

Internal Mobility: Insights and Challenges Across Various Mechanisms

Aicha HADIDI 

¹Aicha HADIDI MCA- Alger3-(Algeria),
ahadidi12@yahoo.fr

Received:03/02/2026, Accepted: 15/07/2026, Published:22/08/2026

ABSTRACT:

The job market is changing, skills are changing rapidly, and employee expectations are changing. This is why a question arises: how to maintain the commitment of your employees so as not to see them leave your competitors?

One possible answer: internal mobility. Well-designed, this strategy makes it possible to recruit faster, at a lower cost, to develop careers, and above all, to retain your best employees by revealing the potential already present in your teams.

But where to start? And above all, how to structure an internal mobility policy that is both effective and sustainable? What are the brakes to be lifted? What examples are there of best practice? This article gives you 6 keys to support internal mobility within your company.

KEYWORDS: internal mobility; competence; retention; talent retention.

Introduction

In recent years, environmental changes and economic upheavals have encouraged organizations to seek more greater flexibility and to adopt new employment policy. These developments have led to the emergence of a new career model often referred to as the nomadic career.

This type of career highlights the central role of mobility in professional development. Change has become one of the main characteristics of modern careers, taking two principal forms: **external mobility**, which involves moving to a different organization, and **internal mobility**, which occurs within the employee's current organization.

Internal mobility is defined as a change of position within the same company or corporate group (Peretti, 2004). It refers to a complex and multifaceted phenomenon.

First, internal mobility is a complex concept because organizational boundaries have become increasingly blurred. Modern organizations often operate through networks, partnerships, and subsidiaries, making it difficult to distinguish clearly between internal and external mobility. Consequently, questions arise regarding which organizational boundaries should be considered when defining internal mobility. Should these boundaries be based on the legal identity of the company, financial ownership, or operational relationships?

For example, when a business partner or an external consultant who has maintained close and continuous relations with a company is recruited, it becomes difficult to determine whether this movement should be classified as internal or external mobility. Therefore, establishing a clear distinction between the two forms of mobility is not always straightforward.

I. Internal mobility

I.1. Definition:

The distinction between internal and external mobility is generally based on whether the employee crosses the boundaries of the organization. According to INSEE (Allegrezza, 2016), internal mobility refers to a change of establishment without a change of employer.

However, this definition remains somewhat restrictive because an employee who changes positions within the same establishment would not be included within its scope.

Therefore, internal or intra-organizational mobility can be defined as any movement from one position to another within the same organization, with or without a geographical change.

It takes place within the company or corporate group and may be geographical, functional, promotional, or non-promotional in nature.

Internal mobility may be initiated voluntarily by the employee, such as through transfer or career retraining, or imposed by the organization, such as through redeployment, reclassification, or restructuring.

In contrast, external mobility occurs outside the organization and includes situations such as resignation, dismissal, or retirement. By definition, it involves a change of employer (Anne & Coquille, 2017).

But internal mobility and external mobility are not such impermeable notions. For example, during a takeover or a company merger, do the employees of the former entity, driven to move, experience internal or external mobility? From a legal point of view, it would be more a question of internal mobility, the two companies becoming one, but from an organisational and human point of view, the change is more akin to external mobility.

In addition to this kind of circumstantial problem, we can also encounter a last type of mobility that reconciles internal and external mobility.

Indeed, when the mobility between the company and the outside world is temporary, that is to say that the employee can return to his original company after a determined period, we speak of **mixed** mobility. It is therefore a temporary external career path.

There are different types of mixed mobility such as Individual Training Leave, parental leave, or provision or secondment to a company or structure different from that of origin.

By extension, all partner companies with employees working across both structures practice mixed mobility policies.

Job mobility can therefore be defined as a change of position or function that is accompanied by a change in the nature of the job.

It may be accompanied by a longer or shorter training period depending on the difficulty of the skills to be acquired. Here, we will try to understand the different aspects of internal mobility even if we have seen that it is not as far from external mobility.

I.2. The different forms of internal mobility

Since this study focuses on internal mobility, it is essential to understand the various forms it can take. Among the classifications proposed in the literature, the typology developed by Dany and Livian appears to be one of the most comprehensive.

It identifies five major forms of internal mobility based on changes in hierarchical position, job content, and workplace location. (Dany & Livian, 2002).

I.1.1. Vertical or categorical mobility:

Vertical mobility refers to upward or downward movement within the organizational hierarchy. Upward mobility is generally associated with promotion and involves an increase in responsibilities, status, and remuneration.

