

ECOLE DES HAUTES ETUDES COMMERCIALES (EHEC)



This dissertation is submitted in partial fulfillment
of the requirements for master's degree in commercial sciences

Major: Human resources management

**THE IMPACT OF INTERNAL MOBILITY ON
EMPLOYEES' PERFORMANCE
CASE STUDY:
Webhelp Algeria**

Submitted by:

ABDESSELAM Badis

Supervised by:

Professor BOUCHA Nestrine

7th promotion

September 2020

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Dedication

I wish to dedicate this thesis to my late mother, SABAH. She was constant source of inspiration to my life. Although she is not here to give me strength and support, I always feel

her presence that used to urge me to strive to achieve my goals in life

To my father who always had confidence in me and offered me encouragement and support in all my endeavors

To my sister INES, and my brother WASSIN, you are you are the greatest gift life has offered me

To my grandfather and grandmother, they did not only raise me but also made me the person I am today

To my aunts and uncles, you are the meaning of support and love

To my best friends whom I consider my brothers

Thank you.

BADIS

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First of all, I thank ALLAH the Almighty for giving me the strength, the courage and the patience to accomplish this modest work and for having surrounded me with people who helped me a lot.

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I would also want to express my kindest regards to my family for the moral support and suitable climate that I have been given.

Abstract

Human Talent is a major profitable resource and a source of ingenious supremacy in all the important fields that are existent in today's competitive environment. Talent mobility has increased with globalization and multiplication of new information technologies. It enhances the retention rate by increasing the employee's commitment level and by creating challenging work that acts as a motivating factor for the employees to contribute more. In today's "war for talent" an organization which manages its talent pool effectively wins the race.

Internal Mobility facilitates the development of leaders and leadership skills. It helps to retain top talent and those with critical skills and motivates performance through better career opportunity and development. It improves development of knowledge and transfer within the workforce and helps to attract top talent and those with critical skills and soothes operations by ensuring the right talent is in the right place at the right time.

The organization that invests on its talented workforce reaps more benefits. With this background an attempt has been made to examine the impact of internal mobility on the performance of employees in WEBHELP Company in Algeria.

Key words: human resources, internal mobility, employees' performance, organization performance.

Résumé

Le talent humain est une ressource rentable majeure et une source de suprématie ingénieuse dans tous les domaines importants qui existent dans l'environnement concurrentiel actuel. La mobilité des talents s'est accrue avec la mondialisation et la multiplication des nouvelles technologies de l'information. Elle améliore le taux de rétention en augmentant le niveau d'engagement de l'employé et en créant un travail stimulant qui motive les employés à contribuer davantage. Dans la "guerre des talents" d'aujourd'hui, une organisation qui gère efficacement sa réserve de talents gagne la course.

La mobilité interne facilite le développement des dirigeants et des compétences de direction. Elle contribue à retenir les meilleurs talents et ceux qui possèdent des compétences essentielles et motive les performances grâce à de meilleures possibilités de carrière et de développement. Elle améliore le développement des connaissances et leur transfert au sein de la main-d'œuvre, contribue à attirer les meilleurs talents et les personnes possédant des compétences essentielles et apaise les opérations en garantissant que le bon talent est au bon endroit au bon moment.

L'organisation qui investit dans sa main-d'œuvre talentueuse en retire plus d'avantages. Dans ce contexte, on a tenté d'examiner l'impact de la mobilité interne sur les performances des employés de la société WEBHELP en Algérie.

Mots clés : ressources humaines, mobilité interne, performance des employés, performance de l'organisation.

ملخص

تعتبر المواهب البشرية مورداً مربحاً رئيسياً ومصدراً للتفوق البارز في جميع المجالات المهمة الموجودة في بيئة اليوم التنافسية. زاد تنقل المواهب مع العولمة وتكاثر تقنيات المعلومات الجديدة. إنه يعزز معدل الاستبقاء من خلال زيادة مستوى التزام الموظف وعن طريق إنشاء عمل صعب يعمل كعامل محفز للموظفين للمساهمة بشكل أكبر. في "حرب المواهب" اليوم، تفوز المؤسسة التي تدير مجموعة المواهب الخاصة بها بالسباق بفعالية.

يسهل التنقل الداخلي تطوير القادة ومهارات القيادة. فهو يساعد على الاحتفاظ بأفضل المواهب وذوي المهارات الأساسية ويحفز الأداء من خلال تحسين فرص العمل والتطوير. إنه يحسن تطوير المعرفة ونقلها داخل القوى العاملة ويساعد على جذب أفضل المواهب وذوي المهارات الأساسية ويهدئ العمليات من خلال ضمان وجود المواهب المناسبة في المكان المناسب في الوقت المناسب.

المنظمة التي تستثمر في قوتها العاملة الموهوبة تجني المزيد من الفوائد. مع هذه الخلفية، تم إجراء محاولة لفحص تأثير التنقل الداخلي على أداء الموظفين في شركة WEBHELP في الجزائر.

الكلمات المفتاحية: الموارد البشرية، التنقل الداخلي، أداء الموظفين، أداء المنظمة.

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List of abbreviations:

B2B: business to Business

B2C: Business-to-Consumer

BARS: Behaviorally Anchored Rating Scales

BPO: Business Process Outsourcing

CEO: Chief Executive Officer

CIPD: Chartered Institute of Professional Development

DSO: Days Sales Outstanding

FDI: Foreign Direct Investment

Gaps: Gut and Psychology Syndrome

GRS: Graphic Rating Scale

HR: Human Resources

HRM: Human Resources Management

IT: Information Technology

JDD: Jewelry Design and Development

KYC: Know Your Customer

MBO: Management by Objectives

U.S: United States

UAD: Unified Agent Desktop

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General Introduction

General introduction

The effects of globalization are leading to an ever-increasing demand for results from companies. Faced with this, it is important for them to put in place adequate practices in terms of mobilization and management of resources, in this case human resources. The concept of mobility is at the heart of Human Resources Management (HRM) practices. Mobility is the character of what can change place or position. It covers multiple fields and refers to very different managerial practices.

When there is a need for manpower in an organization, there are two main strategies that can be implemented. The first is to accurately assess key competencies and then outsource all non-strategic activities. The second consists, on the contrary, in keeping all the company's activities in-house so as not to make certain skills disappear that could prove, in one way or another, to be value-creating. The establishment of mobility policies in organizations suggests that using the internal structure may be more effective than using the external market. Behind the relevance of a mobility policy is the question of a company's interest in building a lasting relationship with its employees.

Employee performance is the achievement of company's objectives at the lowest cost. It is difficult to know if the employees are doing their job with good performance and if the internal mobility support the employees to do their best. So, providing an efficient internal mobility system is not an easy task, for this, different factors are needed to be taken into consideration.

In call centers domain, one of the major service markets, one of the important aspects to maintain and develop employee performance is to recruit from within, especially for group managers and department heads. If an employee changes his position but stays in the same company automatically, he would be loyal and motivated so it is certain that performance will also accompany him. Additionally, managers in call centers should already be working as customer advisers. So, internal mobility has an important role in the call centers area.

In Algeria as everywhere in the world, developing the employees' performance through the internal mobility is becoming a major issue for any service company. In this matter, we were interested in the topic:

“Analyzing the impact of internal mobility on employees' performance”

The choice of theme is supported by many objectives, mainly to apply our research and theoretical knowledge in practical training and to study and have a closer look to the conceptual framework of internal mobility and employees' performance.

Therefore, we have chosen WEBHELP Company as a place to carry out our practical training and make inquiries about our topic. The WEBHELP Company operates in 21 countries and it is one of the largest call centers in the world.

As a result, the overall question study this thesis poses is:

“To what extent the internal mobility in WEBHELP can influence employees' performance?”

In order to reach a compelling answer for this question it was required to pass by several sub-questions, we mention:

1. Are there significant issues associated with internal mobility policy?
2. Does the internal mobility have an effect on the employees' performance?
3. What value did internal mobility add to the company's operational performance?

These sub-questions have led us into formulating initial research hypothesis, depending on prior personal perception and initial research, we have been able to conceive three main assumptions:

H1: Top managements conflicts are largely due to internal mobility of employees.

H2: Internal mobility results to a better adaptation of the new role, and thus increase employees' performance.

H3: Internal mobility triggers positive competition between employees which leads to an overall increase in the organization's performance.

In order to confirm or disprove our hypotheses, we adopted two research methods. First, the descriptive method, which allows us to understand the conceptual framework of internal mobility and employee performance, through theoretical research with reference to the literature in question. Secondly, the analytical method, which is used to explain the different links between the elements of our research through a qualitative study carried out through interviews used for data collection.

This work can be divided into two parts. First, the theoretical framework marked by two chapters.

The first chapter was to draw general attention to the notion of internal mobility through the first section and then to narrow the circle by its advantages and challenges, within the second section, this chapter has as a purpose to explain the management of internal mobility, in order to further understand the concept, its obstacles and how to counter them through the last section of the chapter.

The second chapter within the theoretical framework deals with employees' performance. The first section is about understanding the general concept of performance. As for the second section, we have been able to outline the performance management and its process. The last section within this chapter highlighted the performance appraisal.

Finally, the last chapter or the empirical framework is meant to present the company and analyze the results obtained from the collected data.

The first section of the chapter contains a general idea concerning the company WEBHELP Algeria in which the interviewees operate. The second section contains a detailed explanation of the research methodology followed. The third section is about analyze and present the collected data within the interviews, this chapter has as a purpose to answer the ultimate research question and present its results.

Chapter I:
**The notion of internal
mobility**

Introduction

Today's organizations are less hierarchical than before. In fact, a number of restructurings, mergers and re-engineering initiatives have led to major changes in the structure of organizations, thereby reducing the number of hierarchical levels. There is therefore a decline in the pyramid structure since organizational structures have evolved in the direction of flexibility and streamlining. The resulting flattening of the hierarchical structure means that there is less vertical movement possible in organizations. Since vertical mobility is no longer sufficient, organizations must therefore find other forms of mobility, such as horizontal, functional and geographic mobility, among others, to advance employees careers internally.

As well, labor shortages due to an aging population mean that employers need to find ways to attract and retain top talent. Opportunities for growth and development within the company are factors that are highly regarded by talented candidates, especially Generation Y youth, in choosing and staying with an organization.

In this chapter, we will try to provide an overview of the concept of mobility, a concept that is multiple and complex in terms of both its definitions and the issues at stake, the first section is about the internal mobility and its challenges. The second one is narrower, understanding the management and the practices of internal mobility, and the last one is about the obstacles

Section 1: literature review

In this section several important concepts such as internal mobility, promotion, the assignment, Recruitment, Departures, will be explained in details for their major significance related to our research study. Before seeking to understand the reasons for an internal mobility approach, as well as the way to implement it, it is necessary to know more about the subject, in particular by analyzing what constitutes it and what encourages it.

1.1. Definition of internal mobility

Amoussé¹ stated that internal mobility corresponds to employees who have left their establishment (change of address) without changing employer.

Internal mobility is what can move or be set in motion, change place or position. In the field of human resources, mobility refers to a person's ability to accept a change in job duties, such as a change in the place where the work is performed. It also refers to a person's ability to accept a change of position.

Second, with regard to internal mobility, this refers to the movement of staff within the same organization, which also corresponds to the definition of intra-organizational movement. Moreover, it is different from external mobility since it corresponds to a change of job without a change of employer, unlike external mobility, which includes a change of employer.

1.2. Promotion

Promotion is the assignment of a worker to a position that is hierarchically superior to the current position more responsibilities in the activities are more important than those of the position currently held and also the increase in salary.

Promotion can refer to a career progression that may or may not involve an assignment to a new position, and that progression may consist of new responsibilities, an increase in salary and an increase in authority.

An effective internal promotion policy includes good selection on entry into the organization and adequate mechanisms for the integration and development of human resources.

¹ AMOUSSE, (T), "*Interne ou externe, deux visages de la mobilité professionnelle*", INSEE Première, N°921, Paris, 2003, P :4, Translated by me

According to Peretti¹ this promotion policy distinguishes between two types:

1.2.1. "One by one" promotion

"One by one" promotion can take place at any level of the hierarchy. It is not part of a truly sophisticated human resources management system. The need for rapid promotion and the lack of adequate assessment tools can lead to failures. Missed promotions are particularly costly. It therefore appears necessary to organize them.

1.2.2. Organized promotion

Unlike the previous one, organized promotion is based on a forward-looking job management and staff appraisal system. It requires serious forecasting, careful preparation and impact assessment.

In terms of human resources administration, hierarchical promotion consists of the passage of a worker from a lower category to a higher category following vocational training attested by a diploma. It is subject to compliance with three conditions: the award of the diploma required for the post, a vacant post; and a utilitarian functional link between the diploma and the post.

On the other hand, promotion may have the disadvantage of not bringing in new blood (habits that are difficult to change), which may perpetuate dysfunctional habits. Therefore, if major changes are required, the organization should not neglect to cover external resources.

1.3. The assignment

According to Peretti² assignment is the designation to a workstation. It consists, for the managing director of the company, in entrusting a worker with a workstation in line with his level of qualification and professional skills. For the company, the decision taken regarding the assignment is necessarily objective, because firstly, it has a legal basis and secondly, it is underpinned by two conditions: the vacancy of the post and the professional aptitude of the worker.

¹ PERETTI, (J), "*Gestion des ressources humaines*", Vuibert edition, 10th edition, Paris, 2002-2006, P: 119, Translated by me

² PERETTI, (J), "*Ressources humaines*", Vuibert edition, 5th edition, Paris, 1998, P: 185, Translated by me

1.4. Recruitment

Recruitment and departures are also movements of workers that take place during the course of a worker's career and are part of worker mobility policies.

Recruitment, according to Peretti¹, is an operation with the aim of being able to fill a position, in other words, it is the process by which the company tries to attract to itself the human resources necessary for the proper functioning of the organization. There are several types of recruitment.

1.4.1. Internal recruitment

Peretti stated that internal recruitment is "*an activity aimed at enabling a position to be filled internally, i.e. by selecting the successful applicant from among current employees*"². Is a practice whereby the company selects a person to fill a position within the organization so that they can apply.

As this mode of recruitment is a source of mobility, since the worker can change a position or job. On the other hand, the absence of an internal recruitment policy is a hindrance to internal mobility because it does not allow the valorization of the qualifications acquired during the training and therefore becomes a source of conflict of demotivation that will cause external mobility.

1.4.2. External recruitment

Is an opportunity for the company to communicate with its environment and to acquire human resources but outside the organization by means of mass communication: internet, newspapers, radio, posters etc.

1.5. Departures

Departures concern those who leave the company for one reason or another and are particularly reflected in resignations, the end of fixed-term contracts, redundancies, deaths and retirements. In general, departures in an organization are caused either by the company or by the workers.

1.6. The two forms of internal mobility

Internal mobility is can be explained in two forms, and they are the following:

¹ PERETTI, (J), "*Dictionnaire des ressources humaines*", Vuibert edition, Paris, 2001, P : 6, Translated by me

² Ibid, P : 185

1.6.1. Vertical mobility (promotion)

It is the change from a job with a given level of responsibility to a job with a higher level of responsibility.

It is equated with career, and therefore synonymous with progression. It is expressed within the same function, or within the same profession, and it is this that corresponds to the traditional and dominant model.

Vertical mobility is a professional change with a change in hierarchical level and/or income.

1.6.1.1. Conditions of promotion

The essential conditions that may be admitted and required are as follows: Complete, the relative conditions and skills and qualifications necessary for the occupation of the position (level of training, experience, aptitudes, physical and intellectual), the vacating of a position or the creation of a new position and having a personal grading equal to the lower plan of a category by reference to the grading of the requested post.

1.6.1.2. The objectives of promotion

A very large part of the salary allows the socio-professional improvement of the salary, avoid wasting talent, and avoid misuse of skills. According to Mathis¹, to build a solid hierarchical framework capable of supporting the building (set of organized constructions) and the evolution of the company; Creates emulation (competition) within the company, which is a condition for its dynamics; Gives concrete expression to the recognition of employees' aspirations; Career promotion and management enable the human resources management function to organize the development of the company's skills.

1.6.1.3. Promotion policy

According to Mathis² promotion is considered an indispensable procedure in personnel management; therefore, it is necessary for each company to develop a promotion policy to achieve career development of its staff. In order for this policy to be effective it is necessary to:

- Demonstrate objectivity by a specific waiver of the rules governing promotion that eliminates any favoritism or any subjective or emotional criteria for assessment.

¹ MATHIS, (L), "*Gestion prévisionnelle et valorisation des ressources humaines*", les éditions d'organisations, Paris, 1982, P : 142, Translated by me

² Ibid, P: 145-146

- To teach line managers, one of whose essential roles is to contribute to the human construction of the company by detecting talent and promoting evolution.

- Ensuring awareness by including it in the documents defining personnel policy, whether these documents are included in the welcome booklet or are the subject of a special brochure.

1.6.2. Horizontal mobility

Can be geographical mobility or professional mobility (with change of profession) without change of hierarchical position and/or level of income and qualification.

Horizontal mobility is the change of occupation or job within the same level of responsibility.

1.7. The effects of internal mobility

a. For organizations:

As a generalist of added value, mobility would encourage creativity and dynamism, the reduction in the number of services by mixing experiences, and the construction of a common culture; it also makes it possible to recruit staff who are directly operational in the structure through the knowledge they have of their environment.

b. For the agent:

It is positive if it is wanted or negotiated. It produces open-mindedness, adaptability, motivation, new skills, and therefore better employability.

c. For the line manager:

Who benefits from it? It can be synonymous with efficiency. For the person who sees an employee leave, it can mean loss of skills, overwork or unbalanced service.

1.8. The challenges of internal mobility

Although internal mobility has several advantages, companies that implement it must also deal with certain challenges.

The first issue mentioned in the literature is the career cap. Plateaus are an important issue in relation to internal mobility since they limit movement. Ference and al¹, define a plateau as the point in a career where the likelihood of additional hierarchical promotion is very low.

¹ FERENCE, (T), JAMES, (S), KIRBY, (W), «Managing the Career Plateau », The Academy of Management Review, vol: 2, N° 4, 1977, P: 602

Veiga¹ defines a plateau as the point at which future career mobility, including both upward and lateral moves, is in reasonable doubt because the length of time in the present position has been unduly prolonged. The career plateau also refers to the impossibility for some managers to continue their career development.

There are several reasons why some employees are capped in their careers. First, the flatter structure of organizations means that there are fewer hierarchical levels and therefore fewer opportunities for vertical movement. Second, some employees will lack the skills and abilities to move to higher levels or will simply not want to take on management positions. Third, employees' perceptions of future opportunities are important. An employee will not judge his or her career path to be blocked if he or she is confident that there are opportunities for advancement, even if they are long term. On the other hand, if an employee wants to progress quickly in the short term, he or she may feel stuck if he or she does not change jobs every two years. Finally, age may also explain why some employees are capped. Indeed, employees are more capped in mid- and late-career, according to Ference and al² the individual may be seen as a less desirable candidate because of the need to utilize the position for training younger, high potential managers who might have longer useful lives with the organization.

The mobility associated with career plateauing will have negative effects on job satisfaction, identification with the company, and employee career planning, so the company must manage this issue. Indeed, many capped employees will experience frustration at not being able to progress within the company. The organization can therefore offer employees horizontal moves such as job rotation or job enrichment, to satisfy employee's skill development and sense of advancement. In addition, plateaus can be identified through good succession planning, which is a practice of internal mobility.

The second issue concerns the management of employee expectations. This issue is mostly addressed in the literature on high potentials, but it is little present in the literature on internal mobility. This issue refers to the high expectations of employees in terms of career advancement. Many employees, especially young Generation Y employees, want to move and progress quickly within the company, but the company cannot always give them what they want. Their eagerness to move quickly can lead to disillusionment, loss of motivation and an intention to leave the organization.

