent variable.

a. Type of research

The type of research used is Descriptive research for our study.

Descriptive research:

It describes the characteristics of a population. It is used to get quantifiable information that can be used for statistical analysis of our target population. This type of research takes the form of closed-ended questions which gives a unique insight and also helps an organization to measure the significance of something from respondents. It mainly reveals the target group's opinion, attitude & behavior which is regarding to a given subject.

b. Type of data and the sources

- Primary data: questionnaire method, observation & discussions.
- Secondary data: company records & website, different journals.

c. Sample size

Sample size is around 50-60.

d. Sample technique

Non-probability technique is used for the study.

e. Sample method

According to our research we are choosing convince sample for our study. This is one of the types in non-probability technique where getting an employee wherever we find them.

f. Statistical tests to be used

The test conducted according to our research as follows

- Reliability statistics
- Correlation
- Regression
- Factor analysis

g. Proposed hypothesis

H0: There is no significant relation among internal mobility and organizational performance.

H1: There is a significant relation among internal mobility and organizational performance
H1: There is a significant relation among internal mobility and organizational performance.

LIMITATIONS:

- The study is only limited to Automotive Axle Limited, Mysore.
- Responses from the employees may be biased.
- Availability of time is very limited as the study is only for 8 weeks.
- Restricted to limited data.

PROPOSED OUTCOMES

According to this study the important relationship which exist between organization performance and employee mobility play a beneficial role in understanding what kind of employee are well on the way to leave, what genera of firms are they like to join, and who are the top hand for the organization.

V. DATA ANALYSIS

Objective-1:

To understand the internal mobility that is present in the organization

To know how the internal mobility takes place in the organization I got to know through the discussion & interaction with the superior employee in the company and also through secondary data.

Some of the analyses based on the information are:

- The performance or merit based is often done in this organization
- The mobility occurs when the company strategy changes thus in AAL recently they formed a department of mission 18 where employee from the other department are moved to this department
- Sometimes it can be based on employees request when they family issue and health issue

Objective-2:

To analyze the impact of internal mobility on organization performance

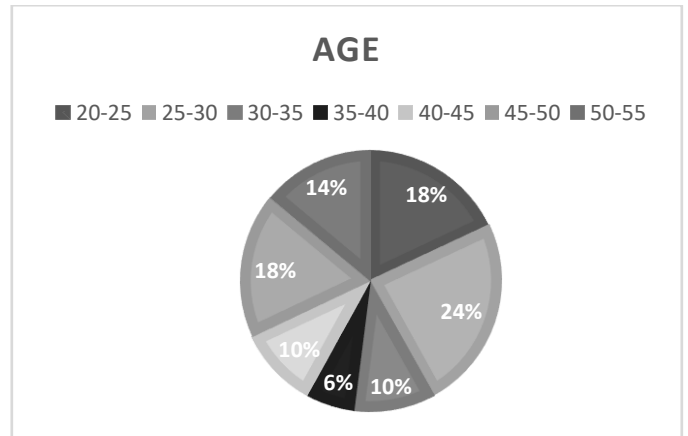
ANALYSIS AND INTERPRETATION:

Classification of respondents based on age:

Table-4.1:

Age	No of respondents	Percentage
20-25	9	18%
25-30	12	24%
30-35	5	10%
35-40	3	6%
40-45	5	10%
45-50	9	18%
50-55	7	14%
TOTAL	50	100%

Graph-4.1:



