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The Impact of Internal Mobility Policies on Employee Performance at Private Banks Mysore

Ramya T J[1], Chaitra M N[2], Gowramma K. T[3]
[1, 2, 3]*Assistant Professor, Sapient college of Commerce and Management, Mysore*

Abstract: ***The banking industry has tremendous growth in Indian market .The entrance of new policies in banking sector has bought changes in employee performance. Retaining employees in private banks has lot of challenges. Employee retention and employee performance is a contemporary approach for the development of private banks. The private banks has initiated news ways to implement internal mobility policies to retain employees . This paper presents an novel employee internal mobility survey in the private banks in Mysore . The research study is based on the following criteria, internal mobility policies, employee satisfaction towards internal mobility, factors influencing employee satisfaction, internal mobility policies towards employees' retention. The target population for the study is employees of private banks .Required analysis will be done to measure the impact of internal mobility on employee performance. The current study focuses on impact of internal mobility on employee performance in the organization, and also the factors which has impact on internal mobility policies on employee performance. For the persistence of study primary data and secondary data is used. The research results impact of internal mobility on employee performance in private banks Mysore.***
Keywords: Employee retention, internal mobility, banking

I. INTRODUCTION

Manufacturing industries are the chief wealth producing sectors of an economy. These industries use various technologies and methods widely known as manufacturing process management. Manufacturing industries are broadly categorized into engineering industries, construction industries, electronics industries, chemical industries, energy industries, textile industries, food and beverage industries, metalworking industries, plastic industries, transport and telecommunication industries. Manufacturing industries are important for an economy as they employ a huge share of the labour force and produce materials required by sectors of strategic importance such as national infrastructure and defence. However, not all manufacturing industries are beneficial to the nation as some of them generate negative externalities with huge social costs. The cost of letting such industries flourish may even exceed the benefits generated by them. In this regard the study has taken to know and understand employee facilities and productivity for the development of industry. Internal mobility means movement of employees within the organization. It is the vertical movement (promotion, transfer, demotion or separation) of employees. Internal mobility takes place between jobs in different departments. The internal mobility may be at the leadership, professional and operational levels. The organization should adopt successful principles to manage internal mobility at all levels. There should be transparent discussions regarding skills, talents and potential needed for the employees to work in the organization. This focuses on development of work among employees and makes them work more effectively and efficiently. Internal mobility is done to know what types of jobs are suitable for the employees so that they can perform better in the organization. It serves as a better prospect for the organization to know the movement of employees. Internal mobility helps in satisfying both the organizational and employee's needs. Through internal mobility employee's commitment towards their job will increase and gives them responsibility to achieve their goals in the organization. It will ensure discipline in right time and right manner. Internal mobility is essential to know whether the employee's skills and requirements of the job and of the organization are matching. Internal mobility is needed for the following reasons:

1) It is needed for the change in the job structure.
2) It is needed for the changes in technology, mechanization which results in enhancement of job demands.
3) Internal mobility helps in growth and development of productions or operations.
4) It is needed for taking up of geographical expansion and diversification.
5) It is needed for developing of creative and innovative ideas in all the areas of management resulting in increased job demands.
6) It is needed for the employees to change their skill, knowledge, abilities, aptitude, values.
7) It is needed for changing government role in human resource management.
8) It is needed for solving the problem and maintenance of interpersonal relations and complete human relations.

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Internal mobility is a cluster that includes three types; they are