Promotion is usually reflected in a change of grade, category, or professional classification and is often accompanied by salary growth. Most authors, including Deffayet and Van Heems (1995), consider upward mobility to involve three dimensions: hierarchical advancement, functional development, and financial improvement. (Deffayet & VANHEEMS, 1995).

I.1.2. Horizontal mobility:

Change of position without hierarchical evolution, or change of salary or responsibility; this change requires the use of skills that the employee did not exercise before or at least not in the same way.

As such, horizontal mobility is generally part of a perspective of skills development and employability of human resources; there are two major forms:

- ✓ Environmental mobility: same job content and same level of responsibility but in a different professional universe
- ✓ Functional mobility: change of profession or function but at the same hierarchical level.

I.1.3. Retraining mobility:

Movement marking a radical break with the whole career.

I.1.4. National geographic mobility:

The employee carries out the same activity, at the same hierarchical level with the same qualification but in another workplace or in another team on the national territory. This type of mobility is commonly referred to as mutation.

I.1.5. International geographic mobility:

Change of location of work internationally; this can be secondment or expatriation. Deffayet and Van Heems specify that different forms of mobility can coexist: vertical, geographical and functional mobility are not mutually exclusive (Deffayet & VANHEEMS, 1995).

But if several forms of mobility can coexist in a company, several factors determine the predominance of one of the forms. Thus, the sector of activity, the culture of the company or the characteristics of employees (status, profession, qualification) influence the most popular forms of mobility in a company.

The work of Schein goes further and focuses on a particular dimension of mobility, the radial dimension. It relates to the notion of power and influence of the employee, an actor in the construction of his career (Gobillon, 2001).

The radial dimension corresponds to the rapprochement of employees to the power centers of organizations. Schein thus proposes to apprehend staff movements in a "mobility cone" that takes into account three dimensions of mobility: the vertical, radial and functional dimension.

I.3.Determinants of internal mobility:

I.3.1. Internal mobility as a tool for skills development

Internal mobility is perceived as positive because it is associated with career development, skills development and dynamism. It is considered a human resources management tool, increasingly important in communities but also very complex to implement, because it is at the crossroads of other areas of HR management such as GPEC, training, recruitment, career management, social relations and internal communication.

These tools complement each other and must be worked on in partnership in order to succeed in any internal mobility process (S.Schiller, 1998).

Internal mobility is an important issue for local authorities because it makes it possible to integrate an agent more quickly, to bring dynamism and new skills to the department concerned, to remedy the internal problems of the departments as well as any difficulties in recruiting for certain positions.

It also makes it easier to develop a common culture and reduces the costs of traditional recruitment.

Thus, more and more local authorities but also public or private companies are setting up charters that encourage internal mobility and support agents in their professional careers.

However, the implementation of such a device is often perceived in a mixed way and may encounter the reluctance of agents and services.

In order to succeed in their mobility, agents would like to be able to change assignments without suffering any inconvenience.

And services can also show some reluctance, especially if mobility destabilizes their workforce.

I.3.2.Internal mobility in response to stakeholders' expectations:

Organizations must address the challenges associated with internal mobility while satisfying the expectations of the various stakeholders involved in the process.

These stakeholders include employees, supervisors, departmental managers, and the Human Resources Department, each of whom has specific interests, responsibilities, and constraints (Reynaud, 2001).

For the employee, access to a new position through internal mobility can thus allow him to boost his career and develop his employability within the community under favourable deadlines and conditions. Employability may be defined as *“the possibility that someone has of being assigned to a new job”* (Finot, 2001).

Services and supervisors can also have a wait-and-see attitude to these situations. Consequently, organizations may encounter what is known as the “NIMBY Syndrome” (Not In My Backyard), whereby stakeholders support the principle of mobility but resist its implementation when it directly affects their own department or work environment.

To overcome such resistance, organizations must establish effective communication systems that clearly explain the objectives, procedures, and benefits of internal mobility.

Transparent communication helps employees and managers understand the rules governing the process and encourages their active participation.

However, transparency alone is not sufficient. Information must be communicated consistently and accompanied by awareness-raising initiatives that clarify the purpose and expected outcomes of mobility programs.

In this regard, the Human Resources Department plays a central role in designing, coordinating, and promoting internal mobility policies throughout the organization.

I.4.Implementation of internal mobility:

I.4.1. Who is concerned - internal mobility:

➤ *All employees*

In some organizations, internal mobility opportunities are reserved exclusively for executives and managerial staff.

However, the need for adaptation and professional development concerns all employees, regardless of their hierarchical position.