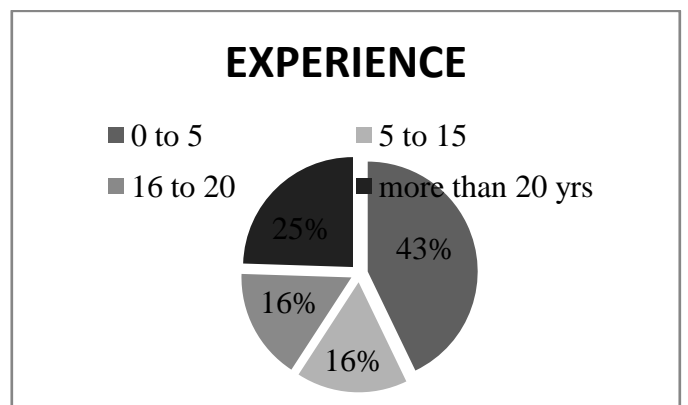
Our valuable is age. As shown in the above table 18 percent of respondent are having 20-25of age, 24 percent of respondents are having 25 to 30 years of age, 10 percent of respondent are having a30 to 35 years of age, 6 percent of respondent are having 35 to 40 years of age, 10 percent of respondent are having 40 to 45 years of age, 18 percent of respondent are having 45 to 50 years of age, 14 percent of respondent are having a 50 to 55 year of age. Thus, greater part of respondents falls under 25 to 30 age group.

Classification of respondents on the basis of working experience:

Table-4.2:

Experience	No of respondents	Percentage
0 to 5	21	43%
5 to 15	8	16%
16 to 20	8	16%
more than 20 yrs	12	25%
TOTAL	50	100%

Graph-4.2:



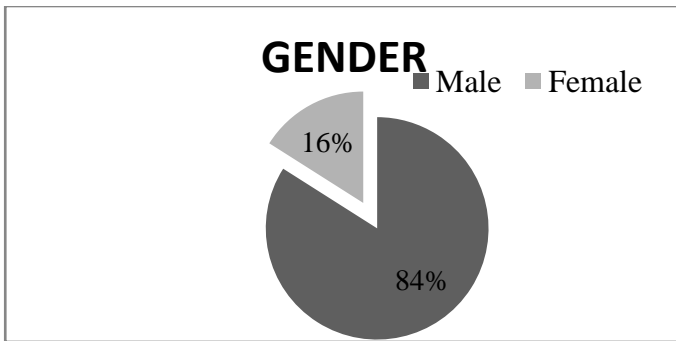
According to the analysis the years of Experience. As shown in the above graph 43 percent of respondent are having 0 to 5 years of experience, 16 percent of respondent are having 5 to 15 years of experience, 16 percent of respondent are having 16 to 20 years of experience, 25 percent of respondent having 20 and above years of experience. After the analysis, the employee in AAL who has an experience of 5 years or less than 5 years are more in the organization.

Classification of respondents on the basis of Gender:

Table-4.3:

Gender	No of respondents	Percentage
Male	42	84%
Female	8	26%
TOTAL	50	100%

Graph-4.3:



The gender consists of male and female Among 50 respondents as shown in the above table 84% are male 26% are female. From this classification, we can infer that the major employees working in the organization are male.

ANALYSIS AND INTERPRETATION

RELIABILITY TESTS:

Table-4.4:

Reliability Statistics	
Cronbach's Alpha	N of Items
.870	30

Case Processing Summary			
		N	%
Cases	Valid	50	100.0
	Excluded ^a	0	0.0
	Total	50	100.0

a. List wise deletion based on all variables in the procedure.

The data was collected from 50 respondents, i.e., the employees of Automotive Axles private limited. The data was collected through 30 questions with Likert scale. The reliability of the data was checked through reliability analysis. As the result of reliability test, the data collect is reliable to the extent of .870. Any value that more than 0.5 could be considered as a good result hence we can rely on the data given by respondents. And hence we can continue with our further tests.

ANALYSIS AND INTERPRETATION

H0= There is no impact of internal mobility on organization performance

H1= There is an impact of internal mobility on organization performance

CORRELATION:

Table-4.5

Correlations			
		Internal Mobility	Organization performance
Internal Mobility	Pearson Correlation	1	.551**
	Sig. (2-tailed)		.000
	N	50	50
Organization performance	Pearson Correlation	.551**	1
	Sig. (2-tailed)	.000	
	N	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

To know the relation between Internal Mobility of the employees and Organization Performance the Correlation analysis was considered. The mean value of internal mobility and mean value of organization performance are considered for Correlation Analysis. The correlation is 0.551 which shows more than average positive correlation among both the variables. Further to prove this we would be taking the significance level that is 0.000 in this case, in addition to which indicates that we have a very strong confirmation to believe H1 and hence accept the alternative hypothesis and reject the null hypothesis.