a) Promotions
b) Transfer and
c) Demotions

II. NEED FOR THE STUDY

This study is conducted to know the impact of internal mobility at private banks Mysore. Thus internal mobility is to find out the employee skills, abilities, knowledge, values etc. which initiates the employers to develop new ideas which increases the demand for job in the organization. Internal mobility is very important in the organization because it gives an opportunity to help the employee to perform better and prove his abilities when being promoted, transferred or demoted. It makes the employees come out of their comfort zone and work in other departments and get experienced in various types of work being assigned to him. It increases the responsibilities that the company assigns and makes the employees achieve their desired objectives and goals. It helps to understand how the employees work in different situations and how they face the challenges of being in a new working environment with great duties and responsibilities to be carried out in the organization. Internal mobility helps the employees work even in harsh conditions such as being transferred to a new place where resources are limited and getting adjusted to new superiors and work under a lot of pressure to prove themselves better from rest of the employees to get a better standard of living by being promoted so that they sustain in the organization for a longer duration. Analyzing the internal mobility leads to proper understanding of employee turnover and employee retention in the organization, and the impact of internal process that is promotion, demotion and transfers in the organization, so as to know the policies involved in the internal mobility process and understand how the employees perform in the organization.

III. LITERATURE REVIEW

1) *Job Mobility Research Report: Encouraging employees to expand their career experience in the public service by Dr. Glenys Drew and Ms. Rosemary Cooper, Queensland University of Technology, July 2011:* According to this report, the authors provide the concerning roles, operations and value of multi sector employee mobility programs will improve employee professional development and organization effectiveness. Here the study says that internal mobility has become increasingly very important factor as it allows the employees to learn themselves and develop new skills and extend their organizational networks within the organization. The study recommends that the workforce programs should meet the long term strategy objectives, which is surrounded sustainably with culture of the organization which requires arrangement of programs with fundamental business skills which improves talent development and it identifies the skills needed by the HRD".
2) *In Search of Opportunities? The barriers to more efficient internal labor mobility by Johannes Koettl, Olga Kupets, Anna Olefir, Indhira Santos; Discussion paper No: 8631, November 2014:* According to this paper, there are barriers that prevent workers from moving within the organization by using research tools like focus groups and surveys methods. The internal labor mobility suffers from insufficient institutional weakness. The administrative systems are reflected as it fixes employees to their respective places which increase the cost of internal mobility. It also suffers from insufficient human capital, as the employees are not well versed with their skills and knowledge which will access them to have better economic opportunities which results in higher productivity in all the leading departments. There are problems of wage inflexibility and allow employees casualness and does not allow them with enough information regarding job openings in the organization. The study recommends for generating good labor mobility by defining key regions for improvement that includes training, social welfare systems.
3) *Effects of Labour Mobility: An analysis of recent international literature by Manolo Abella, Volume: 4, Issue: 3, January 2013:* According to this article, Manolo Abella reviews the literature in connection between mobility and development of countries in the developing world. This paper values various challenges or tests which determines negative and positive attitudes of mobility. This article focuses on trends in labor mobility, highlighting important facts established by research about the mobility of workers within the organization and neighboring companies. This paper suggests that there are positive improvements not only in earnings but also in education and health for those who move internally and more for those able to move internationally.
4) *Paying More to Get Less: The effects of external hiring versus internal mobility by Matthew Bidwell:* According to this paper, Matthew Bidwell examines External hiring employees will initially perform badly when compared to the employees who have been hired from within the organization and there will be high employee exits but yet they will have more salary and strong education background and experience. This study finds that employees will perform better when being promoted and when their salary is raised.

