

Internal Talent Marketplaces and Cross-Functional Career Mobility

Prof. Karin Sanders

Professor, University of Twente, Netherlands

Abstract

Organizations frequently possess substantial employee capability that remains invisible outside immediate departments, reporting structures, or established occupational categories. Conventional internal recruitment systems partially address this problem by allowing employees to apply for vacancies, yet they often preserve functional boundaries, depend heavily on managerial sponsorship, and emphasize formally vacant positions rather than broader opportunities for capability deployment. This study develops the concept of an Internal Talent Marketplace (ITM) as an organization-wide mechanism that makes employee skills, career interests, projects, developmental assignments, and internal roles visible across functional boundaries. Particular attention is given to its potential contribution to cross-functional career mobility. The study uses a simulation-based explanatory design because no real human-resource information system or employee-transition dataset was provided.

A Talent Marketplace Maturity Index was developed around six dimensions: skills visibility, opportunity transparency, matching quality, managerial mobility support, equitable access, and transition-development support. Five synthetic organizational scenarios representing marketplace maturity from 20% to 100% were evaluated. The modeled results indicate that cross-functional employee mobility increases from 8% under a fragmented internal opportunity system to 37% under a mature marketplace architecture. Internal opportunity fill rates rise simultaneously, while median time-to-match and manager-blocked mobility decline.

The findings suggest that the principal value of an internal talent marketplace lies not in digitizing vacancy posting but in reducing informational, structural, and relational barriers that prevent employees and organizational opportunities from discovering one another. The paper contributes to internal labor-market and career-mobility research by integrating established evidence on internal hiring, lateral movement, job rotation, employee learning, and internal job transitions into a transparent marketplace architecture. Because the analytical outcomes are simulated, they should be interpreted as theoretically grounded scenario evidence rather than empirical estimates of actual organizations.

Keywords: internal talent marketplace, internal mobility, cross-functional mobility, career development, internal labor market, job rotation, skills matching, talent management

1. Introduction

Modern organizations frequently contain more employee capability than their formal structures reveal. Job titles, reporting lines, departmental membership, and existing assignments communicate only part of



what employees know or might be able to contribute. An employee working in finance may possess advanced data-visualization skills; a customer-service specialist may have project-management experience; a production employee may understand digital automation; and a technical professional may be capable of contributing to a strategic initiative outside the function in which the individual is formally located.

Traditional organizational structures can make these capabilities difficult to discover because information about employees and opportunities is distributed across supervisors, local networks, human-resource records, and informal relationships. Research on internal labor markets has long demonstrated that firms use promotions and transfers as important mechanisms for filling positions and allocating human capital, while internal and external hiring processes produce different informational and organizational consequences. Bidwell and Keller specifically examined how firms combine promotions, lateral transfers, and external recruitment when filling positions.

Internal mobility is therefore not limited to conventional upward promotion. Employees can move vertically, laterally, geographically, occupationally, or across organizational units while remaining with the same employer. DeVaro, Kauhanen, and Valmari's analysis of linked employer–employee data demonstrates the importance of horizontal moves in job hierarchies, while Bidwell and Mollick show that internal and external mobility play different roles in managerial careers. These findings challenge career systems built entirely around hierarchical ladders. Cross-functional movement can enable employees to acquire broader experience and can allow organizations to redeploy knowledge without requiring external recruitment whenever new capability demands emerge.

Established research on job rotation provides an additional foundation for understanding cross-functional mobility. Campion, Cheraskin, and Stevens associated job rotation with career-related antecedents and outcomes, while Ortega conceptualized rotation as a mechanism through which organizations learn about employee productivity and the suitability of different assignments. Eriksson and Ortega subsequently found empirical support for employee-learning and employer-learning explanations of job rotation. These studies suggest that mobility generates informational value in two directions: employees discover new areas of capability, and organizations learn more about where employees can contribute successfully.

Despite these benefits, internal career opportunities are not automatically visible or equally accessible. Traditional staffing systems can depend upon an employee's immediate manager knowing about vacancies, a hiring manager already knowing a preferred candidate, or individuals possessing sufficient informal networks to discover opportunities. Keller's distinction between internal posting and slotting is particularly relevant.