¹ VEIGA, (J), " Plateaued versus non plateaued managers: Career patterns, Attitudes, and path potential", *Academy of Management Journal*, vol. 24, N° 3, 1981, P: 566

² FERENCE, (T), JAMES, (S), KIRBY, (W), *Op.cit*, P: 602

Thus, the company must manage the expectations of employees to avoid these types of problems. In order to do this, the company must provide realistic career prospects to candidates at the time of hiring. There must be a cohesion between the message sent externally and the internal reality. It must make newcomers understand that they will not reach senior management positions after a few years of apprenticeship. The company must therefore set realistic expectations for candidates while ensuring that they will be able to move within the organization and progress at a normal pace.

The third issue is having non-productive employees as a result of movement. The fit between a vertical or horizontal movement and an employee is not always perfect. Indeed, sometimes an employee may be in a position that does not ultimately match his or her skills and interests because he or she wanted to experiment with something else in another department. In addition, some employees move too quickly, which makes them unproductive in their new position, according to Martin and Strauss¹ Individuals are moved into positions prematurely, sponsors drop protected, and miscalculations are made. This problem can be caused by the organization, which needs people quickly to fill a position, or by the employee, who has too high expectations. Indeed, this issue is also related to managing the expectations of employees who want to move too quickly through the organization, but who are not ready and do not have the maturity to take on management positions.

Corrective action must therefore be taken to address this issue, as it will adversely affect the company's performance. The company has to move the non-productive employee to another job that is more in line with his skills and interests, in this case, we will talk more about a horizontal movement. On the other hand, if the employee has moved too quickly into a management position, the company must temporarily demote him or her to another position in order to gain the necessary experience and skills before moving up in the hierarchy.

The last issue refers to geographical mobility, as it seems difficult to promote in companies. According to the Apec study², most executives (even the youngest) are relatively sedentary and selective in their choice of destination. They are more likely to advocate a balance between their professional and private life, so they will want family and geographical stability. As a result, there are fewer and fewer employees who accept geographical mobility away from family and friends. Moreover, geographical mobility generates stress and insecurity, which

¹ MARTIN, (N), STRAUSS, (A), «Patterns of Mobility within Industrial Organizations », Journal of Business, vol. 29, N° 2, 1956, P: 101-110.

² Apec, " Politiques et pratiques de mobilité des cadres dans les entreprises ", Apec Executive Employment Studies, N°46, 2013, P : 8, Translated by me

makes it less attractive to employees. However, geographical mobility is important and beneficial for the organization. For the company, sending an executive abroad to a subsidiary enables it to develop the company's culture abroad, to retain more control over this structure and to rely on these executives who will increase their skills during this mobility.

Thus, the company must promote geographical mobility and assist employees in this process. Indeed, to reduce insecurity and stress, the company can take charge of the move, look for a job for the spouse, locate schools for the children, increase the employee's salary and promote geographical mobility in the company.

1.9. Factors that positively influence internal mobility

Certain organizational factors will influence the emergence of opportunities for internal mobility and facilitate internal movement.

The first internal factor that positively influences internal mobility is the size of the company, i.e. the number of internal employees. There is a positive relationship between the size of the organization and the number of internal movements. Indeed, the larger the company is, the more opportunities for internal mobility are numerous. Moreover, according to the Idson¹ study, larger employers are positive to provide their workers with greater options for career advancement within the firm in an attempt to both protect and encourage the relatively higher investments in their workers and to evaluate employee performance. The results of the study therefore support the proposal for more internal movement in large firms. Finally, according to another study by Apec², the proportion of managers reporting that they have changed jobs internally is three times higher in entities with 1,000 or more employees than in smaller structures (fewer than 50 employees).

The second internal factor is the organizational structure. The more hierarchical levels and locations a company has, the more opportunities for internal mobility. In fact, if the company has many hierarchical levels, this favors vertical movements. In its organizational chart, it may also have several positions at the same hierarchical level to offer to facilitate horizontal mobility. Moreover, having several establishments or branches throughout the country and internationally also encourages geographical mobility. Finally, the structure of the company may have an impact on the skills needed to fill a position. For example, vertical or lateral

¹ Idson, (T), «Establishment *size differentials in internal mobility* », the review of economics and statistics, vol. 71, N° 4, 1989, P: 721

² Apec, «Panorama *des mobilités professionnelles des cadres* », Studies of executive employment by Apec, N°46, 2014, P: 12, Translated by me

mobility will be more easily implemented in a recursive structure (a structure in which the same type of position exists in each business unit), since the employee will not need additional training to move from one position to another.

The third factor is organizational culture. For an internal mobility policy to develop, senior management must ensure that internal mobility is integrated into the culture and values of the company and accepted by all stakeholders. Indeed, an organizational culture that encourages internal movement will positively influence internal mobility.

The fourth factor is the management style of the immediate superiors. Managers who have a communicative and open management style will encourage and facilitate internal movement. Indeed, they will communicate to employees the various career opportunities in the company and listen to their interests in terms of internal mobility. They will also value the development of skills, so they will encourage changes in positions, whether in the same function or between different sectors of the company.

The last factor that positively influences internal mobility is the company's growth strategy.

1.10. The advantages of internal mobility

The literature highlights several advantages of using internal mobility for mobile employees, managers and the organization. Let's now take a detailed look at the benefits of internal mobility for each of them.

a. Benefits for mobile employees

First of all, the use of internal mobility offers many advantages for mobile employees. Internal mobility improves employee satisfaction, motivation, involvement and commitment at work. According to the study by Campion and al¹, job rotation offers several benefits including satisfaction, involvement and commitment of mobile employees. In addition, according to the study by Vardi and Hammer², which was conducted among 298 employees in ten sections of a large pharmaceutical plant in the eastern United States, positive mobility experiences for employees contribute to their job satisfaction.

Second, another benefit of internal mobility for employees is the diffusion of tacit knowledge and culture across divisions of the company. Learning allows both the employee to

¹ CAMPION, (M), CHERASKIN, (L), STEVENS, (M), "*Career related antecedents and outcomes of job rotation*", Academy of Management Journal, vol. 37, N° 6, 1994, P:1518

² VARDI, (Y), HAMMER, (T), "*Intraorganizational Mobility and Career Perceptions among Rank and File Employees in Different Technologies*", The Academy of Management Journal, vol 20, N° 4, 1977, P: 622-634

acquire new knowledge in his new position and also to transmit his ways of doing things to his new colleagues. This will therefore have the effect of improving the flexibility of workers while strengthening their sense of belonging. The knowledge that is then developed is specific to the organization, which increases the internal employability of the workers and their autonomy at work.

Third, internal mobility allows employees to develop their skills and thereby promote career development. Indeed, by being mobile, employees will be able to experience exchanges of experiences, a diversity of roles, as well as the expansion of their social network within the company since they will meet many people: "*In short, career development can refer to a broad range of activities and processes, but providing employees with varied work experiences through rotation is one important component*"¹. In addition, having several different work experiences will reduce boredom and fatigue in the workplace and decrease the plateau in their careers.

Finally, internal mobility allows employees to accelerate their development curve, making them more productive. In fact, the evolution curve of employees is faster for those who are going to occupy new positions. Their knowledge of the company's strategies, advantages and culture allows them to be more productive more quickly. In addition, developing new skills quickly and gaining multiple experiences will make employees more productive.

b. Benefits for managers

Internal mobility can also be beneficial for managers. Firstly, it can increase their career prospects. For managers, mobility can strengthen or broaden their career opportunities, as it requires mastery of several situations, several roles and allows them to acquire generalist skills. Indeed, job rotation is linked to the career development of managers since it increases their work experience. Managers have been presumed to perform a variety of different roles, and rotation may enhance learning these roles.

Internal mobility then allows managers to be exposed to a variety of experiences, which contributes to improving their skills and professionalism. This multitude of experiences also allows them to develop greater adaptability, including their ability to integrate new teams and projects.

¹ CAMPION, (M), CHERASKIN, (L), STEVENS, (M), Op.cit, P:1519

Finally, internal mobility allows managers to have high-performing, satisfied, involved and committed employees in their teams. In addition, managers who have a reputation for developing their employees through internal mobility will attract more talented employees to their work teams.

c. Benefits to the organization

The use of internal mobility offers many advantages for the organization. The first advantage of internal mobility is that it saves on transaction costs. Indeed, the use of the external market entails very high transaction costs such as labor law costs, costs of access to information and the scarcity of certain skills. Internal mobility initiatives also reduce the cost of finding external candidates and the ancillary expenses associated with talent acquisition, such as signing bonuses, moving costs and integration costs. In addition, unlike external candidates, the organization knows the competencies, skills, and performance of its employees internally, which reduces information asymmetry. Also, internal employees have already integrated the company's culture, which allows them to adapt more quickly to the new position. In short, as a result, companies that have developed internal competency management tools save the cost of access to the external market each time they use the internal mobility card.

The second advantage of internal mobility is that it is a source of strategic advantage for the company since it allows the creation of rare and inimitable resources. Indeed, the learning and accumulation of individual competencies through internal mobility makes it possible to convert human capital into a source of competitive advantage for the company, thus creating a sustainable advantage. Thus, internal mobility creates rare and inimitable values and knowledge, as it allows for the valorization of human capital and the development of collective competencies through the sharing of knowledge, thus enabling the organization to become a learner. In short, internal mobility can generate resources because it optimizes the matching of skills and jobs, builds employee loyalty, accumulates experience, transmits know-how and reinforces corporate culture.

The third advantage is that internal mobility serves to attract new candidates, opportunities for growth and development within the company are among the three things most sought after by employees. Also, in a data collection conducted by Handfield-Jones¹ among 6,000 managers, the results showed that career advancement and future development opportunities were among the five factors most considered by employees in choosing and staying with an organization.

¹ HANDFIELD, (H), "*Grow great executives: Give them great jobs*", *Leader to Leader*, N° 14, 1999, P:11-14

The fourth advantage is that internal mobility increases the retention and loyalty of the company's employees since it offers them many advantages. Indeed, by using a free and open internal market where employees are mobile, the organization's turnover rate will decrease. According to Dalton's¹ study, employees who voluntarily participate in internal mobility are three to four times less likely to leave the organization. This research is based on the follow-up of two cohorts of employees from two different organizations over a period of four years. Thus, the results of this study strongly support the mitigating impact of internal mobility on turnover rates. Moreover, generation Y, i.e. the new generation of workers, wants to evolve rapidly in the company and to be able to develop through several experiences. The use of internal mobility thus makes it possible to retain these young workers and retain the best employees.

The fifth benefit of internal mobility is that it enables organizations to perform better and improve their bottom line. By having more high-performing, flexible, motivated, and engaged employees, companies will increase their efficiency.

In conclusion, all the advantages listed above allow the company to be more competitive since it will have competent employees at the right time and place and it will generate adaptable employees.

1.11. The disadvantages of internal mobility

There are also disadvantages of using internal mobility for mobile employees, managers and the organization. Let's now take a detailed look at disadvantages:

a. For the employee

Fear of going the wrong way, performing less well in a field he does not master and being penalized, having to make the effort to train for new activities, complete loss of professional identification in the event of a sanction, fear of taking the wrong career path, of being unfaithful to one's former supervisor or team or of being put on an escape route or sidelined.

b. For the company

Contribute to the dispersion of existing networks and modes of cooperation, weaken the spirit and dynamics of the teams, waste of skills, and loss of acquired experience, and limit the pool of applicants and results in an inflexible culture.

¹ DALTON, (D), " *The attenuating effects of internal mobility on employee turnover: multiple field assessments* ", Journal of management, vol. 13, N° 4, 1987, P: 705

Section 2: Management of internal mobility

Nowadays, the management of internal mobility has been integrated as an important concept in organizations, in this section we will get to know how the management of internal mobility works.

2.1. Internal mobility practices

Several practices are in place to operationalize internal mobility within the organization.

2.1.1. Job rotation

It is a change of assignment over a period of time that does not involve changes in pay since the rotation is between positions at the same hierarchical level. In addition, employees who participate in job rotation do not usually remain in the job permanently, but do not necessarily return to their former position either. According to Osterman's¹ study of 694 U.S. business establishments with 50 or more employees, 43.4% of firms use job rotation. Thus, his study shows that less than half of these companies use job rotation, but its limitation is that it is not current.

There are two forms of job rotation: intra-functional rotation and inter-functional rotation. Intra-functional rotation corresponds to a rotation of jobs within the same function or sector of activity. Intra-functional rotation is used to deepen an employee's understanding within the same function. An example of this rotation would be when an employee moves through several or all of the jobs covered by his or her work team.

Cross-functional rotation, on the other hand, occurs between different functions and sectors of the organization. It is used to provide employees with a wide range of experiences across different functions of the organization in order to better prepare them for management and leadership positions, and is therefore used strategically. For example, new graduates are often hired by the organization to do this type of job rotation. They may spend six to eight months in three or four different positions over a two-year period to prepare them for managerial roles.

To organize the rotation of positions in a company, a few points should be considered. First of all, the company must have an idea of the skills it wants to strengthen through rotation. Secondly, it must develop employees in several jobs and use job rotation with employees at the

¹ OSTERMAN, (P), " *How common is workplace transformation and who adopts it?*", Industrial and Labor Relations Review, vol. 47, N° 2, 1994, P: 173

beginning of their career, but also with employees at the end of their career who are capped. Next, link job rotation with career development planning so that employees are aware of the development needs of each job. Development objectives are defined by the employee and his/her manager when the employee takes on a new position. Finally, job rotation must be perceived as voluntary on the part of the employee to have the desired developmental effects.

2.1.2. Exchange of positions

Another internal mobility practice is job swaps, which is also a lateral movement according to Bennett¹ Job swaps, as the name suggests, may involve no more than two individuals in different departments or functions, exchanging jobs for a limited period. Thus, the advantage of using job swaps is that there are no job vacancies, as might be the case with job rotation, since only two individuals exchange jobs. This makes it easier to organize.

2.1.3. Job Broadening and Job Enrichment

Both are similar, but have some differences. Task enlargement consists in quantitatively broadening the scope of the horizontal job by increasing the content of the work. Job enrichment, on the other hand, consists of qualitatively enriching job tasks with decision-making powers and planning and control functions, often accompanied by the assignment of more complex and high-quality tasks. These two practices do not include movement per se, but they do make sense for internal mobility, as they prepare employees for movement. They serve to develop employees so that they are ready for internal mobility in the future.

2.1.4. Temporary Assignment

As a practice of internal mobility, there is also temporary assignment which is done without requiring a complete change of job. The company will assign the employee to a time-limited project that is challenging for the employee and then the employee will be able to return to their original position. It is also possible for the employee to be involved part-time in projects or files belonging to other departments or other teams, which allows the employee to gain experience without leaving his or her job.

2.1.5. Planning replacements

According to Rothwell replacement planning is defined as a process of identifying short-term and long-term emergency backups to fill critical positions or to take the place of

¹ BENNETT (B): " *Job rotation: Its role in promoting learning in organizations* ", Development and Learning in Organizations: An International Journal, vol. 14, 2003, P: 7

critical people. Thus, there are short-term and long-term emergency backup plans as tools for succession planning.

A short-term replacement plan focuses on finding internal replacements when a critical person in the organization is absent for a short period of time, either for vacation or sick leave. A long-term replacement plan focuses on finding internal replacements for critical positions or when a critical person in the organization is gone for a long period of time, or even forever, due to death, disability or resignation.¹

In addition, employees who are used as replacements will not necessarily hold the position forever. They can only hold the position until they find someone else more suitable for the position. An example of how replacement plans work is that each critical position has a list of three possible replacements and these are ranked according to their perceived readiness to change.

Finally, it is also important to note that it is preferable to start with replacement plans to deal with emergencies and then to graduate to succession plans when the need for replacements has been met. This is because it is simpler to put in place replacement plans and is a first step towards succession plans that are more in line with talent management.

2.1.6. Succession planning

The final internal mobility practice is succession planning and is aimed at identifying employees who will be selected to ensure succession²: "*Succession planning develops talent by level on the organization chart to prepare for more challenging positions at higher levels of responsibility*". The needs of the organization are reviewed by level and for each strategic level there is a talent pool to consider for the position. A talent pool includes all people with the potential to move to higher levels of responsibility regardless of department and the organization must be committed to developing these people. So, for example, a talent pool is created at the middle management level for possible senior management positions. When a senior management position becomes vacant, the best candidate to meet the needs of the organization will be selected from the talent pool, but may also be selected externally.

In addition, when the need for succession is great for a particular level of management, as can happen when members of that level of management are close to retirement, special attention

¹ ROTHWELL (W): " *Replacement planning: a starting point for succession planning and talent management* ", International Journal of Training and Development, vol. 15, 2011, P: 88

² ROTHWELL, (W), Op.cit, P: 93

is paid to the talent pool to accelerate their development. According to Byham¹ Candidates have an assigned mentor, receive more feedback, coaching and training, and participate in special developmental experiences such as university executive programs and in-company action learning sessions. Thus, the company will be able to move its employees vertically according to its succession planning.

2.2. Tools for internal mobility

As far as the tools used for internal mobility are concerned, there are tools to publicize internal opportunities, i.e. vacancies in the company, and tools to facilitate internal movements.

2.2.1. Item Display

In the first category, tools for communicating opportunities internally, the first tool is the posting of jobs on the company intranet site. In fact, most companies have an intranet site for posting job offers and receiving employee applications. Recruiters must have 24/7 access to the intranet site in order to proactively search for internal candidates and identify the right profiles in the internal talent community. Also, if the company wants to encourage internal mobility initiatives, it should post jobs internally before going external.

2.2.2. Job fairs

Moreover, some companies will talk about job exchanges to publicize internal opportunities on the company's intranet site. The job exchanges will be more present in large companies where internal mobility is strategic.

2.2.3. Business Forums

Finally, there are business forums to promote internal opportunities. The business forums are spaces for information, discovery and exchange. Just like information fairs, these forums are a place where colleagues and supervisors can discuss internal opportunities and employment possibilities within the company.

2.2.4. Talent profile

In the second category, tools to facilitate internal movement, we first find employee talent profiles. The individual talent profile therefore provides all the necessary data about an employee to facilitate the internal mobility process. Talent profiles, which are managed in computerized databases, can also be used to analyze skills gaps and better target training and

¹ BYHAM, (W), "A newlook at succession management", Ivey Business Journal, vol. 66, N°5, 2002, P: 11

development goals. So having a computerized skills inventory on every employee provides a clear picture of the human capital in the organization and allows for internal opportunities to be assigned to the best employees, which will facilitate internal movement.

2.2.5. Job/Skill Repository or Job Profile

Then, another tool to facilitate internal movements is the jobs/skills repository. This tool consists of a census of skills and their correlation to career paths/jobs. The human resources function can set up job descriptions and identify and formalize job gateways. These job descriptions will include a description of the jobs as well as a description of the skills attached to each job, which will then make it possible to establish bridges between different positions. These sheets are therefore recognized as an important tool for internal mobility in companies with a wide variety of professions. Thus, this tool will facilitate internal movements since it constitutes an essential source of information on jobs and the skills associated with them. This will therefore allow employees to better understand the different jobs in the company and see which ones are the most interesting for them and which correspond more closely to their aptitudes for internal mobility. It is also important to note that some companies will refer to job profiles to designate the job description as well as the skills and training and experience requirements attached to each job.

2.2.6. Annual evaluation interview

Most companies also use the annual appraisal interview to facilitate internal movement, but also to communicate opportunities internally. In fact, in the annual appraisal interview, which is an annual review of the employee's performance containing his or her skills, strengths and areas for improvement, there is usually a section on the employee's career and his or her desire for internal mobility. The manager can therefore learn about the employee's expectations regarding his or her career path within the company. This information should therefore help employers to see more clearly the mobility to be considered internally, the training to be put in place, as well as future recruitments and compensation policies to be planned. The manager's objective at this meeting is also to try to find a match between the employee's plans for internal mobility and the company's needs by communicating to the employee the internal opportunities that correspond most to him or her. It is also during this meeting that the manager can identify the high potentials, i.e. those who will receive more development activities and who will have more chances to participate in internal mobility.