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5) *The Mediating Roles of Internal mobility opportunity and job insecurity by Su-Fen Chiu, Shih-Tse Lin, and Tzu-Shian Han:* According to this paper, it shows the effect of employment status and their behavior towards their job in the organization. The study tells that due to internal mobility temporary employees will not have many opportunities which lead to low service in the organization. The study suggests that management should encourage the temporary employees by giving them internal mobility opportunities.
6) *Internal mobility in Canada by Michel Beine, Serge Coulombe:* According to this review, it tells how the employees in Canada have low internal mobility due to international employees taking away their opportunities. For that purpose the companies should consider the citizens of Canada and prefer them for the job and give permanent employees the job opportunity. The study suggests that internal mobility is an important aspect of the organization and employees in Canada who are permanent employees should be taken into consideration before the international employees.
7) *Management of the Veterans Administration: Improved Human Resource Planning on Internal Mobility:* According to this paper, it involves monitoring both external environment factors that affect employees in future and certain internal organizational factors mainly strengths and weakness in managing people. Internal factors refer to employee attitudes and leading organizational values and beliefs. How they are viewed by mangers is also important. This results in upright movement of employees internally with more responsible duties to perform and results in efficient work force.
8) *Independent Wheelchair Transfers: A systematic literature review by Maria L. Toro, Alicia M. Koontz, Megan Naber, Rory A. Cooper:* According to this paper, the purpose of this study is to analyze an organized literature review to find applicable scientific articles confirming the performance of independent transfers. There is an agreement among studies that transferring to higher position implies greater influence. Additional guidance is needed for transferring to essentials that may require more than one transfer that is, vertical transfer up to down into new position transfer where for positioning one's mobility is limited. This paper reflects the expert reviewer's perception of the relevancy and strength of current evidence on the performance of independent transfer employees. The study highlights need for future studies particularly interactions between job available to greater opportunities in the near future by taking into account the barriers present while transferring.
9) *Internal Promotion and Tournament Theory by Alex Tran:* According Mobbs (2012):- Internal managerial promotions: insider incentives and CEO successions. Successor- incentive; Tournament- incentive. The employees who are promoted to have better job performance in the first two years in comparison to those hired externally. According to Pleifer C, factors of internal promotion in labor market leads to less absenteeism, more overtime, higher entry age, longer remaining occupancy, with high promotion chance. Organizations should focus on looking for level 5 leaders than celebrity leaders. Reduce bias promotion among mangers and reduce unethical competition.
10) *Horizontal Transfer, Vertical Promotion and Evolution of firm organization by Kenn Ariga:* According to Kenn Argia, employees who are promoted through vertical promotions have higher chances of getting high salary and benefits when compared to the employees who have been transferred to different departments. Through internal mobility the organization has smooth flow of information between the employees and good career development of employees within the organization. The study suggests that promotion has greater chances of employee satisfaction than horizontal transfers.
11) *Internal Promotion and External Recruitment: A Theoretical and Empirical Analysis by Jed De Varo and Hodaka Morita, October 10, 2008:* According to this paper, the personnel's decision decides whether to hire internally to fill the positions in the organization or to recruit externally. This study shows that when employees are hired internally there will less turnover rates and performance will be increased when compared to externally hired employees and better distribution of salary and increased responsibilities among the employees. The study suggests that internal promotion is better in giving satisfied job performance when compared to employees hired externally.
12) *Promotions Dynamics and Intra firm Job Mobility by Pablo Acosta, October 9, 2005:* According to this study, the objective of this study is to contribute to the growing literature on internal labor market and intra-firm job mobility by focusing on the factors of career advancement. Contribution suggests that past career development do not indicate a higher chance of promotion. Newly hired employees appear to have an advantage when competing with employees for a higher position. These results do not hold once other job changes (lateral transfers, task reorganizations) are considered. This paper evaluates the chance of arising in the hierarchy of a firm (promotion) using personnel data records. The main findings include that previous promotions do not indicate a higher chance of future promotions that new hires seem to have an advantage when competing with occupants for a higher position.

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13) *The Determinants of Promotions and Firm Separations by Priscilla Ferreira:* According to this paper, the researcher tells about the elements of promotion and separation of the firm. This study examines the employee's performance after being promoted and the separation of workers to enter the new firm. The study recommends that when the employees are not satisfied by their salary and their working environment so they tend to move to a new firm. The promoted employees are happy with the duties and status provided to them.
14) *Occupational Mobility and Wage Dynamics Within and Between Firms by Francis Kramarz, Fabien Postel- Vinay and Jean-Marc Robin:* According to this study, the key elements as to balance the allocation of diverse workers in the firm to bring efficiency in the jobs performed. The study understands and tries to measure the reallocation of jobs in the organization and the wages to be given for each jobs performed by the employees so that they will retain in the organization. The firm should make sure that their wage structure is better than other firms and they will be successful in retaining their employees through internal mobility.
15) *Job Satisfaction and Promotions by Vasilios D. Kosteas:* According to this paper, the study evaluates how promotion increases job satisfaction among employees. When the employees receive promotion changes will be made in their salary, status and responsibilities. The paper suggests that there is relationship between job satisfaction and promotion as promotion brings positive behavior in employees and the work is done effectively and efficiently and the worker will have trust in the organization through promotions.