2. Objectives of the Study

2.1 To Develop an Organizational Framework for Internal Talent Marketplaces

The first objective is to conceptualize an internal talent marketplace as more than an electronic vacancy board. Conventional internal job posting provides an important foundation because it makes vacancies available to a larger potential candidate pool. Keller's study demonstrates that the processes used to facilitate internal movement can influence both employee and organizational outcomes, indicating that internal staffing architecture matters independently of the existence of internal candidates.



The proposed marketplace expands this idea by connecting employee capability information with multiple types of organizational opportunity. It therefore includes permanent roles, temporary assignments, cross-functional projects, developmental work, and capability-building transitions. The intended analytical distinction is between an internal job market, where vacancies are advertised, and an internal talent marketplace, where skills and organizational demand are continuously discoverable.

2.2 To Examine the Relationship Between Marketplace Maturity and Cross-Functional Mobility

The second objective is to examine whether greater internal marketplace maturity could theoretically reduce barriers to cross-functional movement. Internal transitions involve more than vacancy availability. Employees must be able to recognize viable opportunities, understand required skills, gain consideration outside their current functional identity, and move without being unnecessarily constrained by local talent-hoarding incentives.

Research on internal job transitions indicates that mobility experiences can influence employee motivation and retention, while social support and control over transitions can affect how employees experience movement between roles. Verbruggen, De Cooman, and Vansteenkiste found that transition characteristics and resources were associated with motivational and retention-related outcomes among employees who had recently moved internally. Marketplace quality should therefore be evaluated not simply by the number of moves generated but also by whether employees can enter and stabilize successfully in new functions.

2.3 To Evaluate Organizational Matching, Mobility, and Career-Development Outcomes

The third objective is to construct a balanced set of simulated outcomes through which internal talent marketplaces can be evaluated. These include cross-functional mobility, internal opportunity fill rate, opportunity access, time-to-match, manager-blocked movement, and post-transition stabilization.

This multidimensional approach recognizes that mobility has implications beyond individual career advancement. Mawdsley and Somaya's integrative review emphasizes that employee mobility affects organizations through human and relational capital and that its effects depend upon multiple contextual conditions. An internal marketplace should consequently be assessed as a mechanism for both individual career development and organizational allocation of human capability.

3. Review of Literature

3.1 Internal Labor Markets and Internal Hiring

Internal labor markets organize the movement of employees between jobs within the same employing organization. Traditional models emphasize promotion ladders, organizational tenure, firm-specific knowledge, and internal allocation mechanisms. Internal recruitment can reduce some informational uncertainty because organizations possess prior knowledge concerning existing employees' performance, organizational experience, and firm-specific capabilities. Bidwell's comparison of external hiring and internal mobility found important differences in initial performance and compensation between externally recruited workers and internal movers.

Bidwell and Keller extended this perspective by examining which jobs organizations fill through promotion, lateral transfer, or external recruitment. Their research emphasizes that organizations do not

make internal-versus-external staffing decisions uniformly; characteristics of the position and the costs associated with evaluating and integrating candidates influence the chosen route. DeVaro, Kauhanen, and Valmari similarly demonstrate that internal and external hiring coexist within organizational job hierarchies and that horizontal mobility is an important part of vacancy filling. Collectively, this literature indicates that internal talent allocation is more complex than a sequence of upward promotions.

A marketplace perspective extends internal labor-market theory by emphasizing discoverability. The organization may theoretically possess an ideal internal candidate without either the employee or the hiring unit knowing that the match exists. This creates an informational coordination problem. Internal marketplace architecture attempts to reduce that problem by widening visibility of both organizational demand and available capabilities.

3.2 Job Rotation, Learning, and Cross-Functional Capability

Job rotation research provides an important theoretical bridge between internal staffing and cross-functional career development. Campion, Cheraskin, and Stevens examined the career-related antecedents and outcomes associated with rotation, highlighting its relationship with employee development and organizational career systems. Rotation is especially relevant to internal talent marketplaces because temporary and developmental assignments can expose employees to functions they might not otherwise encounter through conventional promotion pathways.

