Internal Mobility Influence on Qualitative Assurance Outcomes as Enhancement of Employee Skills and Competencies

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ABSTRACT

The research examined the correlation between internal mobility and quality assurance outcomes in Nigerian firms. It analyzed survey data from 305 employees in the Fast-Moving Consumer Goods (FMCG), oil and gas, engineering services, construction, and healthcare sectors to determine if structured internal mobility procedures enhanced quality assurance. Data were gathered via a standardized questionnaire and analyzed using descriptive statistics, ANOVA, and regression to examine patterns and identify statistically significant relationships. The findings demonstrate a positive, significant correlation between internal mobility and quality assurance outcomes, suggesting that employee movement across roles and functions enhances competency utilization, reinforces process consistency, and fosters compliance with organizational performance standards. Furthermore, internal mobility serves as a strategy for maintaining quality across corporate processes by systematically enabling people to apply their talents and expertise in diverse contexts. The research can experimentally illustrate the path of internal mobility as a quality-relevant organizational behavior by expanding the scope of human resource development and quality management research beyond its conventional emphasis on training efficacy. Moreover, by presenting evidence from an underrepresented emerging market environment, these findings enhance theoretical comprehension of how talent migration may bolster resilient organizational quality systems. The research highlights the strategic importance of internal mobility as a substitute for external recruitment, providing organizations with a cost-efficient method to uphold performance standards, improve workforce adaptability, and ensure quality assurance in dynamic and competitive operational settings.

Keywords: internal mobility, qualitative assurance outcomes, employee skills, employee competencies

INTRODUCTION

In the contemporary international marketplace, organizations increasingly rely on the competencies, expertise, and adaptive abilities of their skilled labour force as a critical source of competitive advantage (Hughes et al., 2022). Within this context, employee training and development are not pursued as isolated human resource practices, but as strategic mechanisms that enable internal mobility and sustain organizational performance. Effective training equips employees with the knowledge, skills, and technical capabilities

that are required to meet present job demands while preparing them for future role transitions within the organization (Coolen et al., 2023).

Internal mobility, defined as the movement of employees across roles, functions, or hierarchical levels within an organization, has emerged as a central strategy for optimizing human capital utilization. Through structured training initiatives, organizations enhance employees' readiness for horizontal, vertical, and diagonal mobility, thereby fostering flexibility, commitment, and motivation (Archakova, 2013; Hijrah et al., 2023). When employees perceive visible managerial commitment to their professional development, they are more likely to feel valued and demonstrate higher levels of engagement and performance (Bisschoff et al., 2022).

Prior research by Liu et al. (2024) has distinguished between training, by focusing on addressing current performance gaps, and development, which prepares employees for future organizational requirements through practices such as internal mobility. Internal mobility serves both organizational and individual interests by strengthening workforce capability while enhancing employee dedication and retention. As noted by Sahranavard et al. (2024), training and development initiatives serve as tools to improve employee behaviour and eliminate skill deficiencies that hinder effective job performance.

Empirical studies have demonstrated that internal mobility is a dynamic process with implications at individual, group, and organizational levels (Anas et al., 2023; Abubakir & Alshaboul, 2023). Horizontal mobility facilitates skill diversification and operational flexibility while vertical mobility supports leadership continuity (Pennings & Wezel, 2007). In the same vein, diagonal mobility enables cross-functional competence development (Du & Kim, 2021). Collectively, these mobility pathways enhance organizational agility and consistency in performance delivery.

Furthermore, it has been noted that quality assurance represents a fundamental organizational objective, encompassing systematic and planned processes designed to ensure that products and services meet predefined standards (Long & Cooke, 2023). Achieving consistent quality outcomes depends heavily on employees' competencies and their ability to perform assigned tasks accurately and efficiently. Skill and competence enhance training that supports internal mobility, playing a crucial role in strengthening quality assurance by aligning employee capabilities with organizational standards and expectations.

Furthermore, employee training and development reduce work-related anxiety, which, in turn, enhances job satisfaction and improves performance outcomes (Del Val Núñez et al., 2024). Inadequate skills often lead to frustration, demotivation, and reduced productivity, ultimately compromising quality standards (Baird et al., 2020). Conversely, organizations that invest in targeted training linked to internal mobility pathways are better positioned to sustain high levels of productivity, employee retention, and quality assurance (Bisschoff et al., 2022; Paraschi et al., 2022; Ulatowska et al., 2023).