2.2.7. Career interview

Some companies will also set up career interviews to complement the information gathered and disseminated during annual interviews, or to manage issues related to changes in the company. Thus, in addition to having a section on career and internal movement in the annual appraisal interview, some companies will have interviews dedicated solely to career and internal mobility of employees in order to go into greater depth. These are also conducted by the immediate superior. These interviews are often initiated by the company, but can also be conducted at the request of an employee. The career interview goes beyond the simple communication of information; its purpose is to provide guidance (advice, interpretations, opinions, feedback) aimed at orienting the hesitant employee and helping him or her make good decisions regarding his or her career plan. In addition, immediate supervisors must receive career training to conduct this interview.

2.2.8. Individual Development Plan

Subsequently, another tool that facilitates internal movement is the individual development plan, which aims to specify the employee's career objectives, anticipated career movements and the training required to achieve such objectives. It is therefore in this individual development plan that the employee will be able to state his or her internal mobility objectives, which will help him or her move within the organization. The employee's individual development plan is made with the help of the immediate supervisor during the annual appraisal or career interview and must reconcile the employee's individual aspirations with organizational needs.

In terms of internal movements, we are most interested in experiential learning, which can be achieved, among other things, through job rotations, job exchanges and temporary project-type assignments. This is a very good way to develop employees, because according to Yost and Plunkett¹ real development occurs in the interaction between people and the jobs, development happens when leaders are put in experiences that force them to build new skills.

Conger defines action learning as follows: "*Action learning describes developmental approaches where participants learn by working on issues from their own organization*"².

¹ YOST, (P), PLUNKETT, (M), " *Developing Leadership Talent Through Experiences* ", Strategy-driven talent management: a leadership imperative, 1st edition, San Francisco, 2010, P: 317

² CONGER, (J), " *Developing Leadership Talent: Delivering on the Promise of Structured Programs* ", Strategy-driven talent management: a leadership imperative, 1st edition, San Francisco, 2010, P: 306

These activities are carried out in work teams and involve a continuous process of learning and reflection. The work team has to solve a current problem of the organization and the employees have to present their solutions to the management. In addition, experiential learning should enable employees to develop skills that are aligned with the company's business strategy.

2.2.9. Career tracking

Finally, the last tool to facilitate internal movements is the career follow-up that we find in some companies. Career follow-up is a meeting - between the employee and his or her hierarchical superior or between the employee and a career advisor - that allows us to take stock of the development achieved, the obstacles encountered, and the possible improvements. Once an employee's individual development plan has been drawn up, the company must ensure, during career follow-up, that it is well carried out and that it is consistent with what was planned, otherwise it may lead to frustration. Otherwise, this can lead to frustration, as individual development plans are seen as commitments and the failure to implement them can be seen as an injustice. Such a failure can either come from the organization, when it forgets to provide the desired training or planned movements, or from the employee, when he or she does not participate in the activities or training mentioned. The purpose of the follow-up interview is therefore to detect as quickly as possible any discrepancies between the "planned" and the "realized", to measure the consequences and to consider the necessary corrective measures in order to limit the frustrations that may develop on both sides. Thus, with the follow-up interview, the company ensures that the planned movements will be carried out within the expected time frame, which will facilitate internal movements.

2.3. Internal mobility rules

It is important for employees to be able to refer to clear and generally known rules regarding internal mobility. Some companies will do this through a mobility charter or policy that will stipulate the standards and general conditions for internal mobility. These rules may refer, among other things, to the minimum occupation time in a position, the conditions for initiating a movement, the roles of the internal mobility actors and the employees who participate in it.

2.3.1. Minimal occupancy time

First of all, some companies are going to introduce a minimal occupation time in a position. The purpose of this rule is to strike a balance between accelerating employee development and achieving organizational productivity. Most human resource managers are concerned that too short a time frame may be detrimental to in-depth learning. Thus, companies are trying to find

the right balance between the opportunities offered to employees, the stability of work teams, and when the new employee will actually become productive. Ideally, the amount of time an employee should be in a position is close to the point where their development curve begins to flatten. Also, as the activities performed within a position evolve with the nature of the projects being completed, the longer the time in the position will be. More specifically, with respect to job rotation, the time spent in a position should be managed in relation to the time required to achieve the objectives of the job and the employee's development needs. Some companies may want to determine the minimum duration of lateral assignments by establishing a two to three-year occupancy time in the same position. However, these times are a guide and can be changed as appropriate.

2.3.2. Conditions for initiating a movement

As far as the conditions for initiating a movement are concerned, most of the time it is only the employee who can initiate a movement since he is free to apply it to any position in the company. On the other hand, it happens that the manager can do it, but he must respect certain conditions. Rules are then enacted to supervise the manager who would like to pick up an employee who is not in his team. These rules can for example concern when a manager can interview an internal candidate, and at what stage the candidate's current manager must be informed.

Furthermore, it is important that the rules on internal mobility establish that an employee may refuse to move without prejudice. Otherwise, many employees may accept movements that are not suitable for them so as not to harm their careers, which would lead to difficult situations where employees would be unhappy and unproductive. On the other hand, in the context of restructuring, mergers or the disappearance of certain jobs, the organization may force employees to make a move if they want to keep a position in the organization. In such contexts, the company will impose internal mobility in order to reduce the number of layoffs or to avoid them, but it is important to note that these are exceptions.

2.3.3. Who is internal mobility for?

With respect to employee participation in internal mobility, in a free and open internal market, according to Cappelli¹ the internal mobility is accessible to all employees since they

¹ CAPPELLI, (P), "*Talent on Demand: Managing Talent in an Age of Uncertainty*", Harvard Business Press, Boston, 2008, P: 280

are free to apply for any position in the organization. Thus, all employees in the organization can participate in internal mobility.

On the other hand, some employees will be more likely to participate in internal mobility in the form of promotions and lateral moves. This is primarily the case for high-potential employees. Indeed, according to a study by Ready, Conger and Hill¹, 98% of the 45 companies they studied worldwide have a list of high potentials and 93% of them get promotions faster. A high potential employee is defined as: "*Someone who is characterized by a fast rate of lateral movement through various roles in the firm, a carefully monitored career, and an elite but usually secretive status*"². Thus, employees who are categorized as high potential by the organization receive more development activities than others, as the goal is to facilitate their progression to leadership positions.

According to Morgan and Jardin³ it is also important to pay special attention to situations where high-potential employees are blocked in their advancement. Indeed, high potential employees should not be blocked in their mobility by employees who have been in a position for a long time and are no longer progressing.

In their study, Campion and al. found that job rotation is a form of career development that is more common among early career employees than late career employees. A first explanation is that younger employees may be more interested in job rotation because they see it as having a higher value for their career, whereas this is not the case for older employees. A second explanation would be that senior management may see job rotation as a better investment when used with early career employees.

Finally, high performers will also participate more in internal mobility and job rotation. According to the Campion⁴ and al. study, job rotation is more frequent for employees who perform very well. From this perspective, managers use job rotation to reward good employees and to motivate future performance.

¹ READY, (D), CONGER, (J), HILL, (L), " *Are you a high potential?* ", Harvard Business Review, vol. 88, N° 6, 2010, P: 78-84

² BURKE, (L), " *Developing high -potential employees in the new business reality* ", Business Horizons, vol. 40, N° 2, 1997, P: 18

³ MORGAN, (H), JARDIN, (D), " *HR + DO = Integrated Talent Management* ", OD Practitioner, vol. 42, N° 4, 2010, P: 23-29.

⁴ CAMPION, (M), CHERASKIN, (L), STEVENS, (M), Op.cit, P: 1525-1530

2.3.4. Roles of those involved in internal mobility

The human resources function, managers and senior management each have a role to play in internal mobility. First, the human resources function is responsible for managing internal mobility as a whole and must be supported by senior management. Internal mobility can be either reactive or strategic depending on the company and the role of HR will be different depending on the case.

In companies where internal mobility is reactive, it does not represent a priority for these companies, but rather an adjustment variable. Thus, the human resources function will be there to assist, facilitate and manage the implementation of mobility in an effective way. In particular, it will be present at the beginning of the process, during the dissemination of the offer, information to interested employees and the pre-selection of candidates, as well as at the end of the process to make it a reality. On the other hand, the human resources function does not have any decision-making power regarding the candidate who will be awarded the post, since it has only an advisory role. The final decision will rest with the immediate superior. Finally, the process related to internal mobility in these companies is often not very formal.

As for companies where internal mobility is strategic, they have integrated internal mobility in a more proactive and proactive way and consider it as a tool for growth and efficiency for the organization. In very large companies, there may be HR positions dedicated solely to internal mobility. The HR function must create an attractive, transparent and efficient internal job market, by clearly setting out the rules of the game for mobility, stipulating the general conditions for mobility and, above all, the economic conditions for supporting mobility. It is therefore responsible for implementing internal mobility policies and practices in the company in a formal way. Given that its objective is to have the right person at the right time in the right place, the human resources function can itself propose positions and, if necessary, initiate and impose transfers of positions. HR is therefore less reluctant to refer to situations of imposed mobility in a proactive vision of internal mobility. ¹On the other hand, in such situations, HR will quickly inform the immediate superiors of mobility projects for their employees and will quickly find a replacement for their team so that there is no imbalance. Thus, the final decision for a candidate for a position rests with HR in consultation with the manager.

¹ BERGER, (L), BERGER, (D), "*Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People*", The Talent Management Handbook, 2nd edition, New York, 2011, P: 562

In short, the human resources function is responsible for the internal mobility process and must invest in the development and promotion of internal company mobility. It can also, for example, invest in employee training, evaluate their skills and potential with the immediate superior, review job descriptions and organize knowledge transfer. According to Berger and Berger it is also there to support and equip managers with the tools needed to facilitate the internal mobility of their employees.

Second, managers also have an important role to play in internal mobility. They must now be involved in the entire talent management process of the company, from selection, coaching, development and deployment of their employees. Indeed, and according to Stahl and al¹ managers are heavily involved in the recruitment of talent and are responsible for developing the skills and knowledge of their employees.

The immediate superior also serves as a link between the employee and the organization. He is the most appropriate person to know, on one hand, the career aspirations and the strengths of his employees, which he obtains during the performance appraisal or career interview, and on the other hand, to know the internal opportunities and needs of the. He is therefore the best person to advise the suitable careers for his employees, the most relevant training and desirable movements for them. He is also able to evaluate which positions would be the most appropriate to meet both the employee's development desires and the organization's talent needs. In short, the immediate manager is the best person to identify, select, develop and advance talented employees within the organization, in addition, the manager is involved in identifying high-potential employees with the human resources function when assessing employee potential. As mentioned earlier, high potential employees will participate more in internal mobility.

Top management also has a central role to play in internal mobility, it is up to it to validate the prospects of evolution to be envisaged and the skills to be developed. Moreover, top management may participate in career committees dealing with high potentials and decides on the assignments of some of them and thus makes decisions that feed into collective representations on the implicit functioning of career management.

Finally, it is important to note that all the actors will collaborate together to facilitate the good management of internal mobility in the company.

¹ STAHL, (G), and al, " *Global talent management: How leading multinationals build and sustain their talent pipeline* ", INSEAD Working Paper Collection, vol. 34, 2007, P: 11

Section 3: Obstacles related to internal mobility and how to counter them

We have seen earlier that internal mobility has several advantages and that it is beneficial for mobile employees, managers and the organization. On the other hand, it can also create certain problems. Indeed, several obstacles can hinder the good management of internal mobility or slow down the movements in companies. It is therefore important for companies to identify them quickly so that they can find solutions to these obstacles.

3.1. Obstacles for the organization

Here are the obstacles that have been mentioned in the literature as well as the means used to counter them.

3.1.1. Organizational silos

Organizational silos are a significant barrier to internal mobility. They are invisible barriers between different departments that hinder the movement of employees throughout the organization. According to Stahl and al¹ silos arise when managers will always recruit from people in their own area or close circle, preventing employees from other departments from being selected. Organizational silos appear to be very prevalent in organizations. Indeed, research by Guthridge and al² was conducted among 50 CEOs, business unit managers and human resource professionals worldwide and the results showed that 51% of respondents mentioned silos as a problem present in their organization. In addition, the organizational silos are the most important structural feature in largest organizations and that organizations are not equipped to move talent easily across silos.

Silos have several negative consequences in organizations. First, since the manager recruits only from within his or her department or work team, the candidate chosen for the job will not necessarily be the best person across the company to fill the position and may even be underperforming but picking candidates out of a small pool of the usual suspects usually means they have to pick from among people whose skills and experience are not right for the job. Being underperforming in a position will not only hurt the company's productivity, but may also ruin the employee's career with the company because they were not assigned to the right job.

¹ STAHL, and al, Op.cit, P: 19

² GUTHRIDGE, (M), KOMM, (A), LAWSON, (E) "*The people problem in talent management*", McKinsey Quarterly, N° 2, 2006, P: 6

Second, organizational silos prevent knowledge sharing among employees within the firm and the development of interpersonal networks across the organization. Indeed, new knowledge and experience acquired in one department cannot be shared across the entire company, which can hinder its effectiveness.

Third, organizational silos hinder the successful development of employees and their progression to leadership positions. By staying in the same department or team, talented employees will not have opportunities to grow and will not have the diversity of experience needed to fill critical positions in the coming years. As a result, many talented people will leave the organization because they do not have opportunities to grow throughout the organization and many talented people have had the experience of getting stuck in a dead-end corner of a company, never finding the right experiences and challenges to grow, and, finally, bailing out.

Finally, not only do organizational silos result in employees not being aware of all the opportunities in the company, but also in managers not being aware of all the talent in the organization. For example, some managers will sometimes go outside the company to recruit rather than hire an internal employee from another area, according to Bryan and Joyce¹ Often managers are more willing to go outside the company to hire specialized, professional talent rather than hire qualified talent from within. This can also be explained by the fact that managers from other departments will not want to let their talented employees leave their work team, which is another obstacle we will see later.

To counter this obstacle, the company must first have a job posting system open to all employees of the company. As mentioned previously, employees must be aware of all opportunities internally and be able to apply for any position in the organization, even jobs that are not in their department. Then, the organization can do a talent review by identifying all potential talent in the company or create a talent pool for each level of the organization as mentioned above. This talent review or talent pools should be shown to all managers so that they can select from them a person to fill their vacancy. This will allow them to be aware of all the talent in the organization and to choose the best person to fill the position. In addition, the company can set up job rotation programs between its different sectors, i.e., cross-functional rotation, and international assignment programs to break down organizational silos. Finally, along the same lines, the company can create leadership development programs for young employees at the beginning of their careers. These programs allow them to develop outside of

¹ BRYAN, (L), JOYCE, (C), " *Mobilizing Minds: Creating Wealth from Talent in the 21St-Century Organization*", Talent Marketplaces, New York, 2007, P: 194.

their department, since they will have temporary assignments in several functions of the company to develop their leadership skills and thus fill management positions later on.

Let us now look at another obstacle that is intimately linked to organizational silos.

3.1.2. Immediate superior

The immediate superior can also be an obstacle to internal mobility within the company. Indeed, some supervisors will be reluctant to see their employees leave their work team.

Other factors that may explain the desire of managers to retain talented employees in their teams include fear of lower employee productivity encountered at the beginning of a movement and the risks associated with the time it takes to fill the new vacancy. Also, managers may have fears about the amount of work involved in the process of selecting a new candidate, so they will see the loss of one of their employees as a work surplus.

Thus, managers will become harmful when they refuse to let talented employees leave their work team, making them responsible for creating organizational silos as mentioned above. In effect, keeping talented employees on their work teams prevents employees from having opportunities to develop and grow, as well as the experience they will need to fill critical positions in the coming years.

In addition, managers will also be detrimental if they are not able to identify high potential employees, determine if an employee is capped or needs development to progress in the organization. In their study, Guthridge and al¹ found that 52% of respondents mentioned that managers did not sufficiently develop their talented employees, which was a problem. In short, if managers are not trained to assess an employee's ability to move from one position to another or to manage internal mobility in general, they will become a barrier to the organization.

We have just seen that the immediate superior can be an obstacle to internal mobility, because in order to encourage internal movement, managers must release employees who wish to leave their work team. On the other hand, a number of means are put forward to counter the obstacle represented by the immediate superior. First of all, it is important to train managers on career issues and, more specifically, on managing the internal mobility of their employees. They need to be able to identify talent, manage the movement of their employees, offer them new opportunities, respond to their career needs and let them go when they want to.

¹ GUTHRIDGE, (M), KOMM, (A), LAWSON, (E), Op.cit, P: 8

Secondly, having rules in the internal labor market prevents managers from keeping talent in their work teams. Indeed, the company must have rules that stipulate that managers do not have formal authority to retain their employees.

Thirdly, another way to counter this obstacle, is to link part of manager's bonuses to career support for their employees. Indeed, it is important to recognize and reward managers who let go of their best talent and develop it. Thus, it is interesting to link manager's objectives to the development and promotion of their employees in their annual performance appraisals to encourage them to let their talented employees go.

Finally, the flexibility when changing positions helps managers to accept the departure of their employees more easily since it reduces the negative effects associated with it. In fact, this tool makes it possible to mitigate the negative effects of losing an employee. When there is an internal movement, the manager who loses an employee enters into discussions with the one who receives the employee, and the two try to find common ground regarding the worker's transfer date. Moreover, it is necessary that internal employee mobility be organized in a non-confrontational manner between the managers of the teams involved in the movements in order to be able to encourage staff mobility. In this way, good understanding and discussion among managers makes it possible to fill a vacancy as quickly as possible without causing a gap in the starting team.

3.1.3. Flow imbalance

Employees are free to apply for any position in the organization, which means that it is they who will decide on their internal movements and not the organization, as the organization cannot force internal mobility except in rare cases. Thus, since the organization does not have the power to place employees where it wishes, it is at risk of unbalanced staff flows. This is because some jobs in a company are easily filled while others are not because they are unattractive to applicants. This imbalance is therefore a problem, because even less popular jobs are important in the company and must be filled. In addition, if there are not many employees applying for a job, there is less chance of having a good candidate for that job, so "*some critical jobs may be filled with individuals who are not the best qualified.*"¹

To counter this obstacle, the organization can first of all disseminate, via its intranet site or by e-mail, richer and more varied information on less popular jobs suffering from labor

¹ QUAINANCE, (M), "*Internal Placement and Career Management*", Human resource planning, employment & placement, vol. 2, Washington, 1989, P: 203

shortages, because rare are the employees who, if informed in time, do not redirect their careers towards jobs that are less in demand or more useful to the organization. Second, during the annual appraisal interview or career interview, the manager must be able to attract employees to less attractive jobs in order to balance the flow of labor. The manager must therefore discuss the opportunities available in the company and, while building on the strengths and interests of his employees, he must convince them of the importance of less popular positions and their benefits for their careers.

In addition to unattractive jobs, labor flows can be blocked by bottlenecks. Let's take a closer look at this obstacle.

3.1.4. Bottlenecks

Bottlenecks have been studied a lot by operations management, but very little by talent management. A bottleneck is the lowest speed workstation in a production flow. It therefore slows down the entire production chain. In terms of personnel flow, it is likely that this phenomenon will materialize in the bottleneck position. In fact, some companies will have career paths that have already been defined in advance, which means that certain positions will be mandatory in the development of the skills of the employees targeted by these paths. A bottleneck will appear when the company has fewer positions to offer than employees to train, because it slows their rate of progression and reduces the number of internal movements. Thus, bottlenecks will be an obstacle to internal mobility since they will slow down movement.

To counter this obstacle, the human resources function must therefore manage career paths well and ensure that there are not too many employees ready to be trained at the same time for the same job. It must plan and manage career paths well and deploy employees at the right time. She can also suggest alternative assignments to employees when there is a bottleneck position in the organization.

3.1.5. Vortex and training effects

The vortex effect occurs when there are too many movements, whether they are connected or not. According to Kotorov and Hsu¹ some workers will take advantage of too rapid job changes, so the company can fall into a perpetual movement that can hinder its efficiency and cause many transaction costs due to too many movements.