Ortega developed a formal learning explanation of job rotation. The organization benefits from learning more about employees' relative productivity across assignments, while employees and managers can obtain information about the suitability of different work activities. This mechanism is directly relevant to talent marketplaces. A project-based assignment can operate as a lower-risk mobility experiment through which an employee demonstrates capability in an unfamiliar function before pursuing a permanent career transition.

Eriksson and Ortega later tested competing explanations for organizational adoption of job rotation and found stronger evidence for employee-learning and employer-learning mechanisms than for a simple motivation explanation. An internal marketplace can potentially institutionalize these learning effects by making developmental mobility more systematic. Rather than leaving rotations to local managerial discretion, marketplace mechanisms can expose employees to assignments based on capability, interest, development needs, and organizational demand.

Cross-functional mobility also contributes to human-capital recombination. An employee moving from engineering to product management, from operations to analytics, or from customer service to process improvement carries knowledge from the originating function into the destination context. Mawdsley and Somaya emphasize that mobility can affect organizational outcomes through the movement and application of human and relational capital. Cross-functional internal mobility is distinctive because knowledge moves without necessarily leaving the organizational boundary.

3.3 Career Agency, Opportunity Visibility, and Mobility Barriers

Contemporary career research increasingly recognizes that career development does not occur exclusively through predetermined organizational ladders. Arthur's boundaryless-career perspective challenged assumptions that careers are necessarily confined to traditional organizational structures,



while later work distinguished physical mobility from psychological willingness to cross career boundaries. Although an internal talent marketplace remains inside one employer, it can create internal boundarylessness by allowing employees to move across functions, projects, professions, and organizational units without leaving the organization.

Career agency, however, is meaningful only when opportunities are visible. Employees who lack access to influential networks may not know which positions are emerging, what qualifications hiring managers actually value, or whether lateral moves are considered legitimate career progression. Informal opportunity allocation can therefore reproduce relational advantage even when formal policies claim that mobility is available to everyone.

Internal posting partially addresses this problem by broadening access to openings. Keller's evidence indicates that internal staffing processes can differ substantially depending on whether employees can actively apply or managers privately identify candidates. A mature talent marketplace extends transparency further by showing not only open positions but also required capabilities, adjacent skills, short-term assignments, developmental gaps, and possible transition pathways.

Mobility can nevertheless generate transition costs. Verbruggen and colleagues show that internal transitions differ in the challenges, hindrances, and resources employees experience, and that social support can strengthen positive transition outcomes. An effective marketplace must therefore connect matching with onboarding, reskilling, and transition support. Simply moving employees into unfamiliar functions without developmental infrastructure could produce unsuccessful placements and discourage subsequent mobility.

4. Research Methodology

4.1 Research Design and Simulated Analytical Sample

The study adopts a quantitative simulation-based explanatory design. No actual employee records, human-resource information system data, talent-marketplace logs, performance evaluations, compensation records, or internal applications were supplied. The numerical analysis is therefore explicitly synthetic and is intended to demonstrate how the proposed theoretical framework could be operationalized in future empirical research.

The analytical model contains five organizational scenarios corresponding to talent-marketplace maturity levels of 20%, 40%, 60%, 80%, and 100%. For conceptual robustness, the simulation assumes an equivalent analytical base of 100 internal opportunity events within each maturity scenario, producing a total conceptual frame of 500 simulated opportunity observations. These are not representations of real employees. Their purpose is to create transparent comparative conditions under which marketplace characteristics can be examined.

The scenarios range from a fragmented system, in which opportunities are largely identified through departmental channels, to a mature marketplace, where employee capabilities and organizational opportunities are broadly visible and mobility is supported through formal governance. No inferential statistics are reported because significance tests on author-designed scenario values would imply empirical precision that the study does not possess.

The simulation instead relies on descriptive comparative analysis. Future empirical testing could use HRIS transition records, internal application data, skills profiles, manager approvals, performance

information, and employee surveys to estimate whether the proposed relationships exist in real organizational settings.

4.2 Talent Marketplace Maturity Index

managerial mobility support, (EA) equitable access, and (TS) transition support.

All dimensions are measured theoretically on a 0–100 scale. The weights are conceptual parameters rather than statistically derived coefficients and would require empirical validation before organizational diagnostic use.