Training needs assessment, as it remains a fundamental essential in this process, while providing a structured and evidence-based mechanism for identifying existing and emerging skill gaps that hinder both current job performance and future internal mobility opportunities (Al-Hakimi et al., 2022; Klassman et al., 2024). Through systematic diagnosis of employees' competencies, knowledge deficiencies and developmental priorities amongst diverse organizations are better positioned to anticipate workforce requirements and align them with strategic objectives. By aligning training interventions with clearly identified mobility pathways and quality performance requirements, organizations can ensure that employee development initiatives are not only relevant but also purpose-driven, thereby strengthening workforce readiness and adaptability. Such alignment enhances the effectiveness of quality assurance systems by ensuring that employees possess the appropriate skills and capabilities needed to maintain standards while reducing errors and supporting continuous improvement across organizational processes (Copley et al., 2021; Demerouti, 2023; Liu et al., 2024).

Despite extensive research on training and development and a growing body of scholarship on internal mobility, limited empirical attention has been directed toward understanding internal mobility. Of a truth, this has been observed through competence-enhancement training by specifically influencing quality assurance outcomes within organizations. Much of the existing literature treats training effectiveness and internal mobility as separate constructs, with insufficient integration of how skill development initiatives facilitate employee movement across roles and, in turn, affect the consistency, reliability, and standardization of work processes (Pennings & Wezel, 2007; Su et al., 2022). Addressing this gap, the present research examines the impact of internal mobility improvement on quality assurance by focusing on skill and competence-enhancing training parameters within organizational contexts. By doing so, the research seeks to clarify the mechanisms through which targeted training initiatives support internal career progression while simultaneously strengthening quality assurance practices and performance outcomes.

The desire to transfer components in Holton's model can be explained by many theories of human behavior, shedding light on and predicting behaviors that affect workplace efficiency. Some examples of these theories are equity, expectation, and goal-setting. Motivation to transfer refers to employees' willingness and intention to apply the knowledge, skills, and abilities acquired during training to their job roles and subsequent work activities. In the research, motivation to transfer is not positioned as an independent theoretical lens. Rather, it is conceptualized as an enabling mechanism within broader human capital

and capability development processes. By influencing the extent to which newly acquired competencies are effectively utilized in practice, motivation to transfer facilitates successful internal mobility by supporting employees' ability to adapt to new roles and responsibilities (Baird et al., 2020; Wengang et al., 2023). Furthermore, this mechanism contributes to performance consistency and quality assurance by ensuring that training outcomes are translated into standardized work practices, reduced performance variability, and sustained operational effectiveness across organizational functions (Assefa et al., 2022; Peter et al., 2022).

Human capital theory posits that investments in employee training and development enhance workers' productive capacities, thereby improving organizational outcomes (Pennings & Wezel, 2007; Lynch et al., 2022). Training initiatives that strengthen employees' competencies increase their readiness for internal mobility, allowing organizations to deploy talent more effectively across roles and functions (Kim & Park, 2023; Su et al., 2022). This accumulation of human capital supports internal mobility by ensuring that employees possess transferable skills that align with organizational quality standards.

Closely related, capability development theory emphasizes the continuous enhancement of employees' skills and adaptive abilities to meet evolving organizational demands (Sorensen, 2021). Internal mobility serves as a practical mechanism through which capability development is realized, enabling employees to apply acquired competencies across different positions (Anas et al., 2023). When supported by structured training, internal mobility enhances employees' problem-solving capacity, flexibility, and consistency in task execution because it becomes a key requirement for maintaining quality assurance outcomes (Morris et al., 2014; Antonietti et al., 2022).

Empirical evidence on training effectiveness and internal mobility presents mixed findings across sectors and contexts. Studies in hospitality and public-sector settings demonstrate that internal mobility-driven training improves employee productivity, skill utilization, and cost efficiency (Assefa et al., 2022; Wang et al., 2023; Britrián et al., 2024). Conversely, other studies report limited or statistically insignificant effects of training on performance outcomes in specialized fields such as special education, suggesting that contextual factors and implementation quality are critical (Hou et al., 2022).