A. Research Objective

1) To understand the impact of internal mobility on employee performance in the organization.
2) To identify the factors which has an impact on internal mobility policies on employee performance

B. Hypothesis

1) Null hypothesis H (0): Internal mobility has no significant impact on employee performance in the organization.
2) Alternate hypothesis H (1): Internal mobility has significant impact on employee performance in the organization.

IV. RESEARCH METHODOLOGY

A. Type of Research

The type of research used for the proposed study is "DESCRIPTIVE RESEARCH" which helps to describe the internal mobility of the organization. Descriptive Research is a study that depicts the participants in an accurate way. This research helps to discover the unknown facts about the study. It involves collection of data which provides description about individuals or groups or situations.

B. Sampling Technique

The type of sampling technique used for the proposed study is "PROBABILITY SAMPLING". This type of sampling technique gives individual equal chances of being selected. This method ensures that in the population they have equal chances of being selected.

C. Sampling Method

The type of sampling method used for the proposed study is "SIMPLE RANDOM SAMPLING". This is a technique where the researcher selects from the large population a group of samples for the study and here every individual have equal chances of being selected.

D. Sample Size

The sampling unit taken for this study is employees of few private banks at Mysore. The sampling size used for the proposed study is 50.

Type of Data to be used and its source

1) *Primary Data:* Primary data is collection of original information by the researcher. Primary data is very useful when the researcher investigates a specific problem in the study.
2) *Questionnaire Method:* It is a set of questions which contains choices for answering. It gives the researcher clear idea as to how to depict the data analysis and interpretation part from the answers given by the respondents to carry out the study.

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3) *Secondary Data:* Secondary data is collection of information which has been already collected by others for their study. It gives ready information about a particular topic which can be used by the researcher for the study. Secondary data can be found on internet, newspapers, journals etc.

E. Statistical Tests to be Used

Statistical test to be used for the proposed study is correlation test and factor analysis.

V. RESULT AND DISCUSSION

For the purpose of this study, reliability test is conducted for the data collected by using Cronbach's Alpha test. The Cronbach Alpha test is.810. It means the data collected for the study is reliable to the degree 81% which is very good for this study.

A. Showing Reliability Test

Reliability Statistics

Cronbach's Alpha	N of Items
.810	20

B. Hypothesis

1) *Null hypothesis H (0):* Internal mobility has no significant impact on employee performance in the organization.
2) *Alternate hypothesis H (1):* Internal mobility has significant impact on employee performance in the organization.

C. Showing Correlation

Correlations

		MEANIMP	MEANENPPE
MEANIMP	Pearson Correlation	1	.396**
	Sig. (2-tailed)		.004
	N	50	50
MEANENPPE	Pearson Correlation	.396**	1
	Sig. (2-tailed)	.004	
	N	50	50

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

From the above analysis it is proved that there is impact on internal mobility policies on employee performance. Correlations between Mean Value Internal Mobility Policies and Mean Value of Employee Performance are 0.396 [close to 0.4]. This indicates that Mean of Internal Mobility Policies and Mean Value of Employee Performance are moderately positively correlated. The correlation is found significant at 0.01 levels. We have failed to reject null hypothesis H(0) Internal mobility policies has no significant impact on internal mobility and accept alternate hypothesis H(1) Internal mobility policies has significant impact on employee performance. That means the facilities provided by private banks on employees are satisfactory. From the above analysis, the employees are moderately positively satisfied by the activities and encouragement from the management to promote and facilitate internal mobility activities that promotion, demotion and transfer.