Table 1: Operationalization of the Internal Talent Marketplace Framework

Marketplace Dimension	Weight	Operational Meaning	Illustrative Evidence
Skills Visibility	0.20	Degree to which employee capabilities are visible beyond current roles	Verified skill profiles, experience records, demonstrated project capabilities
Opportunity Transparency	0.20	Accessibility of permanent and developmental opportunities	Open vacancies, projects, gigs, rotations, stretch assignments
Matching Quality	0.20	Ability to connect transferable skills with opportunity requirements	Skill adjacency, experience relevance, employee interests
Managerial Mobility Support	0.15	Degree to which managers facilitate rather than obstruct internal movement	Release standards, succession planning, limited talent hoarding
Equitable Access	0.15	Consistency of opportunity access across functions and employee groups	Transparent eligibility, auditable matching and selection processes
Transition Support	0.10	Developmental resources available after a match	Reskilling, mentoring, onboarding, transition planning

The architecture deliberately separates opportunity transparency from matching quality. A system may publish every internal vacancy and still perform poorly if employees cannot determine where their capabilities are transferable. Conversely, an algorithmically sophisticated matching system cannot support meaningful employee agency if opportunities remain selectively hidden or managers prevent employees from participating.

Managerial mobility support is similarly treated as a structural dimension rather than an optional cultural characteristic. Local managers can face a rational short-term incentive to retain strong



employees even when organizational or employee interests would be better served by movement. The marketplace therefore requires clear governance concerning when employees may explore opportunities and how originating teams receive adequate transition support.

4.3 Outcome Measures and Simulation Procedure

Six outcome measures were selected. Cross-functional mobility rate represents movement into a different occupational or functional family. Internal opportunity fill rate measures the proportion of simulated opportunities filled by existing employees. Opportunity reach measures the proportion of employees hypothetically exposed to at least three plausible opportunities outside their immediate function. Median time-to-match measures the number of days between opportunity publication and accepted internal match. Manager-blocked mobility represents potential moves prevented primarily because originating managers decline or delay release. Six-month transition stabilization represents employees remaining successfully established in the destination role six months after movement.

The outcome values were constructed to represent progressively stronger—but not perfect—performance as marketplace maturity increases. The simulation assumes diminishing structural barriers but retains unsuccessful matches at all levels. This prevents the mature scenario from unrealistically implying that every internal transition succeeds.

Cross-functional mobility is modeled particularly conservatively. Even in the 100% maturity condition, only 37% of simulated employees undertake cross-functional movement because many employees may prefer specialization, lack an appropriate opportunity, or remain better matched to their existing function. A mature marketplace should expand choice rather than pressure employees to move unnecessarily.

Post-transition stabilization is included because mobility volume alone is an insufficient success indicator. An organization could artificially increase mobility by moving employees frequently, while simultaneously creating poor person–job fit. The model therefore treats sustainable transitions as analytically more valuable than raw movement counts.

5. Analysis

5.1 Marketplace Maturity and Cross-Functional Mobility

The simulation indicates a progressive association between talent-marketplace maturity and cross-functional mobility. At 20% maturity, only 8% of modeled employees make a cross-functional transition. The rate increases to 14% at 40% maturity, 21% at 60%, 29% at 80%, and 37% under the mature marketplace condition.

The pattern reflects increased opportunity discovery rather than forced mobility. Under a fragmented system, employees are more likely to perceive their career through the possibilities visible within their immediate department. As skills and opportunities become more transparent, potential matches emerge across occupational boundaries that would previously have remained invisible.

This mechanism is consistent with the broader internal-labor-market literature. Bidwell and Keller demonstrate that lateral transfers are a distinct route through which organizations fill positions, while DeVaro, Kauhanen, and Valmari show that horizontal movement represents an important component of job allocation. The marketplace extends these processes by making lateral and cross-

functional moves more discoverable to employees rather than relying primarily on management-driven identification.