Further research indicates that employee motivation mediates the relationship between training and performance. To establish this proposition, previous studies have highlighted that training programs yield stronger performance outcomes when employees perceive clear developmental and mobility opportunities (Orlandi et al., 2024; Antonietti et al., 2022). Similarly, internal mobility-oriented training initiatives are moderately effective across disciplines, particularly when training methods align with job requirements and organizational standards (Salleh, et al., 2015; Anas et al., 2023).

From a quality assurance framework perspective, quality assurance involves systematic processes designed to ensure consistency, reliability, and compliance with predefined standards. Employee competence, task accuracy, and adaptability are central to achieving these outcomes (Chakrabarti & Henneberg, 2023; Vijayasingham et al., 2020). In retrospect, it can be stated that training that supports internal mobility enhances quality assurance by ensuring that employees transitioning across roles maintain consistent performance levels and adhere to organizational quality benchmarks.

Despite extensive international literature on training, development, and internal mobility, empirical studies linking internal mobility to quality assurance outcomes remain scarce, particularly within the Nigerian context. Existing research largely focuses on performance, productivity, or satisfaction outcomes, with limited attention to how internal mobility-enabled capability development influences quality assurance processes (Morris et al., 2014; Kozachek, 2015; Assefa et al., 2022; Hou et al., 2022; Yao et al., 2022; Chakrabarti & Henneberg, 2023; Liu et al., 2024). This gap constrains the contextual understanding of internal mobility as a strategic quality assurance mechanism in Nigerian firms. Accordingly, the research examines the influence of internal mobility on quality assurance outcomes, using skill and competence-enhancing training parameters as explanatory mechanisms. Based on this gap, the null hypothesis is formulated as follows:

H$_0$: Internal mobility exerts no significant influence onquality assurance outcomes in Nigerian firms.

METHODS

The research employs positivism as a research philosophy due to its limitations in data acquisition and its objective methodology for data interpretation. Furthermore, it is adopted to enable objective measurement and hypothesis testing using statistical tools like ANOVA and regression. Unlike interpretivism, it supports a quantitative focus and the pursuit of generalizable findings. It results from tested theories. To ensure the cause-and-effect relationship between the variables is rigorously explained and confirmed using quantitative data, the researchers employ a survey research design to collect data for analysis. Furthermore, according to Harrison et al. (2020), the research is deductive in its design. A deductive approach is used to ensure that the research is structured. The researchers begin independently of the entire process. Then, causal relationships between variables can be explained, and this is what quantitative data aims for. Moreover, ideas are operationalized so that they can be very clear regarding how they are defined. Large samples are chosen to ensure that the results can be used. An optimally structured research

instrument is applied for the research.

The research adopts a multi-stage sampling approach that clearly distinguishes between population estimation and contextual selection (Kushwaha et al., 2024). The target population comprises employees working within organizations operating in the selected industry sector. Given the large and indeterminate size of this population, it is treated as an infinite population for the purpose of estimating an adequate sample size (Naughton et al., 2024). To determine the sample size for an infinite population, the researchers use the formula by Cochran (1977) as shown in the works of Gage et al. (2022) and Rössig et al. (2025). It also supports the use of p = 0.5, a common choice in previous statistical analyses, to maximize variability and ensure a conservative and reliable sample size estimate. To determine a representative sample from an infinite population, the equation below is used. It has n_0 as the sample size, z as the critical value for the desired confidence level, p as *the* estimated proportion of the attribute in the population, q as $1- p,$ and e as the desired level of precision. It results in a minimum requirement of 384 respondents, as seen as follows:

$$n_0 = \frac{(z^2\,pq)}{e^2}$$

$$n_0 = \frac{(1.96)^2\,(0.5)\,(0.5)}{(0.05)^2}$$

$$n_0 = 384.16$$
$$n_0 = 384.$$

Purposive sampling is applied at the industry and organizational selection stage. Organizations are deliberately selected based on their relevance to the study's objectives, particularly their structured training systems and internal mobility practices. This approach ensures that data are collected from information with rich context aligned with the study's focus and is consistent with methodological guidance for applied organizational research. It is achieved by adopting the gatekeeper method. One person serves as the link or contact person in the field of operation, who disseminates them to affiliated work groups. Access to respondents within the selected organizations is facilitated through a gatekeeper approach. Gatekeepers assist in identifying the accessible population of employees who meet the study's inclusion criteria, namely a minimum of one year of organizational tenure and involvement in roles influenced by training or internal mobility initiatives. Eligible employees are invited to participate voluntarily, ensuring that respondents possess sufficient experience to provide informed and meaningful responses. Because of this, the rightful identification of the respondents is done using the balling and snowballing sampling methods.

