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Talent Retention Through Personalized Career Pathways and Internal Mobility

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Abstract

The issue of talent retention has been identified as one of the challenges being faced by firms because of the shift in expectations of the workforce, rise in career mobility and the need for continued professional development. Individuals want an environment that offers opportunities for development, skill enhancement, and career growth rather than relying solely on conventional motivators such as salary and security. Personalized career paths and internal mobility have become important HR strategies which have allowed firms to match the aspirations of individuals with the firm's goals. This paper will discuss the significance of personalized career development and internal mobility. The conceptual framework of the research is developed based on the combination of skill assessment of employees, career aspiration evaluation, personalized learning tracks, mentoring and internal promotion opportunities. It illustrates the possibility for companies to establish flexible career ecosystems that promote experimentation of employees in new positions, obtaining necessary skills, and progressing in their career within an organization. The contribution of the research to human resource management is that it introduces an employee-oriented approach to retention and establishes a link between personalized careers and workforce sustainability. The practical importance of the findings consists of the emphasis on the functions of HR managers related to transparent career structure, digital talent platform, feedback system, and development strategy.

Keywords: Talent Retention, Personalized Career Pathways, Internal Mobility, Human Resource Management, Employee Development, Career Growth.

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Introduction

In the prevailing highly competitive business environment, employee retention has emerged as a significant issue among businesses today. The constant pace of change in technology, changes in the expectations of employees, and the availability of career opportunities have changed the conventional bond between employers and employees. Today's employees look for organizations that offer them learning opportunities, upward mobility, and chances to fulfill their career aspirations (Benson, 2006). Consequently, talent retention has evolved beyond mere monetary motivation to the development of holistic strategies to meet the needs of the employees (Weng & McElroy, 2012).

Employee turnover and career stagnation are some of the key issues influencing organizational effectiveness. Lack of growth prospects, lack of clear career paths, and underappreciation of employees' competencies may lead to decreased motivation of employees and higher intention to leave an organization (Ohunakin et al., 2018). Employee turnover not only raises the cost of recruiting new workers and training them but also causes knowledge loss and decreased productivity in an organization. Hence, organizations need efficient ways to recognize the potential of employees and offer them appropriate career advancement opportunities (Nelissen et al., 2017).
Personalized career paths constitute a viable strategy because they ensure the matching of one's skills, preferences, and objectives with organizational needs. Customized career development, including tailored training and development activities, mentorship, and regular feedback, can help increase engagement levels and foster a stronger feeling of belonging among workers (Kuvaas & Dysvik, 2010). Personalized career development helps employees see themselves as part of an organization's future and motivates them to commit to its development (Son & Kim, 2021).

Strategic human resource management practices such as internal mobility have been found to be another crucial concept in terms of talent retention. Offering people within an organization a chance to switch jobs within the organization ensures that companies are able to use their current talent in an effective manner without depending on external recruitment (Bidwell & Keller, 2014).

Rationale for this research is to find out how personalized career paths and internal mobility processes can help in sustaining talent retention. The objectives of this research will be to develop the conceptual framework of career management from an employee perspective and discuss its implications for HRM.

Key Contributions

- Presents a talent retention model which is centered on employees and includes career paths and internal mobility.
- Mentions that skill assessment, career matching, and ongoing development play an important part in enhancing employee retention.
- Offers practical information to HR specialists on creating effective career models and talent management systems.

The rest of the paper is structured as follows. Section 2 provides an overview of the concepts of talent retention, personalized career trajectories, and internal mobility practices. Section 3 describes the framework for a personalized career trajectory and the important aspects that need to be considered for better career development and talent retention. Section 4 illustrates the use of HR analytics and digital technologies to facilitate data-driven career mobility and talent development. Section 5 describes the consequences and challenges of applying personalized career management techniques. Finally, Section 6 describes future research directions and summarizes the paper by emphasizing the necessity of adaptive and personalized career management strategies for talent retention.

Conceptual Background

Talent Retention and Employee Commitment

Talent retention is defined as the capacity of organizations to recruit, motivate, and retain talented workers due to favorable working conditions and career prospects. Factors that impact the retention of workers include job satisfaction, career development, organizational culture, recognition, remuneration, and work-life balance (Benson, 2006). Career satisfaction and continued career development can enhance organizational commitment and decrease the intention to leave the organization (Weng & McElroy, 2012). Motivation and employee performance can be improved through effective HR practices, such as training, learning, recognition, and career development (Kuvaas & Dysvik, 2010). Mentoring can help increase organizational commitment and reduce turnover intentions (Payne & Huffman, 2005). Career growth has an impact on employee decision-making concerning remaining in the organization due to career commitment and turnover intention reduction. However, employee development can also impact voluntary turnover because of the paradox of employability (Nelissen et al., 2017; Chen et al., 2016).