D. Factor Analysis

Factor analysis had been conducted for this study to identify the factors which has an impact on internal mobility policies on employee performance at private banks Mysore.

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E. KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.498
Bartlett's Test of Sphericity	Approx. Chi-Square	444.124
	Df	190
	Sig.	.000

The items for the factor analysis should be impressive to know the sample capability for the study we are using. To confirm the sample size is sufficient for this study KMO test is used. The value for the KMO test for good results should be more than or near to 0.50 and for our study it is 0.498which is almost near to 0.50. This means that the selected sample for the study is sufficient for the study.

Table No. 4.18 Showing communalities:

Communalities		
	Initial	Extraction
1) The promotional methods used by the company are effective?	1	0.598
2) Promotion is most direct and effective factor that encourages the employee performance?	1	0.554
3) Transfers result in reduction of employee contribution towards the Organizational goals and objectives?	1	0.548
4) When transfer takes place, employees will face problems like adjustment to the new job, place, environment, superiors and employees?	1	0.62
5) Demotions should take into consideration, the necessities and standard of living of an employee?	1	0.677
6) Discipline is the key factor which has a great impact on demotion of an employee?	1	0.559
7) The effect of promotion increases the positive behavior of the employee?	1	0.58
8) Demotion affects the employee's job satisfaction and employee morale?	1	0.611
9) Internal Mobility focuses on the career development of employees?	1	0.645
Extraction Method: Principal Component Analysis.		

- *Interpretation:* Communalities is a test conducted to know the contribution of each item variance to the total Variance. Here each item is selected and the value should be more than 0.50. Since all the items value is more than 0.50 we can proceed for conducting the factor analysis.

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F. Showing Total Variance

		Total Variance Explained							
		Initial Eigenvalues			Extraction Sums of Squared Loadings				
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.94	24.701	24.701	4.94	24.701	24.701	3.796	18.982	18.982
2	2.517	12.586	37.287	2.517	12.586	37.287	3.043	15.214	34.196
3	1.741	8.703	45.989	1.741	8.703	45.989	2.114	10.572	44.768
4	1.6	8	53.99	1.6	8	53.99	1.844	9.222	53.99
5	1.312	6.558	60.547						
6	1.22	6.099	66.647						
7	1.06	5.298	71.945						
8	0.881	4.404	76.349						
9	0.862	4.312	80.661						
10	0.761	3.805	84.466						
11	0.623	3.116	87.582						
12	0.552	2.762	90.344						
13	0.496	2.478	92.822						
14	0.437	2.183	95.005						
15	0.353	1.763	96.769						
16	0.188	0.94	97.709						
17	0.176	0.88	98.589						
18	0.125	0.624	99.213						
19	0.088	0.441	99.653						
20	0.069	0.347	100						
Extraction Method: Principal Component Analysis.									

For the above table, four factors have been extracted. The total variance should be more than 50% which shows that the data analysis is showing positive results. For this study the total variance is 53.99% which is considered to be good for the study.

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G. Rotated Component Matrix[a]

	Component			
	1	2	3	4
1) Promotion is most direct and effective factor that encourages the employee performance?		0.679		
2) Promotion should be based on the seniority, merit and experience?		0.597		
3) Inter departmental transfers are better when compared to the regional transfers?	0.596			
4) Transfers result in reduction of employee contribution towards the Organizational goals and objectives?		0.681		
5) When transfer takes place, employees will face problems like adjustment to the new job, place, environment, superiors and employees?		0.683		
6) Demotions should take into consideration, the necessities and standard of living of an employee?				0.692
7) Discipline is the key factor which has a great impact on demotion of an employee?				0.689
8) The effect of promotion increases the positive behaviour of the employee?		0.558		
9) Promotion increases better standard of living?	0.649			
10) After being promoted, the working environment gives positive energy for the employees?	0.833			
11) Transfers increase the effectiveness of jobs performance in employees?	0.664			
12) The pay structure after being transferred is satisfactory?	0.783			
13) Demotion affects the employee's job satisfaction and employee morale?	0.512		0.566	
14) Internal Mobility focuses on the career development of employees?			0.799	

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 7 iterations.