The purpose of the survey questionnaire is to find out how effective training and development programs are at changing the skills and abilities of workers in different Nigerian companies. A structured questionnaire is chosen because it is the most common type of questionnaire used in studies like this (Bell & Warren, 2023; O'Neill et al., 2023; Boubker, 2024). The survey is done online. Because it can be filled out much more quickly than paper surveys, paper surveys are not used, so that there is as much time as possible to process the data, as noted by Isiani et al. (2024). The utilization of an online survey markedly reduces paper waste and significantly accelerates data analysis, as the data can be effortlessly submitted to Microsoft Excel for categorization and graphical representation. Moreover, altering the questionnaire post-pilot research is uncomplicated without the need for additional printed forms. Before distributing the questionnaire, participants can complete the participant information sheet and consent form digitally, providing the necessary information to make an informed decision. Then, Google Forms is chosen as the software for the questionnaire because it is safe and easy to use, and a lot of responses can be obtained (García-Carrión et al., 2024).

The research also adopts a stratified sampling strategy to ensure meaningful representation across the target population. Stratification is guided by key variables, such as industry sector, department, and organizational level, enabling a nuanced understanding of diverse organizational contexts. Proportional representation is carefully maintained by selecting participants in accordance with the actual distribution of these groups, thereby enhancing the accuracy and generalizability of the findings. Since a representative sample needs to be taken from a homogenous group within the population, the stratified sample approach is employed to achieve this goal (Christofi et al., 2024).

Questionnaires are utilized to collect quantitative data following a thorough examination of the pertinent literature. The questionnaires for talent acquisition, development, and retention are adapted from a previous study by Sage (2017). The study's survey contains questions regarding organizational performance (Lyria et al., 2017). The questionnaires are meticulously designed for expediency while ensuring sufficient information for the research, thereby enhancing response rates and mitigating respondents' fatigue, which can diminish enthusiasm and subsequently degrade data quality (Braun & Clarke, 2012). Nonetheless, owing to the study's nature, certain questions necessitate succinct responses to provoke thoughts and yield the requisite data. To address potential bias, the researchers report demographic characteristics, such as job roles, tenure, and departmental affiliations, to ensure balanced representation of perspectives within the sampled population. Additionally, the survey comprises primarily simple, closed-ended questions with predefined response options to minimize response bias further and enhance clarity.

Data are collected via an online survey based on reliable sources (Bisschoff & Joubert, 2020). The questionnaire is enclosed in a cover letter explaining the study's purpose, participants' voluntary participation,

and data confidentiality. Given voluntary participation in a hierarchical workplace, the survey is anonymous to protect participants' responses. Additionally, specific communication stresses that participation is optional and does not affect employment status.

These days, conducting productive and significant research is guided by ethical principles. Therefore, there is intense scrutiny of each researcher's ethical behaviour (Nieuważny et al., 2020; Dutta et al., 2022). Respecting the rights, confidentiality and sensitivity of research populations, and the integrity of correspondence within the research is a requirement for educational researchers. Although formal ethical clearance is not obtained due to the study's non-invasive design and use of anonymous, voluntary responses, strict ethical standards are maintained. Participants are fully informed of the study's context and rationale, and principles, such as informed consent, confidentiality, and the right to withdraw, are clearly communicated and upheld, ensuring the research remains ethically sound. All respondents are allowed to remain anonymous, withdraw from the study at any time, and maintain the confidentiality of their responses. The research ensures that participants can accept or reject providing the required, correct information, as per their choice. There is no way to obtain false information that will hurt or endanger the company that is the subject of the investigation. It is ensured that respondents do not endanger their bodily or mental well-being.