¹ KOTOROV, (R), HSU, (E), "A road-map for creating efficient corporate internal labor markets ", Career Development International, vol. 7, N° 1, 2002, P: 37

The training effect, on the other hand, represents a cascade of replacements caused by a single movement, resulting in the unblocking of several opportunities that need to be filled, so when a position becomes vacant, it creates a chain of opportunities for internal mobility, since the person who vacates his or her position creates a second vacancy that must be filled, and so on. This can therefore create an organizational headache and some positions may remain vacant for too long, which causes an overload of work for the team that loses a member, thus reducing productivity.

The vortex effect and the training effect are therefore linked, because the more movements there are, the more positions are freed up that have to be filled, so there are more training effects.

To counter the vortex barrier, a company may first establish a minimum occupancy time for each position to ensure that employees do not change positions too quickly and to avoid creating too many moves. Then, a complete staffing process, carried out each time a position is opened, reduces the number of movements. In fact, when the HR function and managers receive applications, they can see the history of the movements of employees who apply and thus question the seriousness of an employee who has abused job changes in recent years.

Finally, to counter the training effect, some companies have introduced the concept of the farm. According to Kotorov and Hsu¹ this is an internal personnel placement agency within the organization used to fill a position while waiting to find a permanent employee so as not to affect the productivity of the business. Thus, there are no positions that are left vacant since an employee from the "farm" will fill the position temporarily.

In addition, the company can rely more on job exchanges instead of job rotations as a horizontal movement to develop their employees because, as mentioned above, it is only two individuals who exchange jobs. Thus, there are no vacancies left vacant as might be the case with job rotation.

3.1.6. Costs incurred

There are several costs associated with internal mobility, which represent a barrier to internal mobility. Indeed, internal mobility generates costs, training and information costs, disorganization costs since not all people are at their optimum performance at all times and coordination costs since mobility must be anticipated to meet expectations. Moreover, according to the study by Campion and al², job rotation also generates several costs, including

¹ KOTOROV, (R), HSU, (E), Op.cit, P: 41

² CAMPION, (M), CHERASKIN, (L), STEVENS, (M), Op.cit, P: 1539

lower productivity for mobile and non-mobile employees. There are also costs associated with the learning curve on new jobs, which includes time spent learning, training costs and mistakes made by employees while learning a new job. These costs will therefore be a barrier if they are perceived by senior management to outweigh the gains from internal mobility.

Thus, to counter this obstacle, the HR function must first of all increase earnings expectations and reduce the costs associated with internal mobility. To do so, the HR function can increase time savings by clearly identifying the necessary skills, defining career paths and facilitating entry into jobs through feedback. To reduce the costs of losing know-how, it can use internal mobility as a means of transmitting information and knowledge. Second, the costs associated with recruiting an external candidate are generally higher than the costs of developing an internal candidate through internal mobility, which is an advantage of recruiting internally. Finally, the HR function can also make senior management aware of all the benefits that mobility can bring to the organization, which far outweigh the costs.

3.1.7. Union rules

Trade unions have played an important role in the development of the internal labor market, but their rules are quite different from the free and open market. Indeed, union rules based on seniority can nowadays act as a brake on internal movements, which is an obstacle to internal mobility. The rationale behind these rules was to reduce the favoritism of some managers by allocating vacancies on the basis of years of experience in order to demonstrate fairness and equality. On the other hand, these rules considerably limit internal movement through their rigidity and have several negative impacts on employees and the organization.

In an era of talent management where companies will identify high-potential employees and promote their development, union rules will prevent this identification and development. Talented employees will therefore not be able to gain diverse experiences and will not be able to develop rapidly as lateral and vertical movement will be offered to older employees. They will therefore be blocked in their development by rigid union rules and some may even leave the organization. Second, according to Bryan and Joyce¹ these rules may also put the organization at a disadvantage, since the most senior employee is not necessarily the best qualified for the position and may even be underperforming, which is detrimental to the company's productivity.

¹ BRYAN, (L), JOYCE, (C), Op.cit, P: 199

When a company has both unionized and non-unionized employees, the assignment rules must be the same for both so that there is no disconnect between them, this homogeneity is promoted by the definitions of standardized positions at the company level. An employee applying for a new opportunity must go through a complete staffing process, whether unionized or not. Thus, all employees have the same opportunities and will be selected for a move based on clearly established criteria.

3.1.8. Organizational culture

Organizational culture can be an obstacle for the organization. Indeed, for an internal mobility policy to develop, it must be part of the company 's culture and values and be accepted by all stakeholders. Thus, if internal mobility is perceived negatively by one of the actors concerned by its implementation, this can be a hindrance.

Moreover, organizational culture can be a barrier to movement if it is hierarchical and does not promote frank and open discussion. Indeed, in environments of control and authority, employees will not be comfortable discussing their career goals and their desire to move to another part of the company with their manager. In such a culture, managers will not want to let their talented employees leave their work team, which will inhibit movement as noted above.

To counter this obstacle, the company must develop an organizational culture that encourages internal movement. Senior management must be committed and involved in this new culture. They must ensure that internal mobility is integrated into the culture and values of the organization. Internal mobility must also be valued and explained to the various players in the company. In addition, senior management must promote a culture of communication, openness and frankness so that employees can express their career and mobility objectives to their managers without fear. In this way, changing employee's positions in another department will be seen as a progression on the part of the organization and managers and not as a betrayal.

3.2. Fears of mobile employees

Employees who participate in internal mobility may have several fears related to it. This is quite normal because by their very nature, departments, places and positions that are unfamiliar are frightening.

Thus, some employees will initially be afraid to leave a job in which they feel comfortable and at home because they will not want to leave their co-workers and immediate supervisor. They will be afraid that they will not be able to adapt to their change of position, work environment and work team. The fear of integrating a new group for an employee can be very

understandable since new colleagues may express great resistance to their integration, which they equate with a more general change in their department. Thus, it is sometimes difficult for employees who arrive in a new work team to integrate this team.

Employees may fear losing their professional legitimacy through internal movement. An employee acquires professional legitimacy through seniority and experience in a position, this explains why some employees are afraid of losing their expertise by changing jobs or departments, feeling that they lose their legitimacy with colleagues and peers at the same time. Thirdly, employees may also fear loss of productivity. Indeed, an internal movement requires learning efforts at the beginning of the change of position and exposes the employee to making mistakes and being less productive. In the study by Campion and al¹, the results showed that job rotation decreased the productivity of mobile employees at the beginning of the rotation. Finally, in addition to fearing for their own performance, employees may be afraid of harming the collective performance of their new work team. This is explained by the desire to always want to contribute effectively to collective results.

All these fears constitute an obstacle to internal mobility when they prevent employees from wanting to participate in internal movements. So, there are ways to counter employee's fears. First of all, an open structure of the internal job market and a culture of openness towards internal mobility can reduce employees' fears. Indeed, the company must have a transparent system where all employees must be able to refer to a written internal mobility policy that contains clear rules that are known to all. As mentioned above, employees must know all the opportunities available internally and the conditions of access to the internal market, so there must be a good flow of information. Indeed, a well-informed employee will have the effect of encouraging him/her to participate in internal mobility.

Temporary assignment as a practice of internal mobility will also reduce employee concerns, as it reduces the stress associated with a change of position. In fact, since temporary assignments allow employees to return to their original position, they will not be afraid of losing their work environment and their colleagues forever. Nor will they fear losing their professional legitimacy or productivity since it is only temporary. Thus, temporary assignment is an effective practice to allow more fearful employees to develop without rushing them. It is also a good start before making further lateral moves or promotions.

¹ CAMPION, (M), CHERASKIN, (L), STEVENS, (M), Op.cit, P: 1541

3.3. Disadvantages for non-mobile employees

There are disadvantages for employees who do not participate in internal mobility. Indeed, the study by Campion and al¹, points out several disadvantages of job rotation for non-mobile employees. First of all, job rotation leads to an overload of work for non-mobile employees, i.e. employees in the department that let's go both the employee who participates in the rotation and the one who receives it, which may also have the effect of reducing their productivity. Indeed, the first department has to cover the workload with one less employee, even if it is for a short period of time, and the second department has to train the new worker. Second, job rotation leads to a decrease in motivation and satisfaction of non-mobile employees in departments that gain and lose mobile employees. Finally, job rotation can also produce resentment among non-mobile employees since they will be envious of employees who participate in internal mobility and may find it unfair. Thus, all these disadvantages can become an obstacle to internal mobility.

To counter the disadvantages of non-mobile employees, *"organizations should consider educating line supervisors about initiating and sustaining appropriate means of communication with non-rotators regarding career development and job rotation practices"*². Managers need to be able to make non-mobile employees understand the goals, benefits and impacts of job rotation programs so that they can better accept them and tolerate their disadvantages. Second, managers can provide non-mobile employees with developmental activities other than job rotation, such as coaching or mentoring, to counter their perceptions of unfairness and jealousy. Finally, managers can help non-mobile employees manage their overload by providing training in time management and stress management.

1 CAMPION, (M), CHERASKIN, (L), STEVENS, (M), Op.cit, P: 1542

2 BURKE, (L), MOORE (J), " *The reverberating effects of job rotation: a theoretical exploration of non-rotators fairness perceptions* ", Human Resource Management Review, vol. 10, N° 2, 2000, P: 145.

Conclusion

The first chapter allowed us to study the concept of internal mobility, and to carry out a certain number of reminders on the different theories on the subject. We have seen that different conceptions about this subject have given rise to multiple theories. Started from the traditional approach of internal mobility, the effects, challenges and advantages that internal mobility offers.

The true success of the organization can be measured by the success of the employees. Good management of internal mobility often leads to increased productivity and improved employee motivation and satisfaction. This makes the work environment much more pleasant and engages employees to give as much to the company offers.

To give an outline of this chapter, it is a fact that the addressed concepts are mingled, yet now we have a sharper perception of the truth of internal mobility brings high value to organizations.

In the next chapter, we will further explain another strategic concept, starting from the performance to the management of individual performance, and finishing with performance appraisal.

Chapter II:
The performance of
employees

Introduction

Internal mobility indeed is a must for organizations to ensure the keeping of its talents and provide a dynamic culture for employees who appreciate it. But, the concept itself needs more aspects to fathom to grasp how we can implement it in an organization, thus, the need of using performance metrics that can be of a support to this concept in an organization.

This chapter provides a contemporary review of performance management which is now believed to be used in some form or other in most organizations. We begin by defining performance concept and its types concerning employees. Then, we review performance management and its evolution. We then consider the performance management process by applying a critical lens to some of the main approaches set out thus far. Following this, we consider the primary tool used in performance management systems, namely performance appraisal, before concluding.

Section 1: The concept of performance

This section focuses particularly on the performance, providing its historical development, types, dimensions, and its importance in the overall management, ending this section with defining the different advantages and disadvantages of performance.

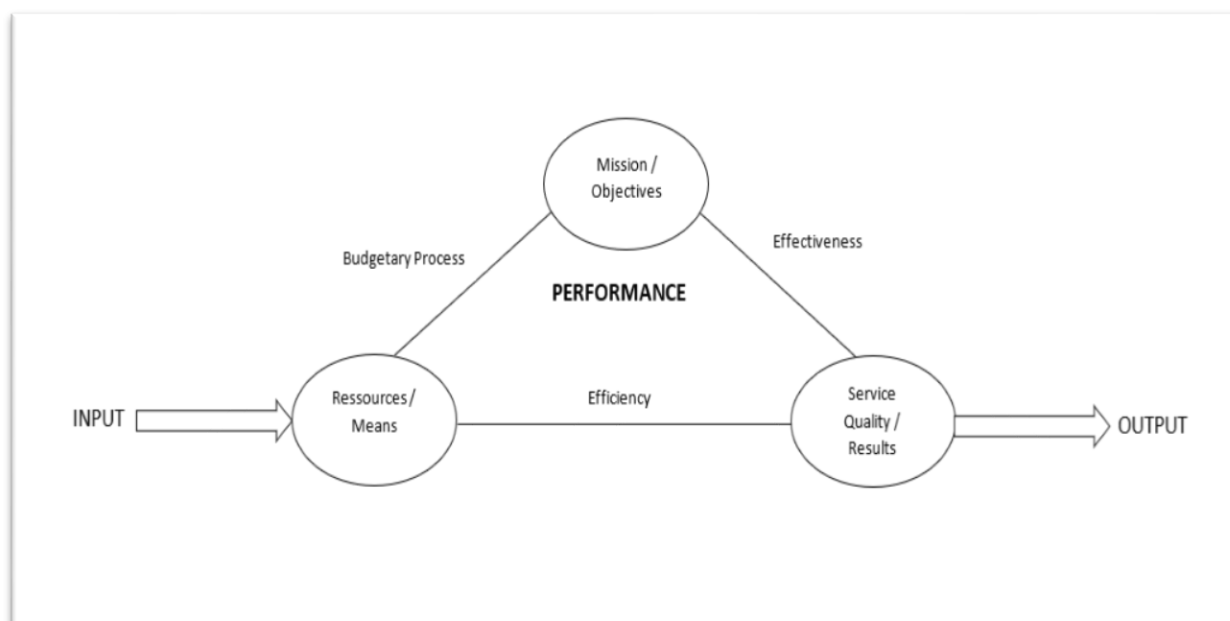
1.1. Definition of the performance:

Ittner and Larcker¹ defines the performance as it is a construct multidimensional that cannot be evaluated solely on the basis of financial indicators.

Brulhart and Moncef² added that performance is reflected through the achievement of objectives and the search for efficiency in carrying out activities.

The content of this definition is also found in the work of the author Matei and it is graphically represented in the following figure:

Figure n°II.1: Definition of performance



Source: MATEI, (L), "*Management public [Public Management]* ", Economic publishing House, Second Edition, Bucharest, 2006, P: 192

¹ ITTNER, (C), LARCKER, (D), "*Are non-financial measures leading indicators of financial performance? An analysis of customer satisfaction*", Journal of Accounting Research, N° 36, 1998, P: 3

² BRULHART, (F), MONCEF, (B), "*L'impact des pratiques de SCM sur la performance de l'entreprise : une étude empirique dans le contexte français*", Finance, Contrôle et Stratégie (FCS), Vol.13, N°1, P : 6, Translated by me.

Performance has always been a recurring research theme in management science, guided by the ongoing concerns of managers who are subject to the performance obligation of the units they lead. This concept is still very difficult to define. Indeed, performance is a multidimensional construct that can take on several aspects depending on the reference period adopted or the types of criteria used.

While one of the most commonly accepted conceptualizations of performance refers to the achievement of company objectives and the search for efficiency in carrying out activities, this definition remains too general and difficult for companies seeking greater efficiency in their evaluation systems.

Today it is commonly accepted that the performance sought within the company is the overall performance that takes into account several dimensions, in particular, the economic, social and environmental dimension.

Taking into account the different definitions put forward by the authors, we could propose that the performance is the company's ability to generate profits and benefits for its various stakeholders by designing products or services that can satisfy customers.

Through the various works, we can see that the search for global performance inexorably leads to the dematerialization of this concept, making its measurement even more difficult. But before looking at the different dimensions of overall performance, it is worth recalling that for a very long time performance was assessed solely on financial criteria.

1.2. The different types of performance

There exist several types of performance, we mention some in the following points:

1.2.1. Financial performance

Financial performance could be defined as the achievement of good profitability, satisfactory growth, and creation of shareholder value. It aims to ensure the stability of the company's financing in order to use credit as little as possible.

The company's financial performance depends on the management of the financial resources available to the company. This management conditions the profitability of the funds originally invested and the renewal of the most profitable operations for the company. Today, the company no longer seeks to generate profits on its own behalf, but must also consider the impact of its activities on all its stakeholders.

It should be noted that a company's financial performance is correlated with corporate governance. Poor governance can negatively impact the company's financial performance. Good governance helps to establish greater accountability, better management and control of the company (corporate governance) and to establish responsible behavior within the company.

1.2.2. Commercial performance

Commercial performance can be translated into the achievement of commercial objectives in a way that is relative to the means used to achieve them. It is the company's ability to satisfy its customers, by offering them goods and services of good quality, and which are capable of meeting their expectations. Plauchu and Tairou define it as: "*the art of being present at the right interlocutor at the right time, with a relevant offer, which allows the establishment of long-lasting and profitable business relationships for the company in a context of permanent search for excellence of the service*"¹.

Research conducted around this concept focuses in the vast majority of cases on the different steps that can improve the business performance of the company. The latter is apprehended on the basis of the actual functioning of the company and on the identification of the key indicators of its performance as well as the factors that could constitute an obstacle to its achievement.

The company's commercial performance therefore aims to achieve the objectives initially set by the company and, more particularly, to satisfy customers and build their loyalty.

1.2.3. Production performance

As its name suggests, it is a performance with the aim of to improve production. To do so, it is necessary to mobilize productive human, material and financial resources for the creation of goods and services. According to Corhay and Mbangala², the production performance of the enterprise refers to the capacity of the enterprise to combine in an efficient way the factors of production and the means that make it possible to produce. This implies that the firm is able to generate wealth or profits while using as few resources as possible. But it can also imply the capacity of the firm to increase its production volume with the resources at its disposal.

¹ PLAUCHU, (V), TAÏROU, (A), "*Méthodologie du diagnostic d'entreprise*", Le Harmattan, Paris, 2008, P : 133, Translated by me

² CORHAY, (A), MBANGALA, (M), "*Fondements de gestion financière : Manuel et applications*", Editions du CEFAL, Liège, 2008, P : 265, Translated by me.

Little research has focused on the production performance of the company. In the vast majority of cases, the authors are more interested in knowing the various approaches developed in the context of improving production of the company. It is with this in mind that Lean management was created, which allows the various players within the company to participate in the performance of this production with the aim of reducing waste in the units of production. The studies also looked at ways in which the company could increase its production as part of performance optimization.

Also, the researchers looked more closely at the various approaches that allow the company to increase its production. The latter is related to the notion of efficiency. The successful company will want to increase its production and to reach this goal, it is still necessary to consider the means required. The company aims to increase production while reducing costs. This can result in a more efficient use of resources. On the other hand, it has been observed that workers play an important role in the company's production.

1.2.4. Human Performance

The literature on human performance refers specifically to the biological performance of the human being. Indeed, the development of the company's performance does not only depend on the existence of many employees, but also on their capacity to develop together another capital, the organizational capital, which is the operational processes, the values and reputation of the company, the behavioral standards, and the involvement of employees in the company's project.

In a socio-economic dimension, as Bringer¹ and al said, increasing a company's performance requires the development of its human potential.

Human performance suggests a high level of motivation, involvement and commitment of employees in the accomplishment of their tasks. To this end, the company should ensure that employees are satisfied and enthusiastic in carrying out their work. Some studies have focused on value creation by and for employees. It has been found in this framework that the value of the individual and his or her belief is at the root of what they do at work.

Human performance could be understood at the individual or group level. It involves the employee's performance, skills and position. The performance of the work group, for its part, is based on its activities, or sub-unit. It is only after having made the analysis at these two levels that it is possible to measure the performance of the company as a whole.

¹ BRINGER, (J), and al, "*Le conseil en organisation : évolution et perspectives*", Le Harmattan, Paris, 2011, P : 125, Translated by me

Furthermore, to improve this human performance, the company must set objectives that allow employees to direct their attention to important activities and then provide the skills needed to achieve them.

It should be noted, among other things, that this human performance is based on other elements such as the individual himself and the organization. The influence of the individual on human performance involves commitment and trust. But organizational factors, for their part, refer to human resource practices. This last point encompasses the organization of work and the quality of the supervision of the company's managers.

1.2.5. Social performance

Corporate social performance is the ability of the organization to meet the needs of its internal and external actors, i.e. its stakeholders: staff, shareholders, customers, suppliers, institution. The social performance of the company implies the consideration of ethics in the business world. It cannot be separated from the notion of corporate social responsibility. It cannot be limited to the simple relationship between employer and employee, but takes into account, among other things, the environment in which the company operates. This encompasses the different stakeholders of the company and all the obligations and responsibilities of the company with regard to society, the economic and social environment, the legal and economic obligations of the company towards society, etc.