As there are some positive relations we can infer that the internal mobility practice in the company have positive impact on the organization performance.

REGRESSTION

Table-4.6

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Internal_Mobility ^b	.	Enter
a. Dependent Variable: Organisation_performance			
b. All requested variables entered.			

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.551 ^a	.303	.289	.46211
a. Predictors: (Constant), Internal Mobility				

The above table which provides the R and R square value. In which R indicates the simple correlation and its value is 0.551 which indicates above average degree of correlation among variables, that is internal mobility of employee and organizational performance. R square indicates that value of, how Much of total variation in dependent variables is organizational performance, can be explained by the

independent variable that is internal mobility. In this case it is 30.3% that also indicates average variation.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.464	1	4.464	20.903	.000 ^b
	Residual	10.250	48	.214		
	Total	14.714	49			
a. Dependent Variable: Organization performance						
b. Predictors: (Constant), Internal Mobility						

Interpretation

In the above table, we can see the significance level that is 0.000 which indicates it is a good fit for the data. This value also indicates the statistical significance of regression that is 0.000 which indicates the regression model is statistically significant. Hence it is also clear that there is an average level of dependence of employee internal mobility and organizational performance.

OBJECTIVE -3:

To identify factor that influence on internal mobility and organizational performance

FACTOR ANALYSIS

1. Factor analysis for independent variable i.e. internal mobility

Table-4.7

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.578
Bartlett's Test of Sphericity	Approx. Chi-Square	40.204
	df	10
	Sig.	.000

The KMO value for the study should be more then 0.5 and in our study, it is 0.578. This means that selected sample size for the study if sufficient for factor analysis as per the KMO test.

Communalities		
	Initial	Extraction
promotion policy	1.000	.584
Talent retention	1.000	.566
job satisfaction	1.000	.721
flexibility	1.000	.732
Employee career path	1.000	.679
Extraction Method: Principal Component Analysis.		

Communalities are the one which tests the contribution of each item variance to the total variance. Here each item selected should have the value more than 0.5. These are the items which have value of more than 0.5.

If it is less than 0.5 the question is not contributing for your study

Total Variance Explained									
Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.025	40.498	40.498	2.025	40.498	40.498	2.015	40.3	40.3
2	1.257	25.145	65.643	1.257	25.145	65.643	1.267	25.343	65.643
3	0.707	14.138	79.781						
4	0.652	13.038	92.819						
5	0.359	7.181	100						
Extraction Method: Principal Component Analysis.									

From the above table the total variance for the variables is 65.643 which are good for the study.

Thus, the factor analysis used for the independent variable is valid and the factors used in this are fine for our study.

1. Factor analysis for dependent variable i.e. organizational performance

Table-4.8

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.777
Bartlett's Test of Sphericity	Approx. Chi-Square	108.120
	df	10
	Sig.	.000

The KMO value for the study should be more than 0.5 and in our study, it is 0.777. This means that selected sample size for the study is plenty for factor analysis as per the KMO test.

Communalities		
	Initial	Extraction
Employee morale	1.000	.598
Talent acquisition cost	1.000	.679
Lower productivity time	1.000	.671
Higher retention rate	1.000	.700
Employee commitment	1.000	.541
Extraction Method: Principal Component Analysis.		

Communalities are the one which tests the contribution of each item variance to the total variance. Here each item selected should have the value more than 0.5. These are the items which have value of more than 0.5. If it is less than 0.5 the question is not contributing for your study.

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.190	63.802	63.802	3.190	63.802	63.802
2	.702	14.041	77.843			
3	.520	10.407	88.250			
4	.343	6.855	95.105			
5	.245	4.895	100.000			
Extraction Method: Principal Component Analysis.						

From the above table the total variance for the variables is 63.802 which are good for the study.