Consequently, internal mobility policies should be designed to include all categories of staff and provide equal opportunities for career development throughout the organization.

➤ *All positions*

The specific characteristics of certain professions, particularly in the public sector, are often cited as obstacles to mobility because some positions require highly specialized knowledge and technical expertise.

Indeed, technical competencies such as legal, financial, engineering, or administrative expertise are increasingly necessary for the effective performance of many jobs.

Nevertheless, focusing solely on technical skills may limit opportunities for internal mobility.

In this context, the job profile becomes an essential human resource management tool. A comprehensive job profile generally includes: The mission;

- The challenges
- Required Skills:
- Essential qualities

This work on the skills implemented in a position often makes it possible to identify in the structure skills common to different professions.

Today, many professions increasingly require employees to demonstrate cross-functional competencies, including teamwork, collaboration, communication, and partnership-building skills (S.Schiller, 1998).

Example: a technician working on sanitation issues will have to develop advanced skills in this sector but not only; he may need to master the principles of negotiation, if he works with suppliers; however, this type of skills is found in many other professions in the territorial public service.

I.4.2.How to organise it?

➤ *Sets the terms of implementation*

The context of implementation of such a device is essential for its success; the success factors are as follows:

- **Political will:** staff aspects are always closely monitored by elected officials; but beyond simple monitoring, elected officials in charge of these files must also be the drivers and be

convinced of the interest of the community in developing its skills and building staff loyalty.

- **Involvement of management:** the hierarchy must be involved from the beginning of the process; because it is the n+1 of the future "mobiles" who will do live the device. This step of explaining and taking into account the operational directions makes it easier for all actors to take ownership of this process.
- **A climate of trust to be established:** between agents and their hierarchy, between agents and the Human Resources Department; changing positions is often experienced by the agent as a significant risk-taking. He must be able to feel supported in his approach.
- **An organized Human Resources Department:** to lead the internal mobility system.

I.5. The missions of internal mobility:

Setting up an internal mobility system requires an internal organisation of the Human Resources Department. From the start of the process, the community faces an influx of demand from agents that must be taken into account.

Taking into account the individual requests of agents (Cadin, Guérin, & Pralong, 2014):

- It is the possibility for the human resources department to provide individualized responses and to be able to deal with cases on a case-by-case basis; in the context of communities with hundreds or even thousands of agents, it is not always easy to organize to allow personalized treatment.
- In relation to recruitment: the system has an impact on the recruitment processes of the community, so it is essential to integrate it into this function.
- An HRM aware of this aspect: more generally, it is the entire function that will have to take into account the interactions between the recruitment and mobility processes, a real key to the success of this type of system.

Organizing an internal mobility system is:

- Open vacancies for mobility.
- Disseminate information to staff.
- Set the rules of the game: to apply, to sort and receive candidates, to give answers, to change services, to support agents and services, to evaluate the system.

Moreover, it is a state of mind (regarding this possibility of building a career path together) to be instilled in the human resources management.

We no longer recruit in the same way when we recruit no longer for a position but for a career path (which can last 40 years) (Anne & Coquille, 2017).

Training requests or skills needs are no longer treated in the same way when there are multiple job opportunities.

We facilitate workforce and skills management by resolutely putting ourselves in a forward-looking mindset in terms of human resources management.

Sometimes you have to be creative while respecting the status. Some possibilities exist and require a detailed knowledge of the regulatory texts.