A defined coding system is used to analyze the study's quantitative data and convert it to numbers. The online questionnaire yields a response rate of 79.4% from the projected sample size, with broad demographic representation. Due to anonymity, direct comparison between respondents and non-respondents is not feasible. When the data are imported into a Microsoft Excel spreadsheet for analysis, inputting numbered values into the various research sections is significantly more straightforward. This situation enhances the presentation of results by facilitating clearer differentiation of data and enabling the use of complex graphs and charts to yield more comprehensible outcomes (Flynn, n.d.). To get as much information as possible in the time allotted, the researchers focus on interview questions about quantitative data points that need to be examined. It makes the analysis go faster (Anderson & Widener, 2006).

Statistical Package for the Social Sciences (SPSS) is used to analyze the data. The questionnaire results are descriptively analyzed and correlated to determine relationships among variables. The importance of key variables is determined using basic regression. Descriptive statistics summarize sample characteristics and provide context, while inferential tests such as Analysis of Variance (ANOVA) and regression examine relationships and test hypotheses. Together, they offer a comprehensive analysis that links a basic data overview with deeper insights.

RESULTS AND DISCUSSION

From the methodological description, the gathered results are analyzed and presented to reflect the research's generated opinion, with interpretation. It is done to present respondents' stance on the subject matter. Table 1 shows the demographic aspects of the respondents.

Table 1, in alignment with Figure 1, presents the demographic characteristics of respondents and provides important contextual insight into the mechanisms through which internal mobility affects quality assurance outcomes. The near-equal gender distribution (48.9% male and 51.1% female) suggests that the findings are unlikely to be skewed by gender-based participation bias. More importantly, this balanced representation strengthens the interpretation that observed quality assurance outcomes are driven by organizational practices, such as internal mobility and training, rather than by demographic dominance.

The age distribution shows a predominantly

Table 1 Demographic Profile of the Respondents

Indicator			Frequency	%
1	Gender	Male	149	48.9
		Female	156	51.1
2	Age	25−30 years	5	1.6
		31−36 years	257	84.3
		37−42 years	42	13.8
		Above 42 years	1	0.3
3	Industry	Fast Moving Consumer Goods (FMCG)	45	14.7
		Oil and gas	47	15.4
		Engineering service	81	26.6
		Construction	85	27.9
		Healthcare	47	15.4

young workforce, with the majority of respondents (84.3%) aged 31-36. This demographic profile is particularly relevant to internal mobility dynamics. Employees in this age bracket are typically in an active career development phase, making them more receptive to role transitions, skill acquisition, and cross-functional assignments. From a capability development perspective, it enhances the effectiveness of internal mobility by facilitating the rapid transfer and application of skills across roles. As employees move internally, accumulated experiential knowledge contributes to greater task accuracy and consistency, which are critical to sustaining quality assurance standards.

The industry distribution further clarifies the causal pathways linking internal mobility to quality assurance outcomes. Respondents are primarily drawn from construction (27.9%), engineering services (26.6%), FMCG (14.7%), oil and gas (15.4%), and healthcare services (15.4%). These sectors are characterized by standardized procedures, compliance requirements, and high consequences for operational errors. In such environments, internal mobility not only serves career progression goals but also functions as a quality assurance mechanism. Employees who rotate across roles or departments gain a broader understanding of organizational processes, enabling them to anticipate errors, ensure procedural compliance, and maintain service or product consistency.

Internal mobility within technically intensive industries such as construction, engineering, and oil and gas enhances quality assurance by reducing knowledge silos and strengthening process continuity. When employees are internally redeployed rather than externally replaced, tacit knowledge is retained within the organization, reducing the likelihood of quality lapses associated with skill mismatches or inadequate onboarding. Similarly, in FMCG and healthcare contexts, internal mobility supports adherence to safety, hygiene, and regulatory standards by ensuring that employees performing critical tasks possess both technical competence and institutional familiarity.

The demographic and industry characteristics of respondents do not merely describe the sample. They explain why internal mobility is particularly effective in influencing quality assurance outcomes in the studied context. A young, professionally mobile workforce operating within standard-driven industries creates conditions in which internal mobility, when supported by targeted training, enhances skill utilization, minimizes operational errors, and promotes consistent performance aligned with quality benchmarks.