Table 2: Simulated Outcomes Across Internal Talent Marketplace Maturity Levels

Marketplace Maturity	Cross-Functional Mobility	Internal Opportunity Fill Rate	Employees Reaching ≥ 3 Plausible Opportunities	Median Time-to-Match	Manager-Blocked Mobility	Six-Month Transition Stabilization
20%	8%	18%	22%	32 days	34%	61%
40%	14%	29%	39%	27 days	28%	66%
60%	21%	42%	57%	21 days	21%	72%
80%	29%	56%	73%	16 days	14%	79%
100%	37%	69%	86%	11 days	8%	84%

Note: All values are simulated for methodological demonstration. They do not represent employees, employers, or observations from an implemented talent marketplace.

5.2 Matching Efficiency and Internal Opportunity Access

Opportunity reach increases strongly as the marketplace matures. Only 22% of employees in the lowest-maturity condition are modeled as having visibility of at least three plausible opportunities. That proportion rises to 57% in the middle condition and 86% under mature marketplace architecture. The improvement illustrates the difference between having vacancies somewhere in an organization and making those vacancies meaningfully discoverable to employees with adjacent capabilities.

Median time-to-match declines from 32 days to 11 days. This modeled improvement arises from stronger skills visibility and reduced search friction. Hiring managers no longer depend exclusively upon personal knowledge of internal candidates, while employees do not need to discover opportunities through informal communication.

Keller's analysis of posting and slotting provides empirical support for treating candidate-pool construction as consequential. Opening internal positions through a posting process can broaden participation and alter hiring outcomes relative to relationally driven slotting. A digital talent marketplace can conceptually extend this principle by broadening candidate discovery beyond employees who already know that a vacancy falls within their conventional career path.

Internal opportunity fill rate simultaneously rises from 18% to 69%. This does not imply that mature organizations should fill every vacancy internally. External hiring remains necessary when new knowledge, scarce capabilities, workforce growth, or strategic change requires talent unavailable inside the organization. Bidwell and Keller's work reinforces that organizations benefit from combining internal and external labor markets rather than treating either route as universally superior.

5.3 Managerial Barriers and Transition Sustainability

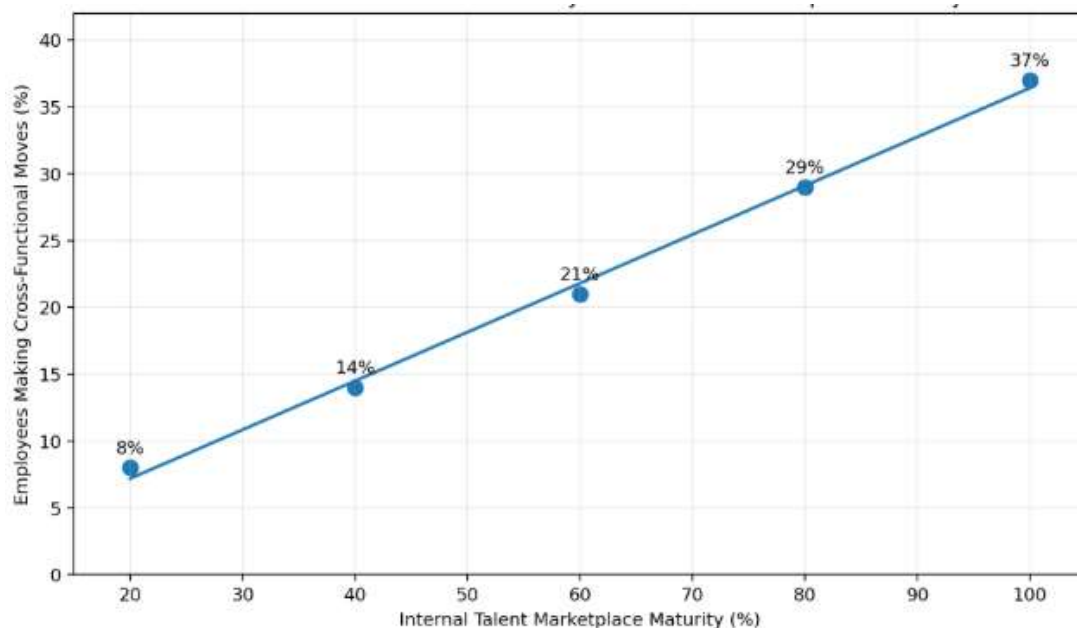
The modeled proportion of otherwise plausible transitions blocked by originating managers falls from 34% to 8% as marketplace maturity increases. This reduction represents a governance effect. In a weak internal market, employee mobility may depend heavily upon whether an immediate manager supports the departure of a capable team member. Mature marketplace architecture reduces this dependence through explicit release rules, succession processes, and organization-level recognition that human capital belongs to the enterprise rather than exclusively to a department.