Thus, the factor analysis used for the dependent variable is valid and the factors used in this are fine for our study. In the organizational factors, we can clear that the rotational matrix cannot be generated because the rotational component is generated is only one this indicates that much of the factor can be reduced some factors are not contributing to our study

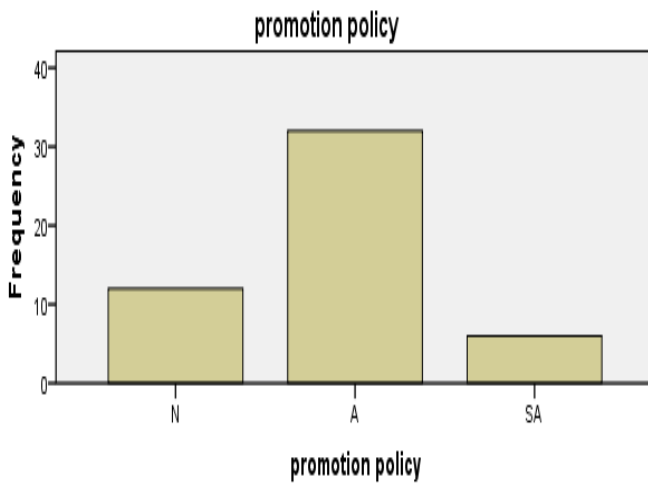
ANALYSIS AND INTERPRETATION OF EACH FACTORS

The factor1 promotion policy related questionnaire:

Table-4.9

promotion policy					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	N	12	24	24	24
	A	32	64	64	88
	SA	6	12	12	100
	Total	50	100	100	

Graph -4.4:



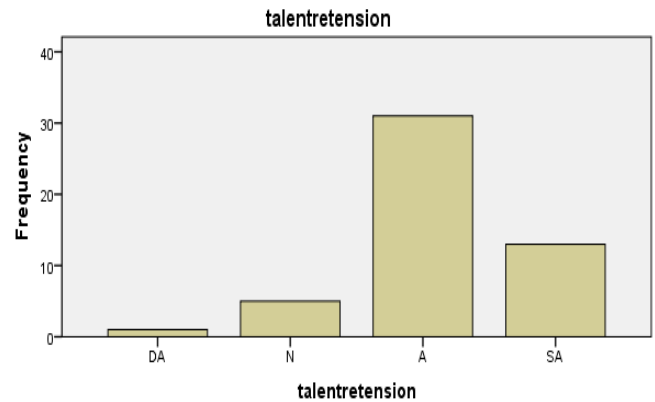
From the above table, it can clear that 64% of employee agree that the organization is practicing a healthy promotion policy. And 6% employee are strongly agreed with this and 12% are giving neutral opinion

The factor 2 Talent Retention related questionnaire:

Table-4.10

Talent retention					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DA	1	2	2	2
	N	5	10	10	12
	A	31	62	62	74
	SA	13	26	26	100
	Total	50	100	100	

Graph -4.5



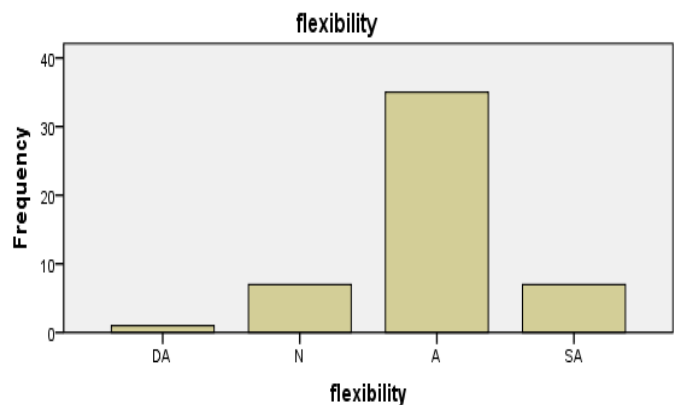
From the above table, it is clear that 62% of the employee believe that organization take of the employee who has good talent thus Majority of them don't leave the organization. 13% are strongly agree with this followed by 10% gave a neutral opinion and 2% of them are disagreeing with it. 68% of them are satisfied and 22% of employee is very much satisfied with their job because the promotion & transfer are as per both employee and organization benefits.10% of them is in neutral decision.