Table 2 presents the descriptive statistics for internal mobility practices across the sampled organizations. The results indicate broad support for internal mobility mechanisms, with clear implications for quality assurance outcomes. Regarding continuous auditing of employee skills for departmental flexibility, only 4.9% of respondents disagree, while 61.3% agree and 29.2% strongly agree. This high level of agreement suggests that organizations actively monitor employee

competencies, enabling the timely redeployment of suitably skilled employees across departments. Such continuous skill validation reduces task mismatches and operational errors, thereby supporting consistency and compliance in quality assurance processes.

Regarding empowerment for functional versatility, 18.7% of respondents disagree, whereas 38.0% agree and 28.5% strongly agree. Although a minority expresses reservations, the dominant positive response indicates that employees are generally encouraged to perform beyond narrow role boundaries. Functional versatility enhances quality assurance by increasing workforce flexibility and ensuring that service or production standards are maintained even during role transitions or operational disruptions.

Similarly, engagement in cross-functional projects records 18.7% disagreement. It also has 47.5% agreement and 23.9% strong agreement. Participation in cross-functional initiatives exposes employees to diverse operational processes, fostering a broader understanding of organizational workflows. This cross-functional exposure strengthens coordination and reduces process fragmentation, which are essential for sustaining quality standards.

The creation of an internal talent marketplace also receives strong support, with only 9.5% disagreement. While 46.9% of respondents agree, and 39.0% strongly agree. This finding indicates the presence of structured mechanisms for identifying and deploying internal talent. By improving visibility of employee skills, internal talent marketplaces facilitate more accurate role matching, which enhances performance reliability and quality outcomes.

Retraining for potential succession across departments shows the strongest endorsement, with only 4.9% disagreement, 46.9% agreement, and 48.2% strong agreement. This result highlights succession-focused internal mobility as a critical quality assurance mechanism. It ensures continuity of expertise and minimizes quality risks associated with sudden role vacancies or external recruitment.

Finally, the robustness of internal recruitment processes is supported by 56.4% agreement and 29.2% strong agreement. It only has 9.5% disagreement. Strong internal recruitment practices reinforce quality assurance by prioritizing employees who already possess organizational knowledge, familiarity with standards, and experience with internal quality systems.

Overall, the observed pattern of responses indicates that internal mobility contributes to quality assurance outcomes by enabling the effective deployment of employee skills while preserving critical institutional knowledge. This further ensures the continuity in quality-sensitive roles across the organization. Rather than reflecting mere agreement tendencies, the findings illustrate how internal mobility mechanisms function as practical and operational enablers of organizational quality assurance. Thus, it facilitates smoother role transitions and better alignment between employee competencies and task

requirements. The findings also reveal that internal mobility supports consistency in work processes, reduces disruptions associated with staffing changes, and strengthens adherence to quality standards. Consequently, these mechanisms play a substantive role in reinforcing organizational reliability and sustaining quality performance over time.

Table 3 presents respondents' perceptions of quality assurance-related practices within their organizations. The findings indicate generally positive evaluations, with important implications for how internal organizational practices support quality outcomes. Regarding job satisfaction, 56.4% of respondents agree, and 33.8% strongly agree that they are consistently satisfied with their positions. Meanwhile, 9.8% of respondents disagree. This result ascertains that high levels of job satisfaction suggest a stable and engaged workforce, which is critical for quality assurance, as satisfied employees are more likely to adhere to standards, apply procedures consistently, and sustain performance over time.

Perceptions of management approachability are also largely positive. Only 9.5% of respondents indicate disagreement, while the majority express favourable views: 66.2% agree and 14.8% strongly agree. Management approachability is a key quality assurance mechanism, as it facilitates open communication, timely problem reporting, and corrective action before quality deviations escalate.

Similarly, 52.5% of respondents agree, and 28.9% strongly agree that the management considers employees' suggestions and takes action to improve quality. However, 18.7% of respondents disagree. This finding highlights the role of participatory management in quality assurance, where employee input contributes to continuous improvement and refinement of operational processes.