However, removing managerial barriers does not mean that every requested move should proceed automatically. Managers may possess legitimate information concerning critical workloads, incomplete project commitments, or transition risks. Mature governance therefore distinguishes temporary operational constraints from indefinite talent hoarding and establishes transparent procedures for resolving disagreements.

Six-month transition stabilization rises from 61% to 84%. This modeled improvement reflects stronger matching and transition support rather than mobility volume alone. Verbruggen and colleagues' research indicates that internal job-transition experiences are influenced by the challenges and resources surrounding movement, including social support. A marketplace therefore requires developmental infrastructure after the matching decision.

The results support a broader interpretation of internal mobility as a capability-allocation system. Mawdsley and Somaya's framework emphasizes that employee mobility influences organizations through movement of human and relational capital. Cross-functional transitions can consequently be evaluated not only as career outcomes but also as mechanisms through which knowledge is recombined across organizational boundaries.

Graph 1: Simulated Cross-Functional Mobility Across Talent Marketplace Maturity



Interpretation: The scatter pattern indicates a progressively stronger modeled rate of cross-functional movement as the internal talent marketplace becomes more mature. The trend represents a simulation relationship rather than an empirically estimated regression.

Key finding: Greater marketplace maturity expands internal career mobility principally by increasing opportunity visibility and reducing structural matching barriers rather than by requiring employees to move.

6. Discussion

6.1 From Internal Vacancy Posting to Talent Discovery

The study's first major implication is that an internal talent marketplace should not be evaluated as a digitized vacancy board. Posting vacancies organization-wide is useful because it expands the pool of potential applicants, and Keller's research demonstrates why the internal hiring process itself matters. Yet vacancy transparency addresses only one side of the matching problem. Employees must also understand how their capabilities relate to roles that may sit outside their current professional identity.

A mature marketplace therefore requires a capability language that crosses departmental boundaries. Skills should not be represented entirely through current job titles because titles frequently reflect organizational history rather than the full range of employee competence. A financial analyst and a supply-chain analyst may possess transferable data capabilities even though their positions exist in different functions. Similarly, an employee who develops stakeholder-management expertise through community projects may be suitable for an internal change-management assignment despite never having occupied a formal change role.

This perspective shifts talent management from position ownership toward capability circulation. Functional departments continue to provide professional identity, technical standards, and managerial accountability, but they should not become closed containers that restrict the movement of employee capability. Internal talent marketplaces create value when they allow the organization to recognize adjacent skills and provide employees with credible routes into new work.

The distinction also changes the meaning of employee career agency. Employees no longer need to wait until a manager nominates them for progression. They can observe organizational demand, compare capability requirements, identify skill gaps, and participate more actively in career decisions. However, agency must be accompanied by reliable information; otherwise, an apparent marketplace may generate numerous low-quality applications without improving matching.

6.2 Cross-Functional Mobility as Organizational Learning

The second implication is that cross-functional movement should be understood as a learning mechanism for both employees and organizations. Job-rotation research provides a strong theoretical basis for this interpretation. Ortega explains how rotation can help firms learn about employee productivity and assignment suitability, while Eriksson and Ortega provide evidence supporting both employee-learning and employer-learning explanations for rotation.

Within a talent marketplace, temporary assignments and internal projects can perform a similar experimental function. An employee does not necessarily need to make an immediate permanent transfer into a new function. Short-term participation can allow both parties to evaluate capability fit. An



operations specialist interested in analytics, for instance, might join a data-quality initiative before applying for a permanent analytical role. Such assignments reduce the informational risk associated with cross-functional mobility.

This mechanism also benefits organizational learning. Employees carry tacit knowledge across functional boundaries and can expose destination teams to assumptions or practices that are unfamiliar within that function. Mawdsley and Somaya's mobility framework emphasizes the organizational importance of human and relational capital carried by mobile employees. Although much mobility literature examines movement between firms, internal cross-functional movement allows knowledge recombination without losing the employee from the organization.