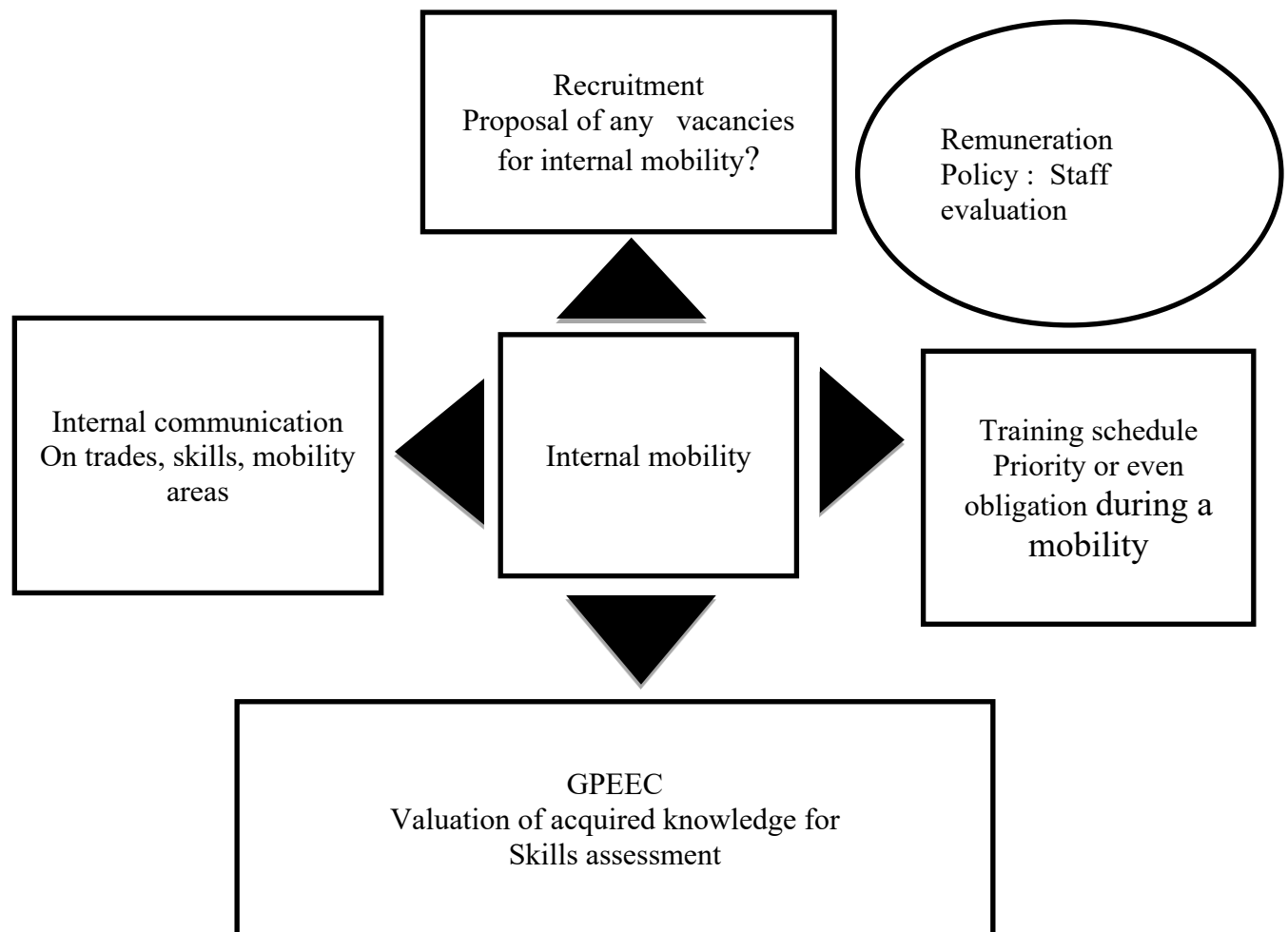


Figure 01: Internal mobility builds on other HR functions

I.7.Expected effects and objectives of internal mobility:

I.7.1. Expected effect of internal mobility

- **For organizations:**generating added value, mobility would promote creativity and dynamism, the decompartmentalization of services by mixing experiences, and the construction of a common culture; it also allows the recruitment of agents directly operational in the structure by the knowledge they have of their environment.
- **For Employees:**it is positive if it is wanted or negotiated. It would produce open-mindedness, adaptability, motivation, new skills, and therefore better employability.
- **For the line manager:** who benefits, it can be synonymous with efficiency. For those who see an employee leave, it can be synonymous with loss of skills, work overload or service imbalance factor.(Gobillon, 2001)

Finally, mobility makes it possible to get out of conflict situations, to manage staff who are temporarily or permanently unfit for a workstation.