The factor 4 Flexibility related questionnaire:

Table-4.12

flexibility					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DA	1	2.0	2.0	2.0
	N	7	14.0	14.0	16.0
	A	35	70.0	70.0	86.0
	SA	7	14.0	14.0	100.0
	Total	50	100.0	100.0	

Graph -4.7



When employee ready to move anywhere in the organization and also flexible to accept any challenging situation then he is

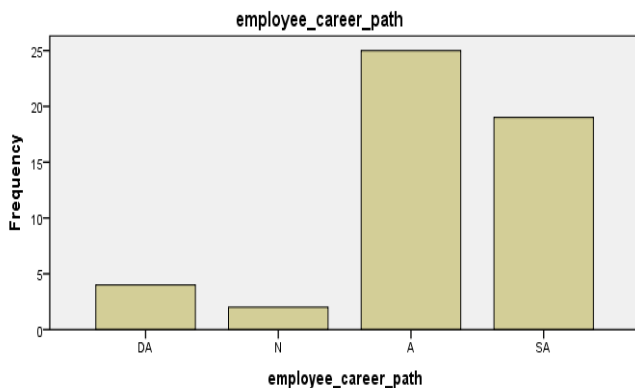
benefiting the organization 70% of employee are ready to accept change in their work, 7% of them say strongly agree.

The factor 5 employee career path related questionnaire:

Table-4.13

Employee career path					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DA	4	8.0	8.0	8.0
	N	2	4.0	4.0	12.0
	A	25	50.0	50.0	62.0
	SA	19	38.0	38.0	100.0
	Total	50	100.0	100.0	

Graph -4.8



The career path way for a worker is essential for him to interface with the association for longer timeframe. So, 25% of them trust that through the inward versatility in the association they can assembled their career path, 19% are firmly concur with this.

The factor 6 employee morale related questionnaire:

VI. FINDINGS

After the analysis of the internal mobility present in the organization I found it is every essential for an employee to know what roles, responsibilities, place of work employee should be happy in his work life, the employee are taken to move at the base of decision from the organization so that he can understands how effectively they are used in order to meet the objective and the overall goal of the company.

When we look in into our analysis of questionnaire we get know some of the findings are:

- On the basis of the classification of gender analysis the majority of employees in organization are male which is of almost 84% and a female contributes to 26% of the company’s employees.

- On the basis of the classification of age Among 50 respondents, there is more number of young aged employees whose age varies from 25-30yrs. So, in this classification we can infer that the majority of the respondents fall within the age limit of 45-55 yrs.’ which constitutes about 32%. This shows the commitment of almost all age people in the company.
- On the basis of the classification of experience among 50 respondents, there are more number of employee who have their experience more than 20 years are 25% thus the company are have high retention rate in Automotive Axle Ltd.
- The reliability of the data was checked through reliability analysis and found that it is reliable for our study. As the result of reliability test, the data collect is reliable to the extent of .870.
- There is positive relation between internal mobility of the employee and organization performance as the correlation value is .551 as there is positive relations we can infer that the mobility practice in the company have positive impact on the performances of the organization.
- After conducting the factor analysis for the factor analysis for both dependent and independent variables we found that sample sizes are sufficient for our study.
- The promotion policy in AAL found that fair and no biasness in giving a promotion to employee thus 64% and 12% of employee give their opinion as agree and strongly agree respectively.
- The talent retention rate in the organization are very good which indicates that company recognize the talent of the employee and try to retain the talent in order to increases the organization performance for this 26% to 62% of employee agree.
- When it comes to job satisfaction we can find that 68% of employee are satisfied with their job and also this is positive sign for the company to retain the employee.
- Flexibility of the employee are essential for the organization to meet the strategy of the company 70% of the employee say that they are flexible in working with change organization needs.
- Career path of the employee which comes to know that employee plan for their along with organization growth thus 50% of employee say that they get a chance to plan for the carrier growth in AAL.
- 60% of employees agree that they can boost their morale through the recognition in the organization.
- The talent acquisition cost for the organization is less when organization has an ethical practice 54% to30% of employee believe that the ethic in the company is fair.