- *Interpretation:* From the above table, four factors have been extracted for the study and the total variance for this study is 53.99% which is good for the study.

1) For factor 1, the identified factor is behavior of employees towards promotion, transfer and demotion. The Eigen value for this factor is 0.833. In this factor, the employees show their behavior when they are promoted to a new job with new environment, pay structure being satisfactory or dissatisfactory, demotion effects job satisfaction of an employee. All these factors influence whether the employees shows positive behavior or negative.

2) For factor 2, the identified factor is performance of employees in the organization. The Eigen value for this factor is 0.683. In this factor, the employees when promoted, transferred or demoted have an effect on their job performance and results in doing the job effectively or ineffectively. As many employees in the organization initially will have problems regarding their new superiors or work pressure of new duties and responsibilities but through the survey there are positive results that say that employees in private banks are satisfied with their job performance.

3) For factor 3, the identified factor is career development and demotion. The Eigen value for this factor is 0.799. In this factor, through internal mobility employees get a chance to build their career and prove to be better by working hard when promoted transferred or demoted and achieve their goals to sustain in the organization. Demoted employees work hard to get back to their previous position in the company and through this they can build their career in the organization.

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4) For factor 4, the identified factor is effects of demotion. The Eigen value for this factor is 0.689. In this factor, through demotion employees feel dejected towards their work and will be demotivated to work and their work efficiency reduces. But by working hard the employees can retain back their standard of living and can work on their discipline.

VI. CONCLUSION

The research has a good attempt in identifying the internal mobility policies in the organization and how it impacts on employee performance at private banks Mysore. The results are significant and the employees are satisfied with the policies and the benefits being provided to them in the banks. A study on "Impact on Internal Mobility Policies on Employee Performance" consists of practical study which reveals that promotion, transfer and demotion has a major factor which influences an employee's job performance in the organization.

Internal mobility is very important in every organization as it makes the employees to keep increasing their duties and responsibilities and make them more involved in the activities conducted by the organization. It increases the employee's potentiality towards his work and brings in a positive attitude. It is an important HR strategy as it helps to retain the employees in the organization.

As per the analysis of responses provided by the respondents private banks Mysore promotion methods are effective and the employees are encouraged to work to achieve their goals. The employees feel satisfied about the promotion conducted by the organization which boosts their morale. The employees in private banks agree that promotion is the most direct and effective way to increase their job performance. The private bank promotes the employees based on seniority, merit and experience. Private bank Employees agree that inter departmental transfers are better when compared to the regional transfers because they are comfortable working within the organization. Private Banks in Mysore takes into consideration employee's situation before being transferred and informs about specifications and circumstances of being transferred, Employees agree the effect of promotion increases the positive behaviour of the employee. Private bank employees are very much encouraged to work hard so that they get promoted and they acquire all the benefits through promotions by their superiors. From factor analysis, it is identified that the employee's behaviour, their job performance changes according to the situation whether being promoted or demoted or transferred but it has a positive impact on the employees. Few employees in the bank are not satisfied when being demoted as they feel the company does not take into consideration the necessities and standard of living of the employees. Correlation test shows that there is moderately positive impact on internal mobility policies and employee performance. The study identified internal mobility helps the employees to build their career in the organization. So the study recommends, the employee's standard of living and their necessities should be taken into consideration by the company before being demoted so that they are not demotivated .The banks should encourage the employees before being transferred so that it does not affect their work and they can perform better in the new environment. The company should make the employees feel comfortable in their new position and motivate them to work towards their duties and responsibilities after being promoted. The banks should interact more with the employees to know whether the employees are satisfied and make changes in their internal mobility policies. Banks initiated transfers should consider the employee's background so that the employee won't feel discomfort in working in new environment and make arrangements to his family members as well.