Personalized Career Pathways

Personalized career paths involve the development of career paths based on the skills, interests, competencies, and career goals of the employees. Flexible career paths help employees move around career directions and adjust to changes in career structure (Forrier et al., 2009). Employee development and supervisory support will enable employees to benefit from customized learning and development opportunities that help in better outcomes (Kuvaas & Dysvik, 2010). These kinds of strategies help employees to interact and develop their careers, commitment, and work engagement (Son & Kim, 2021). Career growth may help employees become more committed and display positive behavior in the workplace because it creates better career growth opportunities (Wang et al., 2014). Career growth opportunities have also been found to be related to employees' turnover decisions (Weng & McElroy, 2012; Ohunakin et al., 2018).

Internal Mobility as a Retention Strategy

Internal mobility can be defined as the movement of employees in order to facilitate the advancement of their careers and to take advantage of their skills through vertical and horizontal career changes (Forrier et al., 2009). Internal employment opportunities allow organizations to take advantage of their existing workers as well as help balance between internal and external labor markets for filling job positions (Bidwell & Keller, 2014). Internal mobility could facilitate employee retention in organizations, especially for high performers who are given a chance for career advancement in the organization (Benson & Rissing, 2020). Internal mobility can take various forms, such as promotion, transfer, and lateral movement, allowing employees chances for career development and advancement (Ray, 2024). Internal mobility can provide career development opportunities through promotion and internal talent management, while lateral movement can offer alternative career advancement and capability development (Bidwell & Keller, 2024; Keller & Dlugos, 2023). Predictive HR analytics could help in this regard as far as managing talent development and retention needs of organizations is concerned (Gurusinghe et al., 2021).

Research Gap

Previous research has mostly concentrated on the impact of retention drivers like remuneration, satisfaction, and engagement; however, little research effort has been devoted to the relationship between personalized career paths and internal mobility. Career path personalization, skills building, and career management have been underinvestigated in their collective effect. The present study seeks to bridge this research gap with an integrated model.

Personalized Career Pathway Framework for Talent Retention

The suggested Personalized Career Pathway Framework offers an employee-focused way of increasing talent retention through aligning individual career goals with organizational workforce needs. The framework involves employee evaluation, customized development planning, and internal mobility options to ensure constant development opportunities. This is done by helping employees realize their possible career paths and obtain necessary development resources.

Assessment of Employee Skills and Aspirations

At this stage, the competencies, career interests, and development requirements of the employees are assessed using various methods like skill assessment, feedback, and competency mapping to help the organization to determine the aspirations of the employees and the skills they have.

Individual Career Development Plans

The third stage involves individual career planning using custom-made learning, training, mentoring, and coaching services. Regular feedback will help both the employees and their managers keep track of their progress and ensure that they achieve what they set out to do.

Internal Mobility Mechanism

This is the last stage, and at this stage, internal mobility is facilitated by providing employees with the opportunity to explore suitable roles using job platforms.

Fig. 1 shows an illustrative model of talent retention involving the assessment of employee skills, career planning, and mobility. The model facilitates continual career development through the identification of competencies, custom learning, mentoring, mobility, and succession planning, thus contributing to higher engagement and organizational commitment, as well as lower turnover intention of employees.