There is nevertheless a potential cost. Frequent movement can weaken functional depth, disrupt team continuity, and generate transition burden. A mature marketplace therefore should not reward mobility for its own sake. Employees seeking deep technical specialization should have credible development pathways that do not require repeated role changes. The purpose of the marketplace is to increase the quality and availability of mobility choices, not to establish movement as a universal indicator of ambition.

6.3 Fairness, Managerial Behavior, and Marketplace Governance

The third implication concerns governance. A technically sophisticated platform cannot create an effective internal market if organizational behavior continues to constrain movement. Managerial talent hoarding is especially consequential because managers may perceive the departure of a strong employee as an immediate performance loss even when the transfer benefits the broader organization.

The simulated decline in manager-blocked moves therefore represents a governance change rather than a software effect. Organizations need explicit principles concerning employee eligibility to explore roles, the point at which current managers are informed, reasonable transition periods, succession responsibilities, and circumstances in which a move may legitimately be delayed. Without these rules, nominally open marketplaces can remain dependent upon local managerial discretion.

Fairness also requires transparency concerning how opportunity recommendations are generated. Automated matching can reduce search costs, but skill data may be incomplete, employee profiles may differ in quality, and historical job structures may reproduce earlier inequalities. Marketplace governance should therefore distinguish recommendations from decisions. Employees should be able to express interests, correct capability profiles, and explore opportunities not selected automatically for them.

The system should additionally monitor opportunity access rather than only successful hires. A marketplace may appear successful because overall internal mobility increases while certain employee groups, locations, job families, or organizational levels remain systematically absent from high-development opportunities. Opportunity reach, candidate progression, manager release patterns, and transition outcomes should therefore be examined across relevant organizational groups while respecting legitimate privacy and data-governance constraints.

Talent-marketplace governance ultimately concerns the allocation of organizational opportunity. It should combine employee agency with validated skill information, managerial context with enterprise-wide mobility principles, and matching technology with accountable human judgment. Under these



conditions, cross-functional mobility becomes a structured career-development mechanism rather than an informal privilege available primarily to employees with strong networks.

7. Conclusion

Internal talent marketplaces offer a potentially important mechanism for connecting employee capability with organizational opportunity across conventional functional boundaries. Their value, however, cannot be reduced to technology. An organization may install a sophisticated internal opportunity platform while preserving the same informational asymmetries, manager-controlled career pathways, and departmental barriers that constrained mobility previously. Effective marketplaces require structural changes in skills visibility, opportunity transparency, mobility governance, matching processes, and transition support.

The study developed a Talent Marketplace Maturity Index consisting of six dimensions: skills visibility, opportunity transparency, matching quality, managerial mobility support, equitable access, and transition support. The simulation illustrates how increasing maturity across these dimensions could plausibly expand cross-functional movement while improving internal fill rates, opportunity visibility, matching speed, and post-transition stabilization. Cross-functional mobility increased from 8% to 37% across the modeled maturity conditions, while manager-blocked mobility declined from 34% to 8%. These values are explicitly synthetic and should not be interpreted as expected effect sizes in real organizations.

The conceptual contribution of the study lies in connecting digital talent-marketplace design with established internal labor-market and career-mobility theory. Earlier research already demonstrates the organizational importance of internal mobility, internal hiring mechanisms, lateral movement, job rotation, and career transitions. The internal talent marketplace provides an architecture through which these previously fragmented mobility mechanisms can be integrated around a common objective: enabling organizational capabilities and internal opportunities to discover one another more effectively. Future empirical research should validate the TMMI using actual internal application and mobility records. Longitudinal studies could determine whether mature marketplace adoption increases cross-functional movement, retention, skill acquisition, career satisfaction, diversity of opportunity access, innovation, and internal hiring quality.

Research should also examine unintended effects, including excessive mobility, algorithmic bias, manager resistance, profile inflation, privacy concerns, and the potential marginalization of employees whose capabilities are difficult to encode in standardized skill taxonomies. The central conclusion is that an effective internal talent marketplace does not simply advertise jobs; it creates organizational visibility around capabilities, opportunities, and credible pathways for movement across functional boundaries.



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