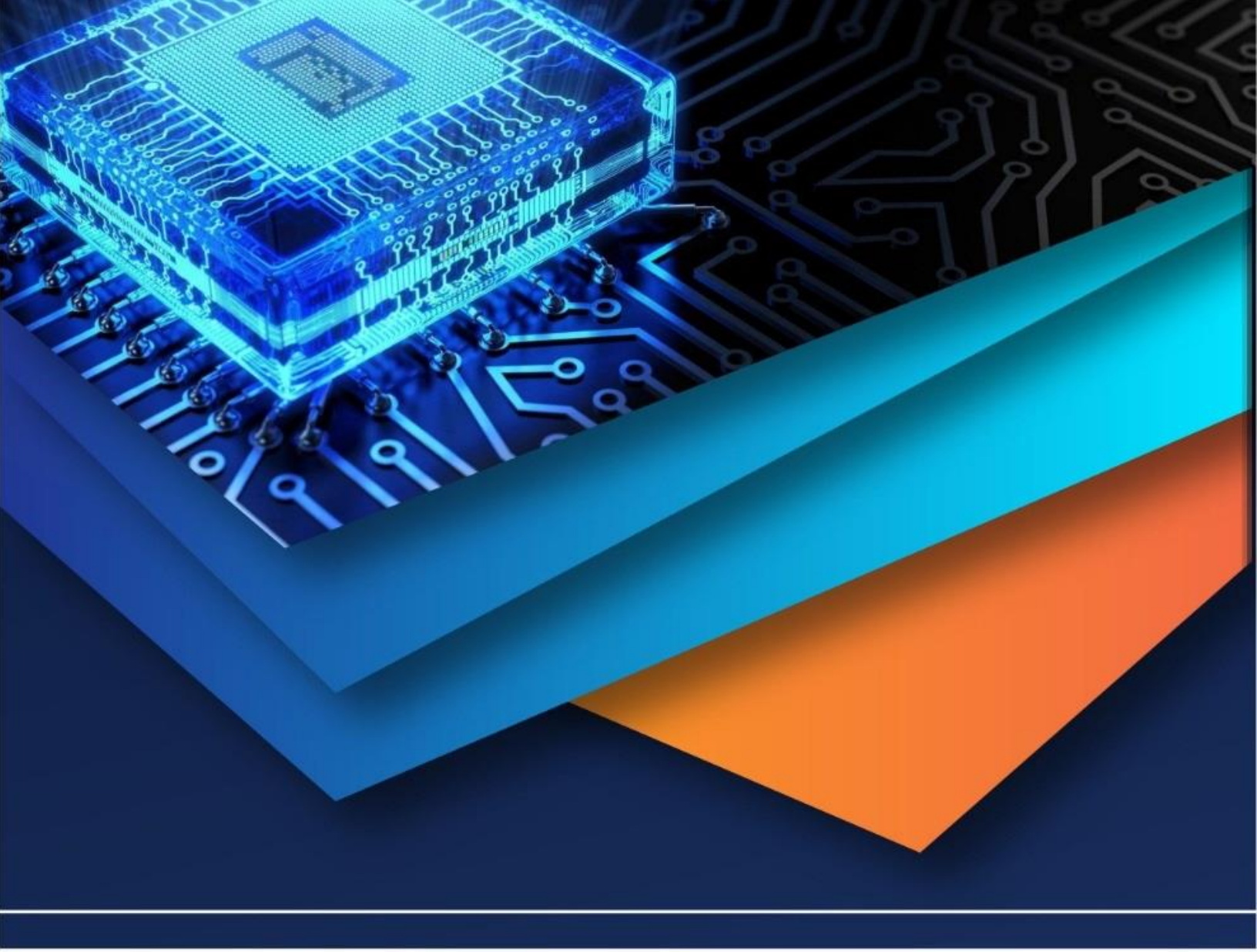
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