I.7.2. Internal mobility objectives

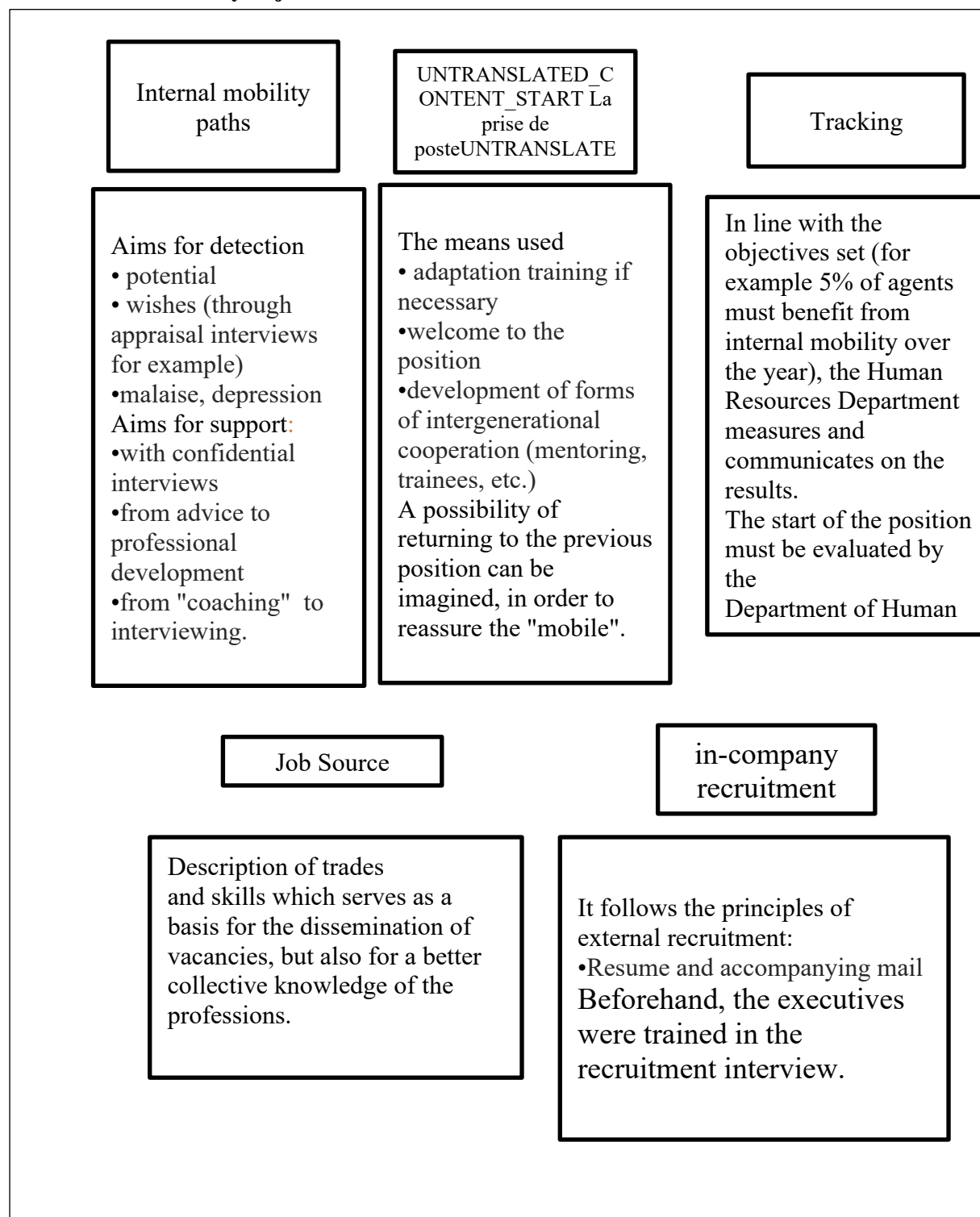


Figure 02: Quantified mobility targets

I.8. Individual context of internal mobility: motivations and resistance

The mobility of an individual is part of a singular context of emergence that deserves to be exposed to understand the events that take place there.

I.8.1. Motivations

Internal mobility takes shape within the overall context of the individual's career. Since the work of Weick (1976) (Marie-Agnès, November 25.), the objective career has generally been distinguished from the subjective career.

The first describes the career path from objective criteria such as the hierarchical level or the supervised workforce when the second is more interested in the individual's experience and the way in which the individual interprets and gives meaning to his/her career path. In the same way, the study of internal mobility can be based on these two types of data.

In an objective approach, the career moment appears to determine the mobility desires of individuals. Indeed, for a long time, the desire for change has been described as correlated with different moments in life and career.

All employees would thus follow a "career cycle" (Stephan, 2011) leading them to occupy, during their professional life, different professions. These different occupations are combined with their professional life and their social, family and leisure roles.

In this sense, internal mobility is part of a moment in life in which it participates and becomes entangled.

Professional and private lives are intimately linked since the various activities carried out by a person condition his choices relating to work. Similarly, these two aspects of life influence the image that the individual has of himself and contribute to the development of new knowledge, thus promoting individual adaptation. Changes (in working life and / or family life), over time, therefore justify the relevance of professional roles according to their greater or lesser suitability for life stages. Super distinguishes three main cycles which are (Mignonac Karim, 2001):

- Extrapolation or exploration (less than 30 years);
- Maturity or establishment (30-45 years);
- Maintenance or removal (over 45 years of age).