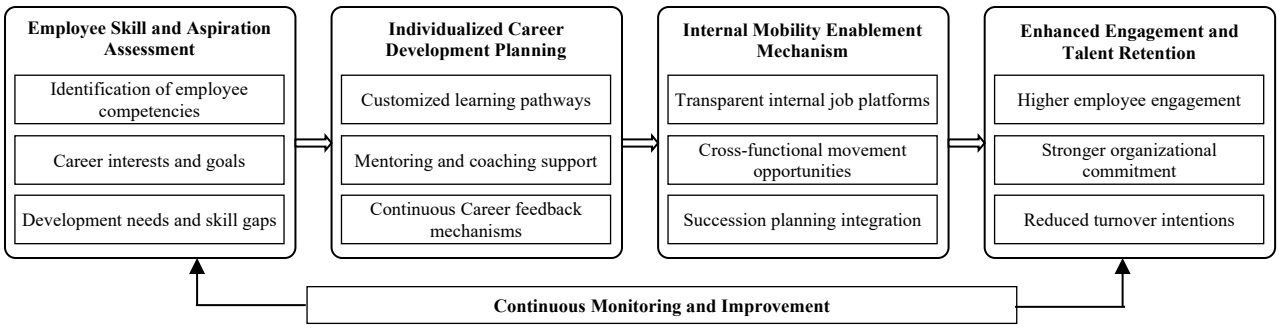


Fig. 1: Personalized Career Pathway and Internal Mobility Framework

Role of HR Analytics and Digital Platforms in Career Mobility

Data-Driven Talent Development

Personalization of career mobility is enabled by HR analytics through the use of employee data in order to make decisions that lead to proper development of the employees. Employee skill mapping helps in identifying the competencies that already exist, spotting any skills that might be missing, and linking employees to appropriate career paths. By carrying out analysis of performance history, training and development sessions, and career aspirations, HR professionals are able to come up with development programs that are specific to the employees' needs. Career progression predictions also help organizations in identifying future career growth for employees.

Digital HR Platforms for Internal Mobility

The use of digital HR platforms improves internal mobility by giving employees easy access to career opportunities, learning materials, and internal job postings. Recommendation engines powered by AI algorithms identify appropriate jobs and career paths for employees by analyzing their profiles and career preferences. Talent marketplaces allow firms to facilitate cross-functional movements, increase the effective use of talent, and ensure knowledge sharing among various departments. Career visibility systems allow employees to know career opportunities and capabilities needed for progression. Through digitalizing HR processes, organizations can create an adaptive career ecosystem to improve the experience, engagement, and retain their talent.

Table 1: Traditional Career Management vs. Personalized Digital Career Mobility Approach

Aspect	Traditional Career Management	Personalized Career Mobility Approach
Career Planning	Standardized career paths based on organizational hierarchy	Individualized career pathways based on employee skills and aspirations
Skill Identification	Periodic performance evaluation	Continuous skill mapping using HR analytics
Learning Approach	General training programs for employees	Customized learning recommendations based on career goals
Career Visibility	Limited awareness of available internal opportunities	Transparent career platforms showing growth opportunities
Employee Movement	Mainly promotion-based movement	Vertical and cross-functional mobility opportunities
Talent Decisions	Manager-driven decisions	Data-driven decisions supported by analytics
Retention Impact	Limited employee engagement and higher turnover risk	Improved engagement, commitment, and talent retention

Table 1 shows the distinctions between conventional career management strategies and digital career mobility strategies, demonstrating the importance of HR analytics and internal mobility to achieve employee development and retention.

Discussion

Personalized career paths form a smart strategy aimed at enhancing employee retention by offering a defined path of advancement as well as aligning individual goals and aspirations with those of the company. With customized development programs and career advancement opportunities, the employee will be motivated enough to become more engaged and committed to the organization. The internal mobility strategy adds another dimension to motivation in the sense that the employee is able to try different positions, acquire diversified competencies, and advance his/her career within one organization. However, some issues hinder the implementation of such strategies, such as the lack of defined career paths, managers' reluctance to let go of competent employees, as well as difficulties in skill assessment and career interest identification. In order to overcome these obstacles, it is important for organizations to develop their own mobility policies, encourage support from managers, and use effective ways of assessing talent. In terms of strategic human resource management, individualized career paths and internal mobility can be seen as an

attempt to move towards talent management oriented towards employees. This allows organizations to keep their talented staff, become flexible, and build career ecosystems.

Conclusion and Future Research Directions

Career paths that are personalized to individuals, as well as internal mobility, have proven to be useful methods that can be used to retain talent through the provision of growth and enhancing the relationship between the employees and the organization. In this paper, the fact that organizations can increase the level of engagement and commitment of employees and increase stability of the workforce through matching of skills, career ambitions, and developmental needs of employees with organizational goals is emphasized. It will be seen that the proposed method stresses the need for skill assessment, learning pathways, mentorship, and internal mobility in the creation of sustainable career systems. Some of the avenues for further research include the analysis of how artificial intelligence and sophisticated HR analytics contribute to the creation of adaptive systems for career recommendations and prediction of retention. Future studies could shed light on cultural differences in the attitudes towards career mobility, employee expectations, and career development behavior in different organizational settings. Also, the impact of hybrid working models on digital career development, virtual mentoring, and internal mobility should be examined in depth. Future studies in the field will help to formulate more flexible and data-driven human resource policies that would assist in the retention and development of skilled staff in a changing business environment.

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