Among the company's stakeholders, we can mention in particular, the company's employees who are subject to a certain working condition. Social performance was born out of the company's desire to improve the well-being of employees at work and to subsequently increase their efficiency.

Social performance is the result of the various interactions between stakeholders, which include all internal and external actors closely or remotely related to the company's activities. These actors interact with each other to achieve common objectives. Indeed, each stakeholder plays a specific role within the company and the complementarity of their actions is at the very basis of this social performance. But in a company, performance must always generate profit for shareholders and for the rest of the organization.

In this context, some research has affirmed the probable link between a company's social performance and its financial performance. But this assertion remains unverified or unconfirmed. It therefore opens up another avenue of research for the manager. However, the failure to establish links between these two types of performance has not, for all that, reduced the enthusiasm of the various players to improve social performance. This seems to be reflected

in the fact that a company's governance policy should not be evaluated solely on the basis of its economic performance, but also on its social and environmental performance. As a result, companies are currently forced to determine social performance standards and to take into account the various interactions between the company's stakeholders.

Thus, the notion of social performance cannot be separated from the company's overall performance. Indeed, it presupposes that there is harmony between the different actors making up the company, but this climate cannot be achieved without a good social climate that provides a certain serenity to the different actors in the company.

1.2.6. Strategic Performance

In today's society where competitive pressure is exacerbated, the company must be able to develop strategies that could enable it to achieve its objectives and develop competitive advantages to differentiate itself from its competitors. The company is subsequently led to develop actions that could enable it to achieve its strategic objectives. Strategic performance therefore corresponds to the transformation of the company's strategic objectives into long-term performance.

Research on strategic performance focuses on the tools used to steer strategy in order to develop the company's performance. The objective of the company's strategic performance is to develop competitive advantages. It is based on the company's ability to reconsider the strategic advantages it has acquired and to develop a sustainable competitive advantage. It is based, among other things, on its ability to discern and exploit sources of value that can create margin and enable excellence at all levels of the company.

But corporate performance cannot be achieved unless strategic objectives are set by the company's management. These objectives may relate to different dimensions such as improving product quality, improving its marketing plan, adopting technology to improve productivity, etc. The company's performance cannot be achieved unless strategic objectives are set by the company's management. Determining the company's strategic objectives is the first step in obtaining operational objectives to ensure the company's long-term performance.

The company's strategic performance and long-term development is based on the quality of the management, organization, methods and processes it undertakes to carry out its activities. Within this framework, a strategically successful company is one that has a high-performing executive who is able to develop, sell and implement the right strategies. This implies a complementarity in terms of the skills of the different members of the organization as well as solidarity among them.

In addition to the potential of human resources, skills also imply the application of a good method adapted to the objectives to be achieved. This implies the use of adequate tools to steer the strategy implemented by the company, as well as the different pillars of development, i.e. costs, quality, projects, risk analysis, etc.

The company's strategic performance depends on the various management principles put in place. This requires the quality of the services or products offered not only to external customers but also to internal customers.

1.2.7. Competitive performance

Competitive performance studies refer to the search for a good positioning of the company in relation to its competitors and the various approaches that will enable it to achieve its objectives. The researchers also looked at the competitive dynamics that will allow them to analyze the company's positioning in the market, as well as the strategies for improving the positioning of products in this market.

Competitive performance assumes that the company is able to adapt to the different actions of the competition in order to remain competitive. Such adaptation cannot take place unless the nature of the competitive system is taken into account. The latter in fact makes it possible to determine the strategy to be implemented in order to sustain the company's performance. The potential sources of performance are acquired through knowledge of the changes observed in the competitive systems. From this perspective, the company could launch into the exploitation of existing potential or focus on the development of new forms of competitive advantage by anticipating or building the rules of the game that may be imposed in the future.

Also, the competitive performance of the company also appears to be related to the strategic analysis of the competitive playing field. Seen from this perspective, competitive performance could be equated with the competitiveness of the company.

Competitive performance also refers to the interplay of the company's competitive forces. These games involve putting the company in a defense situation, changing the balance and anticipating developments in the sector. It could also imply the company's market share and the strategic gap, in other words, the gap between the desired performance and the performance actually achieved.

In a context of strong competition, the company must know how consumers perceive the performance of its products compared to competing products. Thus, it will look for the flaws and imperfections felt by consumers in order to discern areas for possible improvement.

Section 2: Performance management

In this section, we will further explain the performance concept through its management and process and its objectives.

2.1. Performance management definition

Performance management is a process that enables employees to perform their roles to the best of their abilities with the aim of achieving or exceeding established targets and standards that are directly linked with the organization's objectives. Performance management is positioned as a strategic management technique that supports the overall business goals of the firm through linking each individual's work goals to the overall mission of the firm¹.

It is further hypothesized as an integrated system where management and employees work together in setting objectives, assessing and reviewing how these are being met and rewarding good performance. This requires 'the ability to interpret the more abstract goals and objectives at board level into more practical operational goals and objectives at employee level to meet them².

2.2. Performance management process

Performance management is a communication process by which managers and employees work together to plan, monitor and review an employee's work objectives and overall contribution to the organization. More than just an annual performance review, performance management is the continuous process of setting objectives, assessing progress and providing ongoing coaching and feedback to ensure that employees are meeting their objectives and career goals. There are a few basic elements involved in building an effective performance management framework³.

¹ COSTELLO, (S), "*Effective Performance Management*", Irwin, New York, 1994, P.58

² CHASE, (P), FUCHS, (S), "*Performance management and appraisal*", CIPD, London, 2008, P.226

³ GOSPEL, (H), PENDELTON, (A), "*Corporate Governance and Labor Management*", Oxford University Press, New York, 2005, P.17

Figure n°II.2: Performance management process



Source: TORRINGTON, (D), HALL, (L), TAYLOR, (S), “*Human Resource Management*”, Pearson Education Limited, 7th edition, Essex, 2008, P.299

2.2.1. Planning Phase Overview

The planning phase is a collaborative effort involving both managers and employees during which they will: Review the employee’s job description to determine if it reflects the work that the employee is currently doing. Identify and review the links between the employee’s job description, his or her work plan, and the organization’s goals, objectives and strategic plan. Develop a work plan that outlines the tasks or deliverables to be completed, the expected results and the measures or standards that will be used to evaluate performance. Identify critical areas that will be key performance objectives for the year. The choice of areas may be determined by the organization’s strategic plan, by the employee’s desire to improve outcomes in a certain part of his or her job or by a need to emphasize a particular aspect of the job. Identify training objectives that will help the employee grow his or her skills, knowledge and competencies related to the work. Identify career development objectives that can be part of longer-term career planning¹.

¹ GOSPEL, (H), PENDELTON, (A), Opcit, P.19

2.2.1.1. Set S.M.A.R.T. Goals

SMART goals are a relatively new idea. In 1981, George T. Doran, a consultant and former director of corporate planning for Washington Water Power Company, published a paper called, “There’s a SMART Way to Write Management’s Goals and Objectives.” In the document, he introduces SMART goals as a tool to create criteria to help improve the chances of succeeding in accomplishing a goal¹.

a. Specific

Clearly specify the task to be done, when it must be completed, who is to accomplish it, and how much is to be accomplished.

b. Measureable

Use multiple measures if possible, for example, quantity, quality, time frame and cost. Ask questions such as: How much? How many? How will I know when it is accomplished?

c. Attainable

Ensure there is a reasonable path to achievement and an excellent chance that objectives will be accomplished.

d. Relevant

Goals should be aligned with the organization’s overall mission or strategy. Goals measure outcomes, not activities.

e. Time based

Set a clear time frame for achieving performance objectives/goals. In most cases, objectives must be completed by the end of the performance review period.

2.2.2. Coaching

Coaching as part of the normal process of management consists of making people aware of how well they are performing by, for example, asking them questions to establish the extent to which they have thought through what they are doing, using whatever situations may arise as opportunities to promote learning, and encouraging people to look at higher-level problems and how they would tackle them.

¹ Training and development office of management and enterprise services: “*PERFORMANCE MANAGEMENT PROCESS, it is not merely evaluation*”, OKLAHOMA, P.6

2.2.3. Performance review

Performance review is the process of assessing an employee's progress toward goals. Strengths and weaknesses of all employees are recorded regularly so that the organization can make informed and accurate decisions regarding an employee's contribution, career development, training needs, promotional opportunities, pay increases and other topics. Performance review and evaluation involve the objective and subjective consideration of how to measure and evaluate employee performance results¹, and this performance review process include:

A feedback process that is continuous and timely throughout the review period so that employees know how they are doing and what is expected, a dialogue that includes performance feedback measured against clear and specific goals and expectations established at the outset of the performance management cycle, a process for acknowledging the outcomes of the performance review process that is documented between the manager and the employee, a two-way individual conversation between the manager and the employee (preferably face-to-face) at least once a year.

2.2.3.1. Types of Performance Review Systems

Regardless of the type or format of the selected method to review an employee's behavioral and work expectations, clear definitions of each level of performance must be provided. Raters should be provided with examples of behaviors, skills, measurements and other performance factors to assist them in evaluating an employee. Several types of performance review systems are in common use. Each system has its benefits and drawbacks².

a. Ranking

Ranking systems list all employees in a designated group from highest to lowest in order of performance. The primary drawback is that quantifying the differences in individual performance is difficult and may involve drawing very narrow distinctions.

b. Forced distribution

The ratings of employees in a particular group are disbursed along a bell curve, with the supervisor allocating a certain percentage of the ratings within the group to each performance

¹ ELAINE, (P) “*Performance Management, a roadmap for developing, implementing and evaluating performance management systems*”, SHRM Foundation, USA, 2004, P.19

² <https://shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managingemployeeperformance.aspx>, accessed on 16/08/2020, at 23:14

level on the scale. The actual distribution of employee performance may not resemble a bell curve, so supervisors may be forced to include some employees at either end of the scale when they would otherwise place them somewhere in the middle.

c. 360-degree feedback

This process collects information from the employee's supervisor, colleagues and subordinates about an individual's work-related behavior and its impact. Other names for this approach include multirater feedback, multisource feedback or group review. This form of appraisal is widely favored for employee development purposes.

d. Competency-based

This type of system focuses on performance as measured against specified competencies (as opposed to specific tasks or behaviors) that are identified for each position.

e. Management by objectives

Management by objectives (MBO) is a process through which goals are set collaboratively for the organization, various departments and each individual member. Employees are evaluated annually based on how well they have achieved the results specified by the goals. MBO is particularly applicable to non-routine jobs, such as those of managers, project leaders and individual contributors.

f. Graphic rating scales

Graphic rating scale (GRS) appraisals list several factors, including general behaviors and characteristics (e.g., attendance, dependability, quality of work, quantity of work and relationships with people) on which a supervisor rates an employee. The rating is usually based on a scale of three to five gradations (e.g., unsatisfactory, marginal, satisfactory, highly satisfactory and outstanding). This type of system allows the rater to determine the performance of an employee along a continuum. Because of its simplicity, GRS tends to be one of the most frequently used forms of performance appraisal.

g. Behaviorally anchored rating scales

Behaviorally anchored rating scales (BARSs) attempt to assess employee behavior rather than specific characteristics. The appraisal tool generally contains a set of specific behaviors that represent gradations of performance and are used as common reference points, called "anchors," for rating employees on various job dimensions. Developing a BARS assessment tool is time-consuming and expensive because it is based on extensive job analysis and the collection of critical incidents for each specific job.

2.3. The Basic Elements Necessary for Effective Performance Management

There are a few basic elements involved in building an effective performance management framework, including¹:

2.3.1. Goal setting

You need to set goals the right way. They need to be meaningful and understood. Employees should have context as to why these individual goals matter and how they are furthering organizational objectives. Employees will care much more about their roles and be much more engaged when they know how their job matters.

2.3.2. Transparent communication and collaboration

Employees want and deserve their managers and leaders to be open and authentic at all times. They don't want to be kept in the dark when their companies are going through hard times. They want to be kept abreast of pertinent information. On top of this, they want real-time communication while building healthy relationships with their colleagues and managers. This will involve regular feedback and honest discussion even when such communication is difficult or uncomfortable.

2.3.3. Employee recognition

An effective performance management system should prioritize employee recognition and reward. Employees should feel valued and appreciated for the work they do and the effort they put in. If employee recognition is not a priority, this will most likely have a negative bearing on your voluntary turnover.

2.3.4. Honest and regular feedback and reviews

The more frequent and precise the feedback, the better individual performance. It's that simple. Employees want regular insights into their work and the better-informed employees are regarding their performance, the better able they are to improve and excel.

2.3.5. Employee development

No ambitious top performer wants to remain at a company long-term without honing and developing skills. Advancement and development are important to employees not to mention, companies stand to benefit when employees are more skilled and capable.

¹ ROSSER, (J), "*Elements of Performance Management Success for Any Aspiring Business*", Business Performance articles, UK, 2020, P.02

2.3.6. Set Performance Standards

The most important objectives of performance management are to set performance standards. An organization should set performance standards and performance plans evaluating employee performance¹.

2.3.6.1. The quality:

Addresses how well the work is performed and/or how accurate or how effective the final product is. Quality refers to accuracy, appearance, usefulness or effectiveness.

2.3.6.2. The quantity

Addresses how much work is produced. A quantity measure can be expressed as an error rate, such as number or percentage of errors allowed per unit of work or as a general result to be achieved. When a quality or quantity standard is set, the criteria for Exceeds Standards should be high enough to be challenging, but not so high that it is unattainable.

2.3.6.3. Timeliness

Addresses how quickly, when or by what date the work must be produced. Timeliness standards should be set realistically.

2.3.6.4. Cost-effectiveness

Addresses dollar savings to the organization or working within a budget. Cost-effectiveness standards may include such aspects of performance as maintaining or reducing unit costs, reducing the time it takes to produce a product or service or reducing waste.

2.3.6.5. Manner

Addresses the way or style in which a task is performed or produced.

2.4. Importance of performance management to the organization

Performance management offers unique benefits to the company. Here are a few reasons why you need to implement performance management: helps set achievable goals, helps managers identify the training requirements of their employees, enables supervisors to recognize and reward good performance, very useful in planning for employee professional development, one of the best tools to reduce workforce attrition².

¹ Training and development office of management and enterprise services, Opcit, P. 32

² <https://www.techfunnel.com/hr-tech/importance-of-performance-management-in-an-organization>, accessed on 14/08/2020, at 20:24

Section 3: Performance Appraisal

This section presents the theoretical framework and models that are relevant to subject of performance appraisal.

3.1. The Concept of Performance appraisal:

Performance can be defined as:

“What is expected to be delivered by an individual or a set of individuals within a timeframe. What is expected to be delivered could be stated in terms of results or efforts, tasks and quality, with specification of conditions under which it is to be delivered”¹.

While The Chartered Institute of Professional Development (CIPD) have a more comprehensive and in-depth definition which argues that ‘Performance Appraisal is an opportunity for individual employees and those concerned with their performance, typically line managers, to engage in a dialogue about their performance and development, as well as the support required from the manager’².

Performance appraisal is not just about rating employees, organizations carry out Performance Appraisal as a basis for administrative decisions such as promotion, allocation of financial rewards, employee development and identification of training needs. ‘Appraisal is preceded by establishing general objectives or a description for the job, identifying specific job expectations, providing feedback and, when necessary, coaching’³.

The fundamental objective of performance appraisal is to facilitate management in carrying out administrative decisions relating to promotions, firings, layoffs and pay increases. From carrying out the performance appraisal, management then have to make choices in relation to retention, future assignments, training and developmental needs⁴.

3.2. Appraisal methods and instruments:

The table below explains the several performance appraisal methods based on extensive research by several academicians and practitioners.

¹ KUMARI, (N), MALHOTRA, (R), ‘Effective Performance Management System for Enhancing Growth’, Global Management Journal, 2012, p.78

² <http://www.cipd.co.uk/hr-resources/factsheets/performance-appraisal.aspx>, Accessed 15th July 2020.

³ HILLMAN, (L), SCHWANDT, (D), BARTZ, (D), ‘Enhancing Staff Members’ Performance through Feedback and Coaching’, Journal of Management Development, Vol. 9, 1990, p.20.

⁴ Ibid. P.23.

Table n°II.1: Methods of Performance Appraisal

No.	Performance appraisal methods	Explanation
04	Checklist	A checklist that presented work related descriptive statements, is used for every work position. Manager chooses “Yes” or “No” option that represents the effective or ineffective behavior on job that rater familiar with these work related descriptive statements.
05	Forced Choice	Manager is given some pre-defined expressions (a series of statements) to evaluate the performance of worker for each item. Managers indicate which items are most descriptive of the employee. Manager does not know the score equivalent of the expressions.
06	Composition (Essay)	Manager simply writes a narrative describing the performance of employee. This is a composition about the worker to define the worker and designates successful, unsuccessful, weaker or powerful sides of worker. This method is a non-quantitative method and rather than focusing day-to-day performance of employee it focuses on generally observed work behaviours of an employee to present a holistic view.
07	Critical Incidents	Manager writes down the extreme performances both negative and positive. These performances are named as critical incidents/events. These critical events should affect directly the success or failure of worker. This method requires the written records to be kept as highly effective and highly ineffective work behaviours. The manager maintains the logs of each employee to record the critical incidents to use them to evaluate the employee’s performance at the end of the rating period.

No.	Performance appraisal methods	Explanation
08	360-Degree Feedback	Data from all sides, from multiple levels within the organization and from external sources, is collected in this method. Employees are assessed by his superior, inferior, work friends, clients and by themselves. By the way, this method provides an enhanced self-awareness for an employee about his/her work performance.
09	Management By Objectives	This is a method necessitating the attainment of the pre-defined objectives. According to this method, managers and employees determine collectively the objectives for employees to meet during a specific period. Attainment of an objective is more important than "how it was attained". Employees are then evaluated with a view to how they have achieved their determined goals.
10	Assessment Centres	Evaluation process is performed objectively by specialists or Human Resources (HR) professionals in the centre. In this centre the job of worker is simulated and worker is observed. Additionally, some tests, social and unofficial events and exercises are used to support assessment. This method is preferred by some organization due to difficulty faced with appraisal process and tends to use an assessment centre as an adjunct to their appraisal system.
11	Team Based Performance Appraisal	As today's work life values the team work, rather than the individual performance, it is better to evaluate an individual performance as a team member. Then, employees are assessed not as individuals but as a team.

Source: TURGUT, (H), MERT, (S), International Business Research, 2014, P.172-173

3.3. Sources of performance appraisal:

The fundamental requirements for any rater are that an adequate opportunity must be made available for performance to be observed over a reasonable period of time. Once the performance appraisal method has been developed, the next step is to determine who will perform the assessment function, and where to get the feedback from.

a. Self-appraisal

Self-appraisal is justified where there are strong reasons to believe that the employee himself is in the best position to observe and evaluate his/her own methods of work and outcomes¹. It gives a chance for the employee to look at his/her strengths and weaknesses, the achievements, and judge his/her own performance.

b. Supervisor's appraisal

The supervisor's appraisal focuses on the employee's responsibilities and the actual performance is rated by the supervisor, because the supervisor is the person who most familiar with the subordinate's performance and also is in the best position to observe the employee's behavior and his/her performance.

c. Subordinates' appraisal

Subordinates' appraisal gives a chance to judge the employee on capabilities such as communication and motivational skills. Subordinates know how well a supervisor delegates, organizes and plans. The information for subordinate's appraisal can provide a sense of morale within the unit and is an indicator of the respect the staff has for the supervisor. Subordinates' ratings can assist management in identifying individuals who are promotable because of their skills in managing people.

d. Peer appraisal

Peers' feedback can help to assess employees' abilities to work in a team, be co-operative and sensitive towards others. The judgment of peers can provide a perspective on performance that is different to that of the supervisor. Consequently, they have more relevant information than other sources upon which to make an evaluation.