In the same vein, Hall (1976 in Guérin and Wills, 1992) endeavours to describe the career of an individual according to his age. The individual needs are thus apprehended according to a chrono-biological logic that figure I-1 reproduces (Mignonac Karim, 2001).

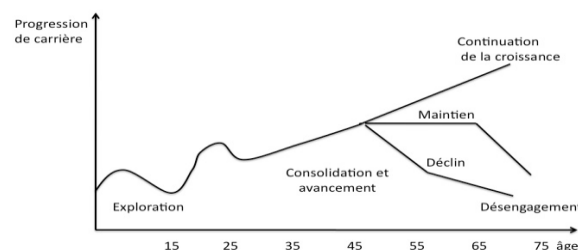


Figure in 03: The career cycle according to the Hall model (1976)

During the first cycle, extrapolation, learning is very important. Employees take advantage of this period to test and develop their professional skills.

They gradually choose a path, an area in which they are involved and where they will seek to consolidate their experiences and develop their responsibility.

Then begins the phase of growth or maturity during which concerns in terms of career and internal mobility are very strong. Subsequently, Super (1967) notes a disengagement while Hall adopts a less clear-cut position and distinguishes different types of behaviors according to the individuals (growth, maintenance, decline) (Mignonac Karim, 2001).

In general, the study of career trajectories highlights, according to age, the existence of different desires and expectations (Kets de Vries and Miller, 1985) and variable opportunities (NANTEUIL-MIRIBEL & El Akremi, 2005).

More recent literature and studies suggest that it is employees close to the start of their careers who are most likely to be mobile.

The multiplication of internal reorganizations and restructuring in order to make the organization more flexible is oriented towards taking into consideration mobility that is less rewarding and less desired.

Thus, while the employee is perceived as the driver of his career in the logic of nomadic careers, he appears internally, paradoxically, increasingly forced to adapt to the structural changes of his company and the internal mobility that results. Under these circumstances, regressions become less rare.

However, in these cases, the self-image is particularly damaged and the authors evoke a mourning of the career, a social ascent, a positioning in relation to others to operate.

The adoption of a subjective view of career, in the sense of Weick (1976), offers the opportunity to study internal mobility as anchored and interpreted (Benjamin, 2010).

It leads to taking into consideration the subjectivity of the reactions of actor's subject to the same incentives. To shed light on these differences, Schein develops a theory based on individual drivers to career path construction and distinguishes five career anchors:

- Development of technical skills
- Developing managerial skills
- The desire for stability and security;
- The desire to create;
- the desire for autonomy and independence.

These anchors should be understood as guiding elements, motivations guiding the career path of an individual.

They are, according to this author, characterized by stability and recurrence over time. An individual would therefore be, throughout his life, sensitive to the same type of incentives, driven by a similar desire.

Today, profound contextual changes are calling into question the stability of these anchors. Dubar evokes here the reconversion of identities.

Other authors prefer the image of "floating anchors to designate the current evolution of quarries that are more dependent on tidal movements and socio-economic winds" (Lemoine & Wasmer, 2010).

In general, individual aspirations guide individuals' careers. As a result, the motivations that motivate employees make it possible to understand the career carried out.

These motivations are influenced by a number of backgrounds including educational level, social values, gender, needs, interests or the state of the labour market (Allegrezza, 2016).

This subjective approach emphasizes the importance of understanding the need felt by the individual to give meaning to their journey. Mobility is then apprehended as a response to an unmet need

Among the many motivations for internal mobility identified in the literature, the latter is often highlighted as a way for the employee to avoid routine, to have more responsibilities and a more attractive salary, while embarking on a new task without the risk of unemployment.

However, the presence of these different feelings is not enough to lead to IM and the aspirations of the individual must match the opportunities offered in the company for the movement to materialize (Dubrion, 2010).

Career capping is a testament to the disharmony between organizational needs and individual desires.

Anchors must thus be considered more as scalable and combinable, the employee passing from one to the other according to his professional and private career, and the organizational imperatives to which he must adapt.

I.8.2. Embeddeness and resistance to mobility

The concept of embeddedness is one of the fundamental ideas in modern economic sociology.

It emphasizes that individual behavior and organizational decisions are shaped by the social relationships and networks within which individuals operate (*Granovetter, 1985*). *It focuses on the context in which organizations and employees operate* (Jean-Marie, 2016).

The individual gradually appears to be locked into a social universe that structures his attitudes, reassures him and compels him. Ultimately, this behavior leads to a loss of performance related to the resulting inertia.