- The productivity time is lower when employee stay in the organization for longer period of time and job sniffing is done essentially for this 52% of the employee found that doing proper job rotation increase the productivity in the organization
- Retention rate in the organization is found high according to the 52% employee who given a positive response.
- Employee commitment to the organization clearly say that they are permanent to the organization and also less number of spin out or competitor for the organization.

Most of the employee will be working in the organization in order to get a career path. The organization tries to find the relative need of the employee before given them insights of work.

VII. CONCLUSION

Our study contributes that for organizational and department prospective the decision taken by the superior or other higher officer in order to move the employee within or across the department according to the strategy framed for a certain year and also move employee based on the performance of them. In smaller level the relationship between employee and employer are negative then the effect on the promotion or transfer of that employee results in employee start to leave the organization, then turnover rate increases. If the management and employee relation is negative it has a huge impact on quality and quantity of the performance of the organization. Which also create a threat to the organization by credibly threatening to

leave the organization and also chance of replicating the information of the company to its competitor, the transfer and promotion has huge adverse effect on the firm performance. By this we can say how a company would look inward movement of employee more adequate and know how affectively use the talent & skill of an employee to the right jobs so that the firm performance increases.

VIII. SUGGESTIONS/RECOMMENDATIONS

This study will help the organization to take an effective decision with regard to creating an awareness of promotion policy and other responsibility of an employee about their

work. When it comes for retention rate the 2% of employee in the organization feel that the firm is ignoring the talent of the worker so that they fail to retain so of the quality worker, Recognition of talents and awarding them makes them encouraging. 2% to 8% of employee are failed to commit themselves to the firm this is creating a negative impact to the firm so binding employee to the organization is essential. Through healthy internal mobility attract and retain the employee to the firm.

REFERENCES

- [1]. B.A Campbell et al. (2011) who leaves, where to, and why worry? Employee mobility, entrepreneurship and effect on source firm performance; strategic management journal 33:65-67
- [2]. Rikard Eriksson et al. (2009) Localized mobility clusters: impact of labor market externalities on firm performance; geography economy journal pp.33-55; vol 10
- [3]. Deepak Somaya (2008) Gone but not lost: the different performance impact of employee mobility between cooperators versus competitors; Academy of management journal; vol 51; 936-953;
- [4]. Gina dokko & lore rosenkoff (2010) Social capital for hire? Mobility of technical professionals & firm influence in wireless standards committees; organizational science; vol21; pp-677-695;
- [5]. Rajshree Agarwal et al. (2010) what do I take with me? the impact of transfer and replication of resource on parent firm performance; academy of management journal; 695-717
- [6]. Kenneth A. Younge, Tony W. Tong, Lee Fleming, (2013) How anticipated employee mobility affects acquisition likelihood: evidence from a natural experiment
- [7]. Mika Maliranta, Pierre Mohnen, Petri Rouvinen, (2008) is inter-firm labor mobility a channel of knowledge spillovers?
- [8]. Michel Tremblay et al. (2011) the mediating influence of career success in relationship between career mobility criteria, career anchors and satisfaction with organization
- [9]. Benjamin Campbell et al (2010) the effect of firm compensation structure on employee mobility and employee entrepreneurship of extreme employee; SSRN electronic Journal; vol 10
- [10]. Larry Izamoje (2011) reactions to labor mobility in small and medium organizations in Nigeria; European journal of social science; vol 25; pp 295-304;
- [11]. Matthew bidwell (2012) pay more to get less: the effect of external hiring versus internal mobility.
- [12]. Rosemary Batt et al (2011) an employment system approaches to turnover HR practices, quits, dismissals and performance.
- [13]. Kenneth J. Meier (2008) Employee turnover and organizational performance: testing a hypothesis from classical public administration; Journal of Public Administration; vol 10
- [14]. Gregory g. dess (2005) voluntary turnover, social capital and organizational performance; Academy of Management Review; Vol. 26, 446-456