¹ CASCIO, (F), ELBERT, (P), MARX, (M), "*Human resources: productivity, quality of work life, profits*", McGraw-Hill, New York, 1998, P.291

e. Persons outside the immediate work environment

Persons outside the work environment can provide appraisal information when there is a need to call on expertise that is not available within the organization. Outside persons know less about the circumstances and the work environment, which may give them better insight into the situation than the people who are directly involved, although sometime bias can occur due to the history of the relationship.

In conclusion, each resource has its own advantages and disadvantages. The key criterion for qualifying as an appraiser for an employee's performance is being objective about an employee's job. It's very important to decide who will take the responsibility for undertaking the appraisal of staff in the design of any system of performance appraisal. To conduct viability of appraisal is not only to rely on one source. The ideal approach is to collect observations from multiple sources. The acquired feedback can be used by the organization for training and development. The results can help in making administrative decisions regarding pay or promotion.

3.4. Process of performance appraisal:

The performance appraisal process is the process that evaluates employee performance. Various appraisal techniques are available to measure employees' performance. The majority of private companies are using common processes to appraise an employee's performance; Conduct appraisal discussion; Document appraisal; Communicate about performance problems; and make performance improvements.

Performance appraisal process have the following components¹; Reviewing of legal requirements; Conducting of job analysis; Development of appraisal instrument; Selection of observers; Training of observers; Measuring performance; Giving the employee the results; Establishing performance goals; and praising/ rewarding performance. Various appraisal process models are found, depending on the nature of the organizations. McNamara's performance appraisal process model was found to be very useful. It suggests that the following steps should be conducted in order to establish an effective appraisal system²:

¹ LATHAM, (P), WEXLEY, (N), *"Increasing Productivity Through Performance Appraisal"*, Addison-Wesley, USA, 1981, P.09

² MCNAMARA, (C), *"Field Guide to Leadership and Supervision"*, Authenticity Consulting, LLC, Australia, 1997, P.

a. Design a legally valid performance review process

The first step states that the law requires that performance appraisals be job-related and valid, and should base on a thorough analysis of the job, standardized for all employees, not biased against any race, color, sex, religion, or nationality, and be performed by people who have an adequate knowledge of the person or job.

b. Design a standard form for performance appraisals

This form should include the name of the employee, date the performance form was completed, dates specifying the time interval over which the employee is being evaluated, performance dimensions, including responsibilities as reflected on the job description, any assigned goals from the strategic plan, along with skills, such as communication, administration, etc. that still need to be acquired. There should also be a rating system for rating poor, average, good or excellent performance; space for commentary for each dimension; a final section for overall commentary as well as a final section for action plans for improvement, and lines for the signatures of the supervisor and employee.

c. Schedule the first performance review for six months after the employee start employment.

Schedule another review six months later, and then every year on the anniversary date of the employee's contract.

d. Initiate the performance review process and upcoming meeting.

Tell the employees that you are initiating a scheduled performance review. Remind them of what's involved in the process. Schedule a meeting about two weeks ahead.

e. Have the employee suggest any updates to the job description and provide written input to the appraisal

Have the employee record his/her input simultaneously to you recording their input. Have them record their input on their own sheets (their feedback will be combined on the official form later on in the process). Exchange the written feedback in the upcoming review meeting.

f. Document the input with reference to the job description and performance goals

Be familiar with the job requirements and have sufficient contact with the employee in order to make valid judgments. Don't comment on the employee's race, sex, religion, nationality, or a handicap or veteran status. Record major accomplishments, exhibited strengths and weaknesses according to the dimensions on the appraisal form, and suggest actions and training or development to improve performance. Use examples of behaviors in the appraisal to help avoid counting on hearsay. Always address behaviors, not characteristics of personalities.

g. Hold the performance appraisal meeting

State the meeting's goals of exchanging feedback and agreeing on action plans, where necessary. In the meeting, let the employee speak first and give their input. Respond with your own input. Then discuss areas where you disagree. Avoid defensiveness, admitting how you feel at the present time helps a great deal. Discuss behaviors, not personalities. Avoid final terms such as “always,” “never,” etc. Encourage participation and be supportive. Come to terms on actions, where possible. Try to end the meeting on a positive note.

h. Update and finalize the performance appraisal form

Add agreed-to commentary onto the form. Note that if the employee wants to add/attach written input to the final form, he or she should be able to do so. The supervisor signs the form and asks the employee to sign it. The form and its action plans are reviewed every few months, usually during one-on-one meetings with the employee.

i. Nothing should be surprising to the employee during the appraisal meeting

Any performance issues should have been addressed as soon as those issues occurred, so nothing should be a surprise to the employee later on in the actual performance appraisal meeting. Surprises will happen, if the supervisor has not been doing his/her job and/or the supervisor is not being fair. It is OK to mention the issues in the meeting, but the employee should have heard about them before.

3.5. Managing performance appraisal problems:

Every organization encounters problems when they deal with employees' performance evaluation. Local government in particular has become more serious about how to manage and assess employees' work performance in order to improve human capacity in the departments.

3.5.1. Problems appearing on managing performance appraisal:

The following problems frequently appear during the measuring employee performance:

a. Unclear standards

Whether performance is evaluated according to goal achievement, or value added, an ever-present problem is inconsistency of standards between raters. The problem lies in the way that different people define standards. “Good”, “average”, and “fair” do not mean the same thing to everyone. The solution is to develop and include descriptive phrases that define the language the rater is required to use. This specificity results in performance evaluations that are more consistent and more easily explained.¹

b. Halo effect

This occurs when a rater's rating of an employee's performance influences the evaluation of other aspects of the performance evaluation. For example, the manager knows a particular employee always helps colleague when there are problems. The other appraisal area that will be affected by this halo effect is quality of work, skills and knowledge of work.

c. Recency

This tendency rates people based on recent incidents instead of over the entire rating period. This tends to influence rater's overall perception of the individual's performance. To avoid the recency error, raters should conduct frequent appraisals.

d. Bias

This occurs when the rater is influenced by characteristics of individuals, such as their gender, race, age or nationality.

e. Generalizations

This problem happens when a worker is judged according to the behavior of the specific group which he/she belongs to. The worker is unfairly judged based on what is known about the group as a whole.

f. Leniency and strictness error

Raters might evaluate the employee wrongly because they are too lenient or too strict. This evaluation for all workers is either too high or too low.

¹ DESSLER, (G), “*Human resource management*”, Prentice-Hall International, UK, 1997, P.360

g. Central tendency

This problem occurs when evaluators assess incorrectly because the judgment is too centralized. There is a tendency to assign all ratings towards the center of the scale. They often rate all workers as being average. This happens because the raters know little or nothing about the employees.

h. Personal prejudice

The assessment can be unfair if the evaluation depends on the rater's own values and norms. This makes him/her prejudiced against the true positive qualities/capabilities of the person. Obviously, the evaluation will be unfairly influenced.

3.5.2. Response to problems in managing appraisal:

There are other problems that may occur when evaluating employee performance. There is not a single instrument or format of performance appraisal that can be subjected to the limitations of performance management. Rating problems should be recognized and minimized by trained supervisors and other raters. Appraisers should not only become aware of the most common errors committed by raters, but should also learn how to avoid committing them.¹

Reliability in assessment refers to the consistency and stability of the measurement process, there are four approaches for improve reliability in performance measurement; Increasing the number of items in rating instruments that measures the same performance dimension, using more than one evaluator to obtain multiple observations, increasing the frequency of observations, and standardizing the administration of the appraisal process.²

¹ GROBLER, (D), MICHEL, (L), "*The gamma interferon test: its usefulness in a bovine tuberculosis survey in African buffaloes*", Kruger, Journal of Veterinary Research, 2002, P.291.

² SZILAGY, (D), WALLACE, (J), "*Organizational Performance and Behavior*", Scott Foresman Company, 5th ed, Glenview, 1990, P.535

Conclusion

This chapter introduced performance management and performance appraisal in the context of the major theoretical approaches in this respect. Performance appraisal must be viewed as a system as well as a process, because it highlights a set of connecting parts with other human resource functions and also determines further goals for the public sector.

The system can influence how well the employees perform and what their contributions are to be toward their job and organizational goals. Performance management and performance appraisal is an essential aspect of the HR function that can provide a set of standards of performance, progress towards achieving results and organizational goals, as well as evaluating how well the employees achieve their goals.

In this chapter, it was found that performance appraisal forms an important part of the total performance management system where many other systems, approaches and measures exist. However, with the focus on performance appraisal, it was found that the performance appraisal process in particular may improve performance systems.

Chapter III:

**The impact of internal
mobility on employees'
performance**

Introduction

Based on the previous literature review, we have come across the deep understanding of the concept of internal mobility and its advantages and disadvantages, nevertheless its effectiveness and impact on the internal system of an organization. It became clear that nowadays, organizations strive for human resources to deploy competitive advantage in the market through the maintaining of key employees.

From the second chapter, we further explained the concepts of performance management and performance appraisal, and how important interactions of superiors with the employees can affect the overall culture of an organization, we also made clear that it is critical to maintain a certain level of understanding of hierarchy in an organization.

In this chapter, we will start by presenting the WEBHELP company where we had a closer look, through an empirical study, of the impact of internal mobility on the employees' performance, we will also answer our research problem concerning the extent of how can the internal mobility affects the overall performance and whether it can cause conflicts in multiple organizational chart levels, especially in top management. And concluding with recommendations that might be useful to the company concerning the internal mobility system.

Section 01: Presentation of the host organization

The purpose of this first section is to present the WEBHELP Company in the first place, and in particular its various aspects: its internal organization, its missions, its various subsidiaries and their specific services.

1.1. Presentation and history of the company

First of all, founded in 2000 in Bucharest in Romania by Frédéric Jousset and Olivier Duha, WEBHELP is an international contact center operator, specialized in outsourced customer relationship management with a multichannel (telephone, mail, fax, chat, back-office), multiservice (consulting, integration, technology publishing and service delivery) and multilingual (French, English, Spanish, German, Italian, Portuguese, Arabic).

WEBHELP has experienced very strong internal and external growth, with the constant objective of offering the best customer experience, it operates in 21 countries including Belgium, the Netherlands, India and South Africa, present in Algeria since 2009, and officially recognized in April 2014 as WEBHELP Algeria SPA, it has 365 account managers (quality managers, trainers, project managers) and a total of 55,000 employees worldwide. Highlighting its expertise and capacity for innovation, WEBHELP places the human factor at the heart of customer relations.

1.2. WEBHELP values

WEBHELP relies on a set of core values, which define not only its identity but also how it must design the ideal customer experience. By upholding these values, it works passionately to ensure customer satisfaction and business success. The values advocated by WEBHELP are as follows:

- a. Recognition:** It is important to recognize all the efforts or how essential they are made by each and every WEBHELP employee, from client advisors to directors.
- b. Integrity:** Demonstrating integrity means behaving in the best possible way towards each of our stakeholders, including our clients.
- c. Unity:** WEBHELP is above all a team, a team that is both large and motivated. As a united and tightly knit team, you have to win not only small battles on a daily basis, but also big victories in the longer term.

- d. **Commitment:** For WEBHELP, commitment means keeping promises, whether to colleges or clients. Without the strength of its word, WEBHELP would probably not have become the recognized strategic partner it is today.
- e. **Impression:** Constantly seeking to satisfy, surprise and surpass ourselves for the people we work with. Never slacken efforts to reach new goals and move in the right direction.

1.3. WEBHELP services

WEBHELP offers a wide range of business process outsourcing solutions around the customer experience. The customer-focused service approach enables its customers to successfully complete their transformation, improve their performance and make considerable financial gains.

1.3.1. Customer Experience & Contact Centre Services

- a. **Sales:** Building an optimal customer experience is a complex task and radically transforming the sales department requires data, analysis and training. The result is significant financial benefits for customers and improved sales and service performance. Based on this strategy, WEBHELP enabled one of its customers to generate an increase in sales of more than 100% over a 12-month period.
- b. **Customer Care:** Customer service excellence is based on the ability to provide simple, effective and enjoyable interactions. Along with customer opinion research, a sophisticated approach to measuring customer efforts analyzes the actual progress of interactions and pathways to identify opportunities for improvement.
- c. **Retention:** Client retention depends above all on knowing their profile and understanding their needs. Digital channels and information from analytics allow WEBHELP to predict customer behavior more and more accurately by using the data collected about them.
- d. **Multichannel management:** The only way to respond effectively to customer demand is to invest in an outsourcing solution adapted to a multi-channel customer environment. WEBHELP offers a dedicated multi-channel platform that gives equal importance to all channels. The WEBHELP teams devote a lot of time and energy to the success of customers on each of them.

- e. **Omnichannel management:** The omnichannel philosophy is based on a very simple concept: to understand what customers want to do and allow them to do it easily, whatever channel or device they choose. It is important to understand the principle that when an omnichannel approach is used to meet consumer needs, consumers spend more. WEBHELP'S role as a technological facilitator extends to omnichannel communication. WEBHELP uses the Unified Agent Desktop (UAD) tool to enable its agents to engage in conversations with customers across multiple channels. UAD centralizes channel and customer data in a single interface, reducing processing times and improving the experience for all involved.
- f. **Client Knowledge:** WEBHELP's dedicated teams rely on the most advanced strategies in analytics and big data. These methods are now replacing the work that is done intelligently, certainly, but in too approximate a manner. They constitute a factual, infallible approach that greatly improves the understanding and management of clients. The "Voice of the customer" methodology is essential to fully understand the customer experience that WEBHELP offers. It goes far beyond the simple analysis of communications between its clients and their customers. The specialized teams also analyze what customers say about its customers explicitly (during interactions with its agents) but also implicitly (using self-care services). This is a tool that can provide valuable information and solve problems encountered on the customer journey.
- g. **Multilingual Hubs and Localization:** WEBHELP considers the traditional view of offshoring as obsolete - a solution that, although cost-effective, degrades the customer experience. The concept of "quality + economy" is the very foundation of our efforts to position WEBHELP as an employer and talent incubator in regions of the world where costs are lower, but where the level of quality remains truly high.
- h. **The Self Augmented Agent:** A solution analyzing voice conversations using artificial intelligence, which allows the advisor to find in real time and in a centralized manner all the information he or she needs to carry out his or her interaction with the customer (customer data, reminders of questions to ask, knowledge base, etc.). Due to its unified and easy-to-deploy interface, this solution is revolutionizing customer service usages, as it allows the agent to reduce the time spent entering or searching for data during a call and to focus finally and mainly on relational aspects, resulting in richer and more detailed conversations.

Figure n°III.1: WEBHELP voice of the Customer strategy



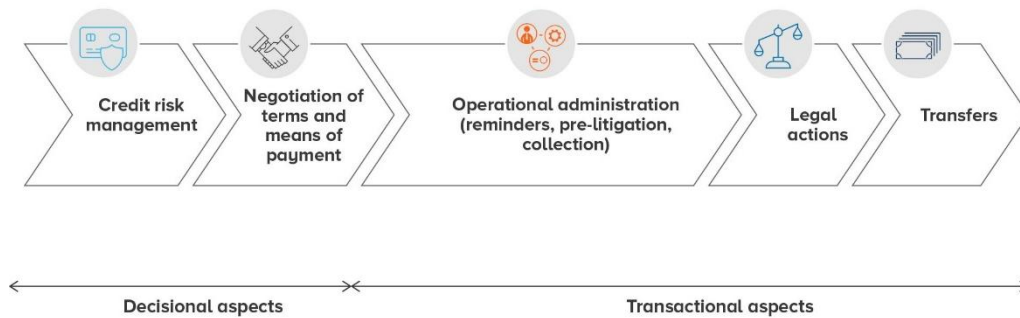
Source: Internal documents of the company

1.3.2. WEBHELP Payment Services

WEBHELP Payment Services accompanies companies. Dedicated to payment management and credit management, its agile solutions allow companies to; accelerate their growth, reduce their payment deadlines, expanding internationally and minimizing the risk of non-payment.

- a. **International Credit Management:** FDI LOGBOX is a service for international receivables management. Its purpose is to secure payments from the moment the order is placed, to reduce DSO (Days sales outstanding) and to speed up collections.

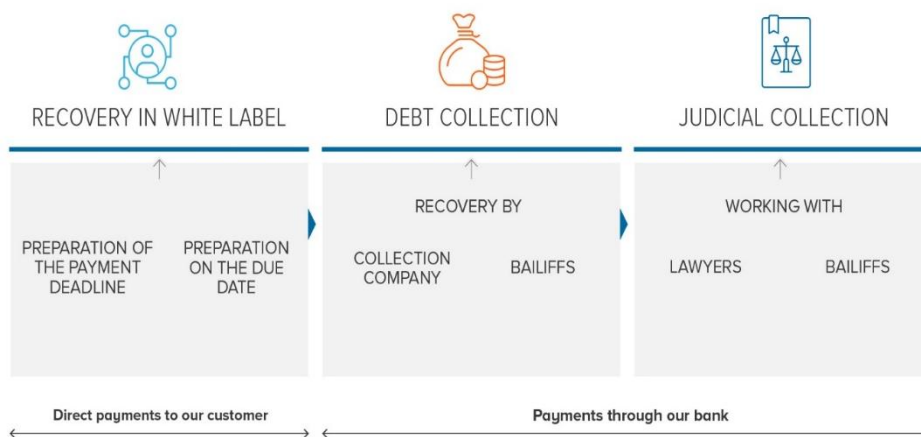
Figure n°III.2: WEBHELP international credit management



Source: Internal documents of the company

- b. **Debt collection:** The Collection Services offer goes beyond a traditional collection service. WEBHELP operates Customer Financial Experience Management solutions adapted to the needs of companies (B2C or B2B) in multiple sectors of activity: Telecom, Energy, Banking, Insurance, and E-commerce... it intervenes throughout the entire chain, from prevention to the perfect recovery of unpaid debts. It co-constructs with its customers and partners more fluid and efficient experiences in a dynamic of continuous performance improvement.

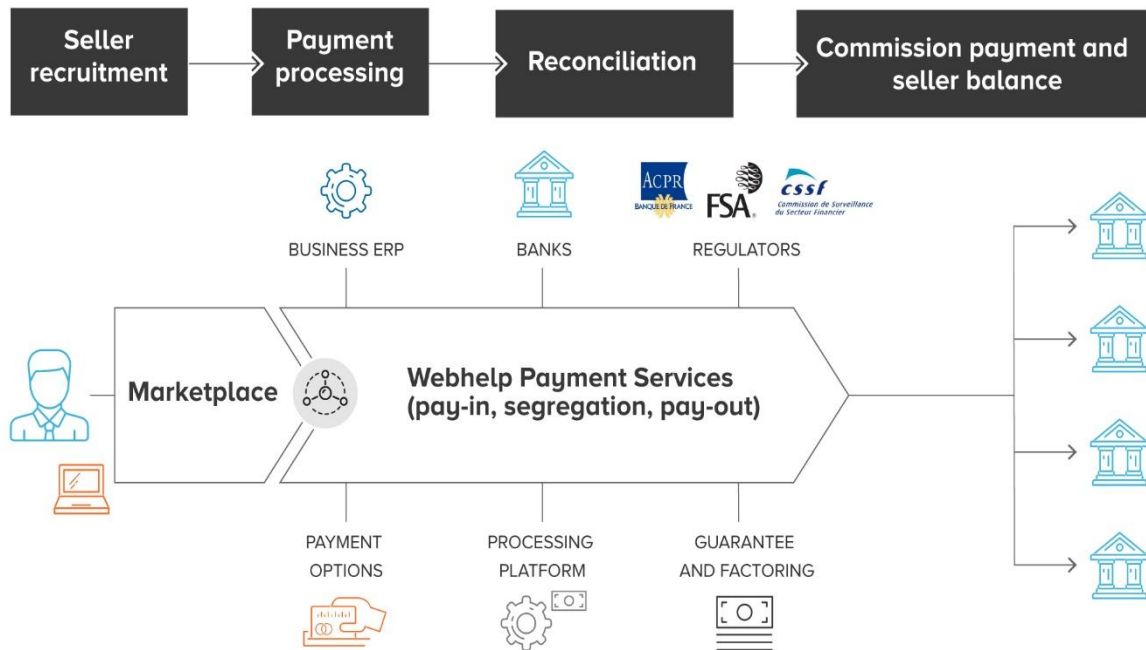
Figure n°III.3: Debt collection



Source: Internal documents of the company

- c. **Marketplace payment management:** WEBHELP Payment Services offers a complete solution: vendor enrollment, payment processing and reconciliation, commission management and remittance of funds to vendors.