This concept, which illustrates one of the paradoxes of embeddedness, already seemed to be implicit in the work of Katz (1980) (Peretti, 2004). Based on the different chronological phases of job creation (socialization-innovation) developed by Schein (1971), this author enriches the model with a last step: that of stabilization (Table 1).

Seniority on the Post/ Steps	Key areas of concern
------------------------------	----------------------

Step 1. Socialization: construction of the reality	- Develop a professional identity; - Decipher situational norms and identify acceptable and rewarded behaviors; - Build social relationships and be accepted by others; - Learn the expectations of supervision, peers, and subordinates; - Prove to oneself that one is a contributing actor.
Step 2. Innovation: influences, realization participation	-To be assigned to a stimulating job; -Improve visibility and promotion; -Improve one's skills and abilities; - Expand its area of responsibility in terms of participation and contribution; -Influence one's organizational environment.
Step 3. Stabilization: Maintenance, consolidation and protection	-Routinization of tasks; - Preserve and safeguard its procedures (for carrying out tasks) and resources; -Protect one's autonomy; - Minimize vulnerability; - Cultivate and strengthen one's social environment.

Table 1. The stages of taking up a position and their major concerns

This last step is at the heart of the author's concerns, who wonders about the harmful influence of seniority on collective performance.

He suggests that employees gradually support the maintenance of routines and that they become, over time, more and more inclined to change. They rely on communication patterns that reassure them and no longer seek only interactions with people who look like them (homophilia).

In doing so, they become less and less creative and meet the needs of a turbulent environment with greater difficulty.

Seniority in the position would ultimately become a source of resistance to changing roles and therefore an obstacle to accepting internal mobility, as the actor adopts inertial behaviors and tries to preserve its operating methods and autonomy.

Embedding is generally defined as the result of three forces: fit, bonds, and sacrifice (Mitchell, Holtom, Lee, Sablinski, and Erez, 2001). The first of these forces, *fit*, corresponds to the adequacy between the employment of the individual and the other areas of his life (Bernaud & Lemoine, 2012). This feeling can, for example, come from a sense of match to the employer) or team.

Ties *are the* relationships of an individual to other members and activities of his work, and finally, *sacrifice* refers to the ease with which these ties can be broken, to the abandonments following disengagement (Dany & Livian, 2002).

The more fit, number of bonds, and sacrifice are important, the more these forces will maintain the embeddedness and act as barriers to any desired mobility.

Social ties increase the sacrifices associated with job changes. However, they also promote contact with high-ranking individuals and thus lead to access positions of responsibility.

Links would therefore not only be sources of embedding but also important drivers of promotional mobility (both external and internal). They would thus serve the logic of career progression.

These three forces (fit, bonds and sacrifices) have other relationships. The relationship between fit and links is quite ambiguous. Indeed, the fit of a person to the rest of the group includes two dimensions: complementarity and supplementarity (Dany & Livian, 2002).

In the first case, the fit is obtained when the interests and skills of the individual complement those of their group and thus create value; the individual-group links are then said to be weak.

In the second case, the group members have similar overlapping knowledge and the links described as strong thanks to shared identity.

In this context of complementarity, although the bonds are strong, the sacrifice of the individual is moderate insofar as his contribution to the performance of the group is much less specific.

At the heart of the notion of fit, identification with the rest of the group is emphasized as a powerful source of embeddedness since it creates strong bonds and leads, consequently, to significant sacrifices.

Professional identification and organizational identification, however, induce distinct behaviors.

Identification with the organization tends to encase the individual in the organization and to favor internal mobilities or inertia to the detriment of external mobility.

Identification with the profession, on the other hand, generates strong links with actors exercising a similar profession and leads to embeddedness that is not organizational but linked to the (professional) profession.

This identification with the profession is all the more profound because the individual's initial training was long. In this case, the sacrifice induced by the change of sector is important.

Thus, the level of initial training would heavily influence stability in a particular trade. Indeed, in some professions, there are barriers to entry that not only limit access to these professions but also exit (for example medicine, architecture or any legal training) (Dubrion, 2010).

In these professions, individuals are therefore more likely to change companies to be mobile because of their deep professional embeddedness.

Indeed, professional embeddedness can result in membership in professional networks. These networks develop without taking into consideration the borders of a particular organization.

Managers sometimes thus put forward forms of reticular identity. In this context, deep professional identification would lead to professional embeddedness and behaviors more oriented towards external mobility in the absence of internal opportunities within the same profession.

The embedding is also related to an objective element: the employee's age. Indeed, the cognitive cost of learning in a new field is higher for older people.

As a result, these employees crystallize their knowledge to compensate for the losses they face in learning ability.

Retraining would therefore be all the more difficult to implement as the employee is elderly. On the one hand, he would become less and less eager to change positions and on the other hand, he would have more difficulty learning a new profession (Bernaud & Lemoine, 2012).

The statistical data reflect this trend towards embeddedness at the end of one's career.

CONCLUSION

According to Finot (2000), in his book "Developing Employability", employability refers to the maintenance and development of employees' competencies and the human resource management practices that facilitate access to employment opportunities both within and outside the organization under favorable conditions.

Developing employability means enabling employees to actively participate in maintaining and enhancing their competencies through appropriate human resource policies, management practices, and organizational support.

Such an approach allows employees to adapt continuously to changes in occupations, technologies, and organizational requirements while remaining capable of changing positions when necessary.

The implementation of new HRM modern Human Resource Management practices and innovative career development tools contributes significantly to strengthening employability, reducing organizational inefficiencies, promoting innovation, and creating new opportunities for both employees and organizations.

Ultimately, internal mobility should be viewed as a strategic human resource management instrument that benefits employees, managers, and organizations alike by fostering adaptability, professional development, and long-term organizational performance.

Bibliographie

Abraham, A. (1984). *L'enseignant est une personne*. Paris: E.S.F.

Allegrezza, S. (2016). *The economy of Luxembourg. In Small States and the European Union*. Routledge.

Anne, J., & Coquille, M. G. (2017, 04). Mobilité interne. (R. i. RIPCO, Éd.) *Volume XXXII*(Numéro 55), p. 61 à 85.

Benjamin, D. (2010). Human resource management and corporate social responsibility: shedding light on new developments in light of long-standing questions. *Management & Avenir*(39), pp. 31-51.

Bernaud, J.-L., & Lemoine, C. (2012). *Treatise on the psychology of work and organizations*. Paris: Dunod.

Cadin, L., Guérin, F., & Pralong, J. (2014). *Human resource management: [Practices and elements of theory]* (éd. 4e édition, Vol. 1). Paris: Dunod.

- Dany, F., & Livian, Y. F. (2002). *The new management of executives: Employability, individualization and life at work*. Paris: Vuibert.
- Deffayet, S. D., & VANHEEMS, R. (1995). Horizontal mobility, itinerary bis or siding? Personnel. (ANDCP, Éd.) (365).
- Dubrion, B. (2010). Human resource management and corporate social responsibility: shedding light on new developments in light of long-standing questions. *Management & Avenir*, pp. 31-51.
- Finot, A. (2001). Developing employability. (I. consulting, & 2000 [review], Éds.) *Job Training*, pp. 73-144.
- Fischer, G.-N. (1996). *Les concepts fondamentaux de psychologie sociale*. Paris: Dunod.
- Gobillon, L. (2001). Employment, housing and residential mobility. *Économie et Statistique*, pp. 349-350. Récupéré sur www.persee.fr/issue/estat_0336-1454_2001_num_349_1
- Jean-Marie, P. (2016). *Human resources management*. Paris: Vuibert.
- Lemoine, M., & Wasmer, É. (2010). Professional Mobility and Occupations: A Labor Demand Approach. Dans D. d. administrative. (Éd.), *presentation to the CCM during a working meeting*. Paris.
- Marie-Agnès, E. (November 25.). Professional mobility and occupations: a labor demand approach. *Presentation to the COE at the working meeting*.
- Mignonac Karim. (2001). Determinants of disposition towards intra-organizational mobility: a study of a population of engineers. *Management*.4, pp. 47-78. AIMS. Récupéré sur <https://shs.cairn.info/revue-management-2001-2-page-47?lang=fr>
- NANTEUIL-MIRIBEL, D., & El Akremi, A. (2005). The flexible society? Work, employment, organization in debate. Dans Erès (Éd.), (pp. 91-137).
- Peretti, J.-M. (2004). *Human Resources*. (9. edition, Éd.) Paris: Vuibert.
- Reynaud, J.-D. (2001, Janvier-Mars). Competency-based management: An analytical essay. *Sociology of Work*, 43, pp. 7-31.
- Rogers, C.-R. (1996). *Le développement de la personne*. Paris: Dunod.
- S.Schiller. (1998). Towards a competence management framework. *cost management in competitive dynamics*,.
- Stephan, M.-L. (2011). *B.A.-BA des ressources humaines*. Studyrama-Vocatis.