Figure n°III.4: Marketplace payment management



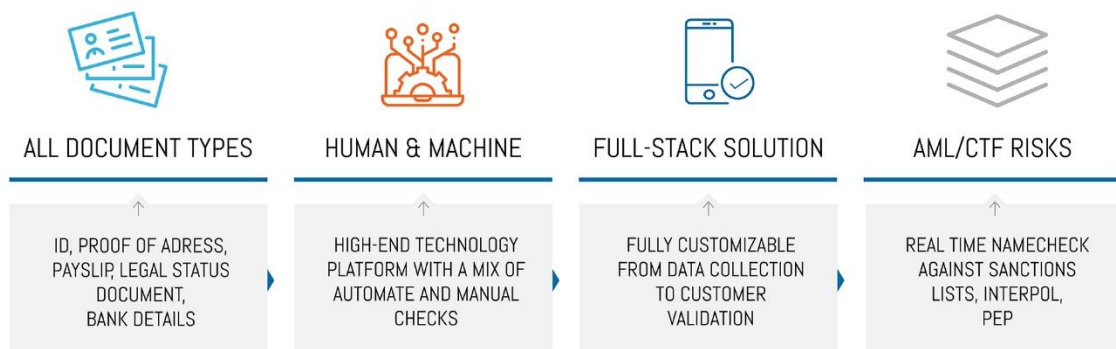
Source: Internal documents of the company

- d. **KYC – Know your customer:** The acceleration of the digitalization of the customer experience, the strengthening of regulations aimed at better identifying customers, as well as the arrival of new innovative players are forcing regulated players to rethink their subscription process and their 'KYC -Know Your Customer' process.

WEBHELP KYC Services has developed solutions to speed up the digitization of customer file processing processes by relying on various modules:

- Collection of supporting documents (identity papers, JDD and other documents necessary for the file)
- Verification of parts and data according to acceptance rules
- Cross-referencing information with external databases
- Completeness of customer files.

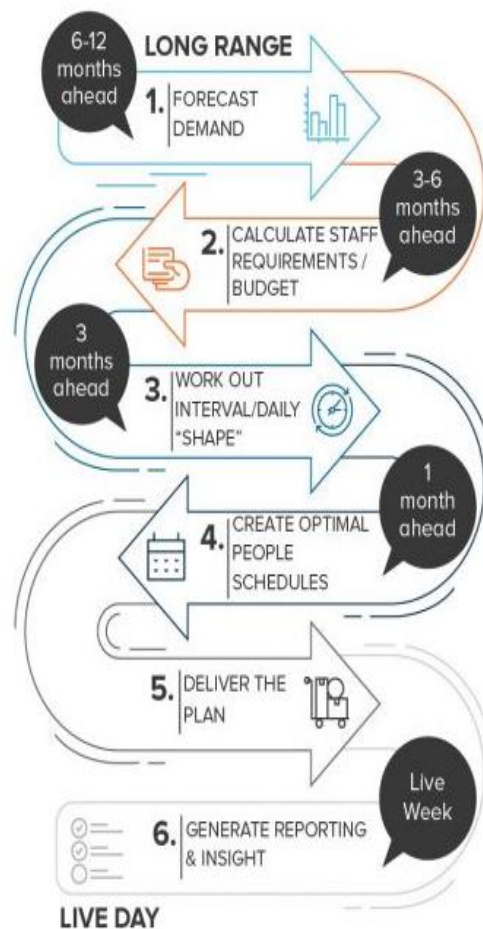
Figure n°III.5: Know your customer payment service



Source: Internal documents of the company

- e. **Consulting:** WEBHELP differentiates itself from traditional consulting services through its intelligent approach based on systematic data analysis (big data, analytics). Designing the ideal customer experience is the top priority, and this can be achieved by simultaneously increasing profits, reducing costs, and improving overall performance. As a strategic consulting company and development partner, WEBHELP advises, supports and invests in the long-term success of companies.
- f. **HR Planning:** The WEBHELP team in charge of strategic human resources planning aims to create and guarantee the necessary conditions (trust, commitment and respect) that allow to offer exceptional service based on efficient performance and properly adapted, people-centered programs. Not only does it provide an industry-leading workforce management platform, it also develops and manages a comprehensive support infrastructure to ensure that powerful governance tools, processes and protocols are in place. Everything it does is aligned with business needs to leverage the system's functionality, maximize efficiencies and deliver a best-in-class planning solution.

Figure n°III.6: WEBHELP HR planning

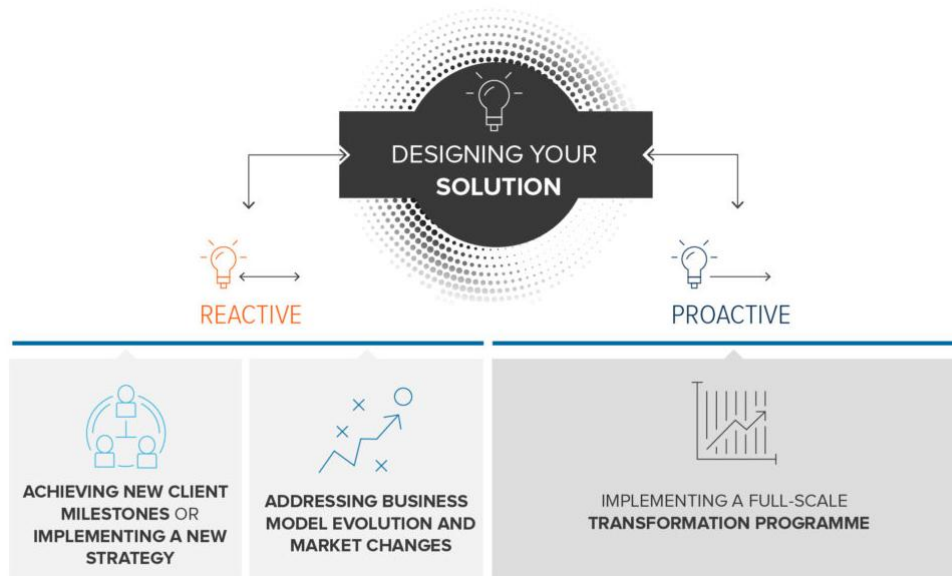


Source: Internal documents of the company

g. Solution design: WEBHELP's solution design service is fully aligned with the company's short and long-term business objectives. It aims to improve services on a day-to-day basis until transforming the business on a large scale. The team of subject matter experts works across a wide range of skills, including data and analytics and Customer Experience to design optimal solutions.

The key to success lies in the use of three elements: a good understanding of the sector in which the company operates, a wide range of outsourced solutions (BPO or Business Process Outsourcing) and a massive investment in Research and Development.

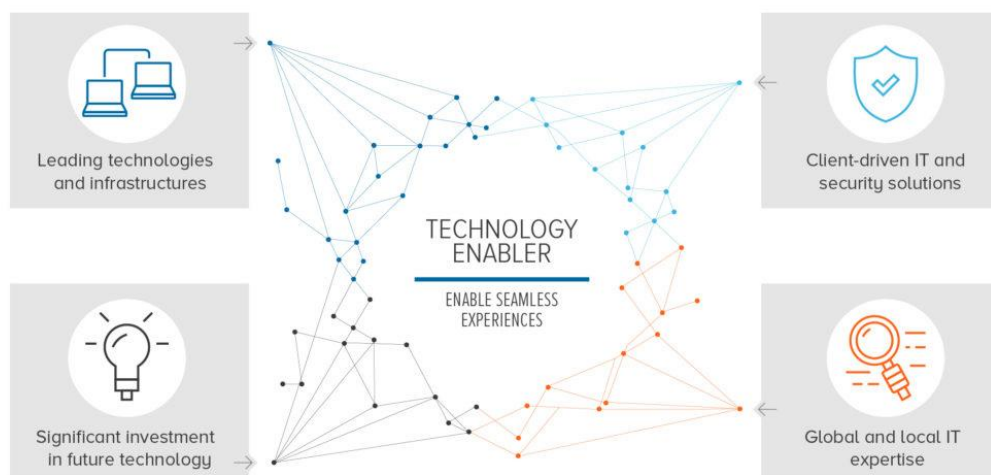
Figure n°III.7: WEBHELP solution design



Source: Internal documents of the company

- h. Technological enablement:** WEBHELP's position as a key technological player meets only one main objective: to offer its customers exactly what they need. Technological enablement is not only an integral part of the solution design proposition, it is a key independent success factor at all levels, it also provides infrastructure and advanced technologies, IT and security solutions for customers, global and local IT expertise and investing in the technologies of the future.

Figure n°III.8: WEBHELP technological enablement



Source: Internal documents of the company

1.4. WEBHELP customers

The table below shows WEBHELP's customers:

Table n°III.1: WEBHELP Customers

Bein Sports	Panasonic
HP	Microsoft
SFR	Samsung
Bouygues	Jimmy choo
Orange	Marc Jacobs
Canal+	Guess
France 24	Boursorama Banque
Conforama	Crédit Agricole
Colis Privé	Michael Kors

1.5. Recruitment policy

The skills required at WEBHELP to oversee the activities on the different channels go well beyond the profile traditionally associated with contact centers. This is a real challenge that its employees like to take up. WEBHELP offers its customer experience professionals a real opportunity to develop and diversify their skills in a digital environment within an international team.

It is a company whose growth is based on the exploitation of data. There is no point in focusing on typical contact center indicators or completely outdated communication ideas. The data teams spend their time and effort getting feedback from those who know exactly what customers are looking for: the consultants. At WEBHELP, ideas are not imposed by the board of directors, they come from employees who are at the very heart of operations and interact with customers. Joining the WEBHELP Group for two or ten years, regardless of the position held, within a support team or as a consultant, gives you the opportunity to acquire valuable skills and solid experience. As an international company, it allows its employees to travel and work with other members of the WEBHELP family around the world.

1.6. Training at WEBHELP

Each employee benefits from a training program that allows him/her to learn his/her trade, to increase his/her skills and to orient his/her career according to his/her profile and desires. Training helps achieve production results that exceed customer expectations. The training aims to adapt everyone's skills to the needs of the company so that all parties are winners. Throughout the training, employees discover the various projects and use the tools that will be made available to them.

Table n°III.2: WEBHELP training program

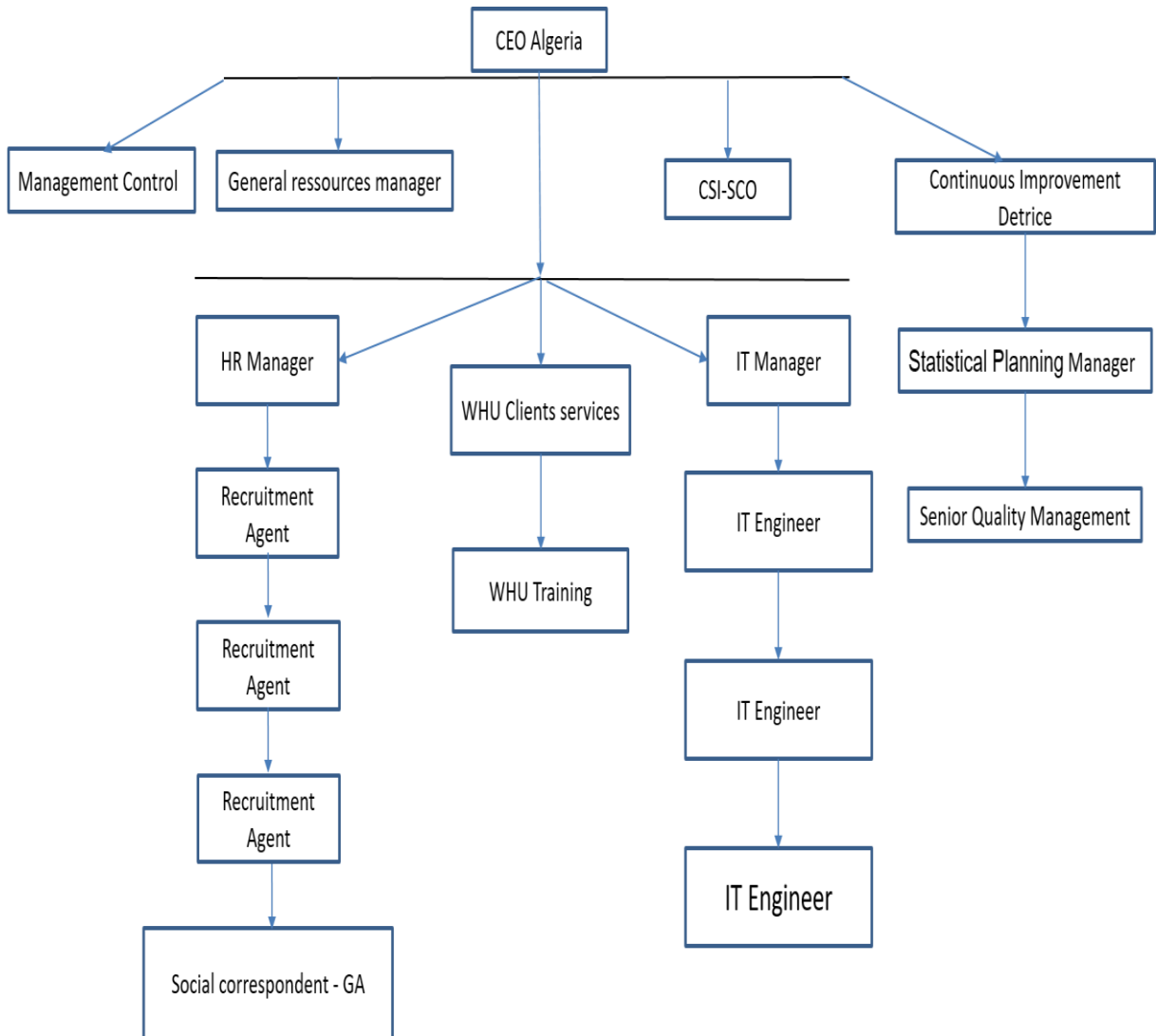
Integration training	Job Training	Managers training	Continuous training
Aimed at new entrants, allows to initiate to customer relationship management and to transmit the values of WEBHELP	Continuous training, customer business, (Products, services, objectives...)	Aimed at new recruits and experienced coaches during continuous training sessions.	Aimed at all WEBHELP employees, includes several modules arranged according to the position held.

Source: Internal documents of the company

1.7. The organizational chart of WEBHELP Algeria

The following figure shows how the company of WEBHELP is structured internally, and the main departments that operates in it.

Figure n°III.9: WEBHELP organizational chart



Source: Internal documents of the company

Section 2: Methodological framework

After presenting the WEBHELP Company, it is time to go through the details of our methodology approach. We will explain our study design, how we collected data, and how will we analyze the collected information.

2.1. Aims of the study

The following are the objectives of the study:

- To examine the conceptual framework and components of employee's internal mobility.
- To analyze the impact of employees' internal mobility on their performance in WEBHELP.

2.2 Objectives of the study:

The study intends to pursue the following specific objectives with reference to WEBHELP Company. First, to apply our research and theoretical knowledge in practical training and to study and have a closer look to the conceptual framework of internal mobility and employees' performance. Secondly, to identify the level of impact does internal mobility have towards employees' performance and the overall organization outcomes.

2.3 Importance of the study:

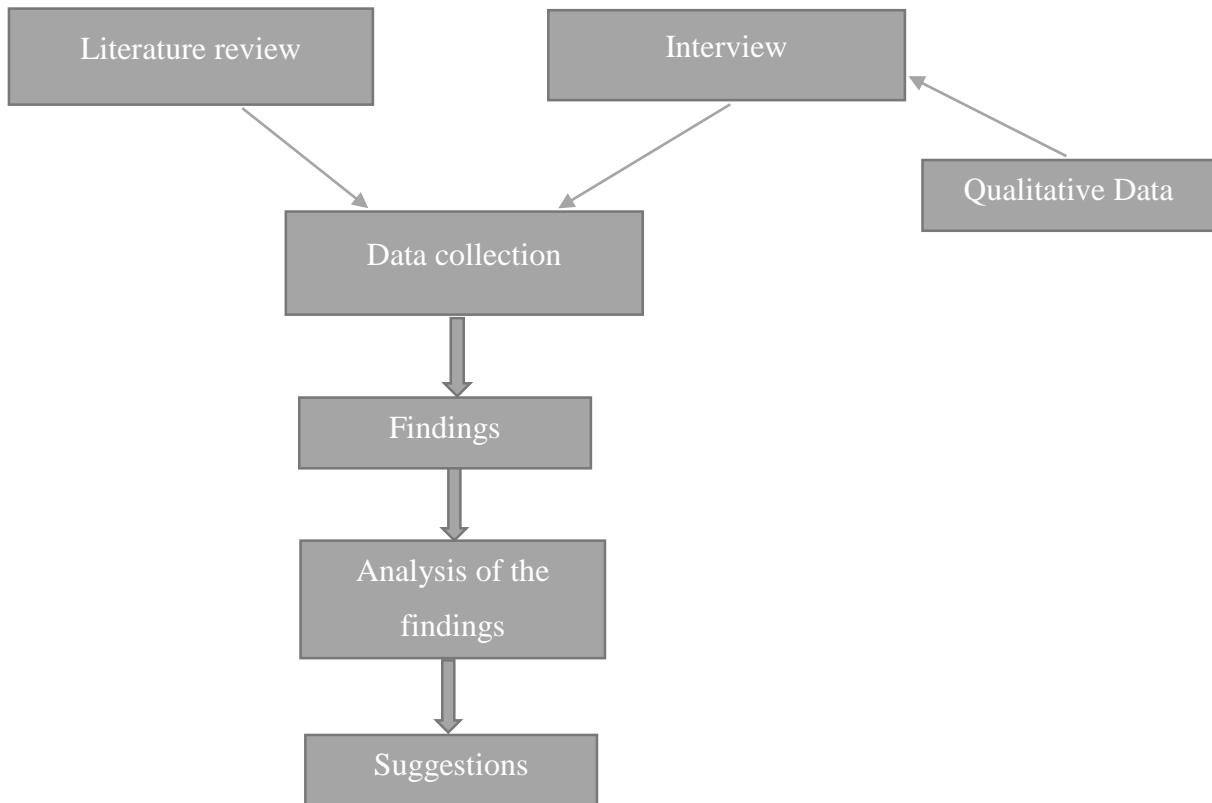
A happy employee makes for a more cheerful and positive workplace environment. Statistics show that companies save money and spend less time when hiring internally rather than advertising for an external candidate.

With regard to employees' performance, different researchers and institutions have undertaken a lot of scientific and detailed studies. But, Algerian businesses with reference to internal mobility has not been able to draw the attention of researchers to any noticeable extent. Hence, this study examines and analyses the impact of internal mobility on employees' performance. The study would help the company to employ the outcome of this thesis to develop and appreciate the internal mobility system.

2.4 Research Structure

To further our understanding of how internal mobility can influence employees' performance, the following research strategy is set to answer the research questions.

Figure n° III.10: Research strategy



The Figure shows the research methodical process. Firstly, in the literature review we discussed and explained the relevant theories and concepts of internal mobility, performance management and performance appraisal. Secondly, we opted for a qualitative research approach. Our data collection process included two parts, one is the literature review, and the other one is an interview with three of HR employees of WEBHELP Company. Finally, we analyzed the interview answers we obtained and presented suggestions to the company on how to improve internal mobility system.

2.5 Data collection process

This part clearly presents the data collection process. We used both primary and secondary data sources for the purpose of strengthening the content of the entire research work.

2.5.1 Primary data collection - Interview

There are multiple techniques used within the qualitative study in order to collect the information required for a research, amongst which the mostly used techniques are: Individual interviews, group interviews, projective techniques, creative techniques and observation techniques.

Based on the objective set in accordance with this research and the position held by the interviewees within WEBHELP Company, it seemed more fitting to carry out individual interviews.

This specific technique has three main types: the non-directive interview, the semi-directive interview and the directive interview. As the research required flexible information, we opted for the semi-directive interviews, as a result of the resilience and controlled freedom it offers to the interviewees, and thus allows to deepen the field of answers. The questions asked during the interview are intended to gather as much information as possible. We wanted to reach a conclusion about the impact of internal mobility on the employees' performance at WEBHELP Company.

2.5.2 Secondary data collection - Literature review

In order to get reliable data by reviewing literatures, it requires fulfillment of certain pre-requisites such as finding academic databases to support our point of views. We found literature reviews by searching through databases such as libraries, Z-lib, Google scholar, books, and journals and so on. By using these, we were able to get much information related to our study. And the analysis will be more reliable.

2.6. Data analysis

The interviews were transcribed and then coded and analyzed using the qualitative data analysis software NVivo which helped to structure and organize our findings. We started analyzing our data when saw the themes that were occurring. The next phase was to code the material to find patterns. The coding was guided by our research purpose and questions. We looked for themes that included career development, internal mobility, and performance management and performance appraisal inside the organization at WEBHELP. We focused on the most common views of the respondents. The themes were used to present our results.

2.7. Formulation of the interview questions

The interview questions were designed in a certain sequence that created the necessary climate for deepening the exchange of information concerning internal mobility and its impact on employees' performance. In addition, the questions of the interview facilitate the analysis of the results (See appendix n ° 01). We based on our theoretical research and also our hypotheses to define the questions of the interview. We have therefore developed 13 questions relating to:

- How the internal mobility insures the overall performance of the company;
- The existence of superiority problems resulting from internal mobility;
- The consequences of internal mobility;
- The internal environment of WEBHELP Company.

Table n°III.3: Rules set for the interview questions

Rule	Effects produced by the rule
Start with introduction questions	To illustrate an atmosphere of sympathy
Use an example with introductory questions	Allows to reduce the feeling of insecurity
The question should be brief	build a willingness to cooperate
Formulate the questions in a simple and understandable language	Get the questioned person to deliver clear and understandable answers
Ask concrete questions	Shorten responses, curb talkers, increase understanding, allows to touch directly the subject
Avoid repeating questions	The common thread remains clear and the length of the investigation will be shortened
Ask open-ended questions	Awakens the availability to inform. Give time to think. Encourages new points of view. Bother the questioned less. Allows you to control answers to closed questions
Give either all the answers possible, or none	Avoid manipulation and speculation

Avoid personal or emotional questions	Reduce subjectivity in answers
The order of questions is important	<ul style="list-style-type: none"> • First phase: awakens sympathy, confidence, willingness to cooperate • Second stage: corresponds to the phase of collecting information • Final phase: ease the atmosphere and recall the cooperation
Ensure anonymity	Encourages sincere answers to sensitive questions
Avoid haste	Do not rush the questioned. Control of responses

Source: MERCIER, (Y), "*Organisation et management*", Edition Organisation, 2000, P.183, Translated by me

2.8. Sampling

The assessment of the overall impact internal mobility on the performance of WEBHELP employees has presented many challenges, the difficulty lies in the access to information was an enormous obstacle. For this reason, we initially chose to interview three employees in HR department with a strong relation to our study, the first one is the HR manager of WEBHELP Company, the second and the third people are the recruitment managers of the company.

It is only appropriate to mention that due to distance obstacles, the interviews with the HR manager and the two recruitment managers were through a video call using ZOOM platform.

Section 3: Analysis and findings

After initiating interview with WEBHELP HR manager and two recruitment managers, we assembled our findings and results into the following major points.

3.1. WEBHELP HR department

Human resource management (HRM) is the process of employing people, training them, compensating them, developing policies relating to them, and developing strategies to retain them. As a field, HRM in WEBHELP has undergone many changes over the past few years, giving it an even more important role in today's strategy of the company. In the past, HRM meant processing payroll, sending birthday gifts to employees, arranging company outings, and making sure forms were filled out correctly, in other words, more of an administrative role rather than a strategic role crucial to the success of the company.

It's necessary to point out here, that every manager has some role relating to human resource management in WEBHELP.

Just because managers do not have the title of HR manager doesn't mean they won't perform all or at least some of the HRM tasks. For example, most managers deal with compensation, motivation, and retention of employees, making these aspects not only part of HRM but also part of management.

3.2. Recruitment as one of the organization's main focuses

All three respondents emphasized that recruitment is a main focus for the organization. From a recruitment perspective, sometimes the importance of recruitment can be underestimated. It is in fact one of the most important functions of an organization. It ensures standards and quality are kept as high as possible. Without a strong successful recruitment team, the right candidates or the most suitable candidates would not be hired for the jobs which in return would lead to a decrease in the quality of work which would lead to many problems for the organization.

From a HR perspective, again it is one of the organizations main focuses but it comes along with many challenges, especially for the HR team of WEBHELP Company. Because their head office is in such a small location it can be hard to find the right people with the right skills or people who are prepared to set up or work in such a small environment. It can also be difficult to target any of the people who may be suitable because contact centers are not that of a trend for talents. It can also be hard finding people with the right mind set to adapt with WEBHELP culture.

3.3. WEBHELP main sources of recruitment

The choice of internal hiring process is likely driven by whether or not a manager is already aware of a potential candidate. The HR manager reported that he was likely to use sponsorship if a candidate he felt was qualified and readily identifiable. From another point of view, recruitment managers would choose to post the job if they had to engage in much more than minimal effort to identify potential candidates on their own.

In addition, all respondents noted that even among departments with similar jobs, managers in some departments were more likely than others to post jobs internally. That is, the process used to fill a job within a department is a result of a systematic evaluation of the costs and benefits of each approach or the attributes of individuals.

It is considered one of the major HR trends of this new decade. Internal mobility is on the rise because it provides a competitive hiring landscape, skills gap, employee commitment and loyalty. Here in WEBHELP, internal mobility is highly focused by managers, because internal mobility represents a lever for accelerating productivity. *“An employee is never as productive as in the first few years of his or her employment”*. So, by stimulating novelty and change, you reactivate the motivation of your employees in the same way.

Not to mention that there is an additional cost of external recruitment compared to internal mobility. These costs include advertising and managing applications, the possible use of recruiting agencies and, of course, onboarding costs. Additionally, it takes 2 to 3 months to complete an external recruitment, whereas hiring internally can take half as long. Let's also point out cost savings related to the risk of a bad hire: 63 days of salary! An employee who is already familiar with company values and processes is a guarantee of success when taking on a new position internally.

3.4. Challenges of internal mobility of employees in WEBHELP Company

According to WEBHELP HR manager and the two recruitment managers, talent retention by managers is the main obstacle to internal mobility. Managers are very often reluctant to let go of the profiles that they consider to be the best performers in their team. The lack of qualified internal candidates and difficulties in diversifying teams are the main obstacles.

This is why implementing an internal mobility policy necessarily goes hand in hand with a culture of mobility. To enter into a win-win logic, **mobility must be driven not only by HR but also by management**. Building trust and giving employees the opportunity to project themselves into new responsibilities, and offering them training will foster the commitment of your teams.

3.5. Measure and evaluate employee performance in WEBHELP

The three respondents emphasized that the process of performance measuring and evaluation in WEBHELP involves many factors starting by quality of work, the most important data point is the quality of work that the employees create. This is measured through regular review of the client deliverables, best practices, and feedback from the client. Second, level of creativity is one of the important factors that WEBHELP relies on because creativity is one of the most important points in evaluating employee performance, the employee's assumptions about a problem and the new solutions, if they think outside of the box and taking risks on their own. Third, according to WEBHELP HR manager and the two recruitment managers, customer and peer feedback can also evaluate the employee performance seeing that an employee with good customer feedback, even one who is not making sales, can improve and the one who has negative feedback will most likely go down over time. In addition, employee performance goals and objectives, management by objectives works well, using this employee performance measurement technique means the manager should sit down with the team members and set goals, setting goals through a conversation allows team members to have more of a say in their job, which will make them more likely to give it their all. So the managers can note if the employee meet, complete or attain the objectives this may give the managers an accurate measurement of an employee's performance.

All of these factors represent the indicators necessary in order to assess and measure the performance of employees. Using these indicators represents a crucial step towards decreasing the negative footprint and enhancing operational efficiency as a result for their importance as adaptable key performance indicators.

Depending on the previous answers, we conclude that adopting an evaluation performance system results many advantages for the employees and the company, and these performance measurements will also help the managers to set future goals and capture the problems early. Every company should have an evaluation performance system in view of the fact that it supports making strategic decisions, reducing risks, ensure sustainability and enabling the company to be an efficient, high-performing, critical business entity.

3.6. Impact of internal mobility on employees

“Unlocking the power of a team’s different skill sets can be a game changer. By promoting internal mobility in WEBHELP, we have the chance to change the culture of our approach to employees. Once we notice an internal talent, we focus on nurturing career ambitions and improve retention rates among the team. Plus, we already know that our employees have the right culture fit of WEBHELP”.

In a way, internal mobility can help to future-proof the workforce by nurturing the team’s skills and showing that they are wanted within the company. This is especially true for today’s younger workforce. Reports found that the most attractive part of an employer was the possibility of career progression:

Figure n°III.11: HR internal survey for employees’ choice.



Source: Internal documents of the company.

If we digest all of the positives for internal mobility so far, we can break it down into three main benefits:

- **Retention:** Developing team skills and investing in their futures not only helps their career progressions but makes the company a more attractive employer.
- **Cross-collaboration:** Having the ability to shift talents around internally allows the company to fill skill gaps and stops the need to look outside to do so.
- **Engagement:** the offering of further training and development to team members can keep them engaged and invested in the company.

3.7. The effect of internal mobility on the overall organization's performance

Internal mobility initiatives result in cost avoidance for corporations, by increasing retention. Turnover is costly to an organization, as it has a negative impact on productivity. Offering employees, the opportunity for growth within the company cuts down on one of the leading causes of turnover. Employees who leave a company do so for reasons relating to limited opportunities for growth and advancement. An internal mobility initiative gives employees greater access to opportunities for growth and career progression, consequently reducing the rate of turnover. As the recruitment manager stated, "The war for talent is won on the internal labor market". Time to contribution is also more rapid for existing employees taking different positions. Familiarity with corporate policies, benefits, and culture enables better productivity more quickly. Training costs may be lower as well, as the organization can benefit from earlier training and employee development, and perhaps avoid basic or repetitive instruction.

An internal mobility initiative results in direct cost savings, through lower sourcing costs (no third-party agency fees) and a reduction in HR department labor. A company that follows a strategy of posting an opening internally for a set period before turning to the media and job boards for external sourcing may avoid sourcing costs altogether. Internal mobility programs save labor costs in the staffing department, as the time spent screening applicants is much lower with internal candidates. Internal mobility initiatives also reduce peripheral staffing expenses, such as signing bonuses, relocation expenses and onboarding costs.

Related advantages of internal mobility include the protection of corporate intellectual property, and an improvement in employee satisfaction. Companies that support successful internal mobility programs demonstrate a commitment to their employees, viewing them as a valuable talent pool which the company wants to cultivate for the long-term. This can not only be a boost for employee morale, but also generate a real increase in employee productivity.

The set of skills that an employee acquires on the job, through training and experience, increases that employee's value for the corporation as well as in the marketplace. It is of course critical to retain only high-performing employees, not those who are not contributing. Internal mobility programs must be inexplicably tied to the clear objective of staffing the business units with the best employee when needed.

3.8. The relation between internal mobility and top management conflicts

According to the interviewees instead of the internal mobility causes conflicts between top management and the new mobile employees, it inspires delight among top management, they welcome the new candidates with positive energy, and mobile employees have never been an obstacle for top management on the contrary they can confront conflicts with employees recruited from outside because they do not have the same ideology and the same culture, they consider mobile employees as a pride for the company. They added that unity is one of WEBHELP's values which means all collaborators are equal.

Depending on the previous answers, we conclude that internal mobility cannot cause conflicts in top management, indeed it encourages the employees to change their positions and it helps the top management to welcome the new mobile employees, so the employees develop their performance, so we can infer that internal mobility impact positively the employees' performance and it is not an obstacle for the top management.

3.9. Interviewees' feedback about internal mobility in WEBHELP

All the interviewees answer that they are actually satisfied with their company's internal mobility system and it contributed to facilitate the internal movements and increase the employees' performance, and they work hard to develop this system every day.

Depending on the previous answers, we conclude that an efficient internal mobility system improves employee satisfaction, motivation, involvement and commitment at work, thus, it allows managers to be exposed to a variety of experiences, which contributes to improving their skills and professionalism, and facilitate their job to observe the employees' performance, including their ability to integrate new teams and projects. Indeed, the learning and accumulation of individual competencies through internal mobility makes it possible to convert human capital into a source of competitive advantage for the company. We can also infer that when a manager is satisfied with the company's systems he can work hard and do his best to improve these systems and develop himself.

3.10. Summary of the results

- Internal mobility generates interconnectivity of work force and creates long term commitment
- Internal mobility helps for high performance of the employees as well as the organization
- Talent mobility shows quality and transparency in the performance of the employees and enables employee engagement at work place.
- Respondents agreed that talent mobility gives clear picture about employee's career, aspirations and development and plays an important role in talent management strategy.
- The research shows that internal mobility helps in talent acquisition by generating talented workforce that meet the business needs of the organization and shows where talent gap is existing in the organization.
- Respondents stated that talent mobility helps the decision makers to place right talent in the right roles at the right time in the organization.
- Internal mobility builds better leadership qualities for the organization and enhances transparency in roles and functions in the organization and that it changes the organizational culture and helps in the development of the employees as well as the organization.
- It can be said from the research that internal mobility in an organization moves employees from one function to another and enhances quality of work life.

3.11. Recommendations

As in any improvement process, it is important to make an analysis of the current situation based on the company's mission and corporate objectives, and then to make some suggestions after collecting and analyzing the information.

Proposing suggestions is the phase of researching the modifications to be put in place to make the initial problem disappear. We will rely here on the study itself, i.e. the interviews.

In the light of the results obtained, through interviews conducted with various managers of the company WEBHELP, we draw the following recommendations:

- Creation a favorable environment by organizing time and meetings based essentially on interactive and dynamic techniques, these groups should bring together individuals from different functions and hierarchical levels, to help the HR department and the managers to keep developing the internal mobility system, which allows employees to be more motivated to return to work.
- Reviewing the working methods of the human resources department, creating closer and more coordinated relationships between managers and assistants as well as the director, which creates better harmony and cohesion to produce better decisions.
- Engage external consultants for internal mobility in order to improve its quality; in this way, managers will have more time to devote to other tasks.
- Improve internal communication, with the aim of better sharing new opportunities for employees and monitoring the realization of the objectives.
- Internal mobility must be adapted to the employee's leadership style; for example, a motivated and competent person may request a promotion or a change of position, so the work can be delegated outright. On the contrary, it would be better to adopt an authoritarian internal mobility style for a demotivated person.
- Provide training for the various players involved in internal mobility, and the participation of managers in seminars so that they can immerse themselves in the concept of internal mobility and the development of employee performance, as well as the integration of HR performance measurement indicators in graphical form for better readability and visibility.

Conclusion

In the end of this chapter, after conducting diagnostic of how the internal mobility impact employees' performance, also, performing the adequate research methodology for our study by applying a qualitative research method using interviews with HR manager and the two recruitment managers, we can now say with certainty that the internal mobility system of WEBHELP has provided this company with important benefits and impact the employees' performance positively.

Therefore, after summarizing the analysis of the employees' performance, we found that the internal mobility system provided by WEBHELP constitutes an important factor to motivate and satisfy the employees.

Finally, we have deduced that this impact on employees' performance is indirect and often goes through one or more intermediate variables, such as employee loyalty and the improvement of the realization of company's objectives, which are in turn factors of improvement regarding the global and employees' performance.

General conclusion

General conclusion

The race towards development and the search for sustainability requires a real commitment to human resources management. To this end, internal mobility appears to be the ideal solution to support this action.

In fact, internal mobility within the company is seen as a means of support, enabling individuals to develop their performance, in other words, deliberating potentials. For its part, performance is a factor that activates employee productivity in particular and creates added value for the company in general.

The purpose of our study is to analyze the impact of internal mobility on employees' performance. To achieve this, this research focused on two parts. The first is purely theoretical and the second is practical. The first part allowed us to identify our research topic and to understand the concepts of internal mobility as well as employees' performance. The interviews we carried out among WEBHELP HR managers made it clear that internal mobility is a factor that fosters employee development efficiency and performance, making it easier to adapt and integrate into the new position. Indeed, the internal mobility is an effective way to make positive changes to the company.

Results have also shown that the staff of WEBHELP follows all the steps to support the collaborators to get promoted and welcome the other employees from the other departments. Therefore, we can say that companies should focus on raising awareness among managers on the importance of internal mobility to implement an effective system of internal hiring.

The work we have done represents the implementation of our theoretical and practical knowledge to answer our problematic: *“To what extent the internal mobility in WEBHELP can influence employees' performance?”*

The method used in our study is an interview guide with HR manager and two recruitment managers. It enabled us to confirm or refute our research hypotheses, in this regard we obtained the following results:

Hypothesis 1: Top managements conflicts are largely due to internal mobility of employees.

The results of our research *refuted* this hypothesis, for the reason that top management has shown through the results of the interview that internal mobility inspire delight among top management, they welcome the new candidate with positive energy, for he will be the next manager to carry on the responsibility just as they did.

Hypothesis 2: Internal mobility results to a better adaptation of the new role, and thus increase employees' performance.

Indeed, our findings in our research study have enabled us to *confirm* this hypothesis. An employee who is already familiar with the company's values and processes is a guarantee of success when taking on a new position internally. Nevertheless, his new role is an evidence of the company's trust and believe in him which a motivating factor itself that leads to a better performance.

Hypothesis 3: Internal mobility triggers positive competition between employees which leads to an overall increase in the organization's performance.

Indeed, our findings in our research study have enabled us to *confirm* this hypothesis as well, HR manager do consider internal mobility as a main factor to trigger positivity and an environment of intense competition between employees since they notice that their performance is rewarded and well noted.

On the other hand, the small sample size and the objectivity of the results are limitations of our work, which means that the results obtained cannot be generalized. Also, the content analysis method advocates the collaboration of several researchers, because it is a long and tedious work.

Finally, we recommend the company WEBHELP and all the others companies, to enrich their internal mobility practices with new dimensions by relying on new strategic indicators. We also recommend expanding this study through the quantitative approach method also by expanding the number of participants in the interviews to be able to generalize the results on other companies.

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Appendix

The interview guide

Dear Sir/Madam

My name is ABDESSELAM Badis, I am a student at EHEC, and I am in the process of preparing my Master's thesis. I am studying the impact of internal mobility on employees' performance, and to further enrich my research I am hoping you can answer the following questions.

I would like to thank you in advance for your time and assistance.

1. Can you please introduce yourself?
2. Would you give us a brief presentation of the WEBHELP HR department?
3. Is recruitment one of the organization's main focuses?
4. What sources of recruitment does WEBHELP focus on?
5. In your opinion, what is the most effective method of recruitment?
6. Focusing on internal mobility of the employees, who is in charge of the implementation of the internal mobility system?
7. Did WEBHELP face any challenges concerning internal mobility of employees? If so, what are they?
8. How do you measure and evaluate employee performance?
9. In your opinion, what impact does internal mobility have on employees?
10. Can internal mobility cause conflicts in Top management? If so, would you provide us with more details?
11. How internal mobility affects the overall organization's performance?
12. What is the link between internal mobility and employee performance?
13. Are you satisfied with your company's internal mobility system?

Thank you for your collaboration

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