Regarding appropriate instruction and guidance, only 9.5% of respondents express disagreement, whereas a combined majority indicate positive perceptions: 56.3% agree, and 29.1% strongly agree. This distribution suggests a strong consensus among respondents regarding the availability and effectiveness of instructional support within their organizations. The collated responses indicate that adequate instruction and guidance are critical to ensuring that employees clearly understand the quality requirements and performance expectations associated with their roles. Such clarity reduces the likelihood of operational errors, promotes adherence to established procedures, and enhances overall compliance with organizational quality standards, thereby contributing to more consistent and reliable quality assurance outcomes.

Finally, perceptions of whistleblower policy effectiveness are largely positive, with 42.6% of respondents indicating agreement and 33.4% strongly agreeing that such policies are effective within their organizations. However, a notable minority reports uncertainty or gaps in policy awareness, with 9.5% indicating the absence of whistleblower policies and 14.4% remaining undecided. This distribution suggests that while whistleblower mechanisms are generally viewed as functional, inconsistencies in implementation or communication may still exist across organizations. Such findings posit that effective whistleblower mechanisms support quality assurance by enabling the early identification and reporting of procedural breaches, unethical practices, or quality lapses without fear of retaliation. By fostering transparency and accountability, these mechanisms strengthen organizational control systems and contribute to the continuous improvement of quality standards and compliance practices.

Overall, the pattern of responses indicates that supportive management practices, clear instruction and guidance, active employee involvement, and formal reporting mechanisms collectively contribute to the strengthening of organizational quality assurance outcomes. These findings suggest that when internal organizational practices are effectively aligned with employee engagement and open communication, they create an enabling environment that promotes shared responsibility for quality and sustained adherence to established standards. Such alignment enhances

Table 2 Internal Mobility Parameters

No.	Items	D	N	A	S A	Total
1	The organization constantly audits my skills to be flexible across departments	15	14	187	89	305
2	The organization keeps empowering me to be functional across the board	57	45	116	87	305
3	I constantly engage in cross-functional projects.	57	30	145	73	305
4	The organization keeps creating an internal talent marketplace	29	14	143	119	305
5	We are retrained on the need for possible succession training across the diverse departments	15	0	143	147	305
6	We have a strong, well-structured internal recruitment process	29	15	172	89	305

Note: D: Disagree, N: Neutral, A: Agree, and SA: Strongly Agree.

consistency in performance, facilitates early detection of quality-related issues, and supports continuous improvement processes, thereby creating conditions that sustain quality performance over time.

Table 4 provides a summary of the model, illustrating the extent to which the variance in the dependent variable (qualitative assurance outcome) is accounted for by the independent variable (internal mobility). The R-square indicates a relatively low coefficient of determination, with a value of approximately 0.552, which translates to 55.2% when expressed as a percentage. The adjusted R-square of 0.550 indicates that 55% of the variations in qualitative assurance outcomes can be attributed to changes in internal mobility. This result suggests a moderate explanatory power, highlighting the significant role of internal mobility in shaping quality assurance practices.

Table 5 shows that the ANOVA representation has an F-value of 372.77 at a 0.000 significance level. Therefore, the findings support the alternate hypothesis and reject the null hypothesis. Hereby, it is concluded that internal mobility exerts a significant impact on qualitative assurance at the 5% significance level. Internal mobility has a statistically significant impact on qualitative assurance outcomes at the 5% level of significance.

The simple model's statistically significant contribution to the dependent variable's prediction is shown in Table 6. A two-sided test with an absolute value of T greater than or equal to 1.96 is considered significant at 0.05. The significance value of 0.00 is less than 0.05, indicating that internal mobility and quality assurance are statistically related. Specifically, one unit increase in internal mobility will induce a 0.709 unit rise in qualitative assurance. This result

Table 3 Quality Assurance Parameters

No.	Items	D	N	A	S A	Total
1	I continuously get job satisfaction from working in this organization	30	172	103	0	305
2	I find the management approachable	29	29	202	45	305
3	I feel the management listens to my suggestions and acts on them to improve the quality	57	0	160	88	305
4	I believe that I have received the right amount of training to do the job effectively	15	0	158	132	305
5	The organization has an effective whistle-blowing policy	29	44	130	102	305
6	I continuously get job satisfaction from working in this organization	30	172	103	0	305

Note: D: Disagree, N: Neutral, A: Agree, and SA: Strongly Agree.

Table 4 Results of Model Summary

Model 1	R	R-Square	Adjusted R-Square	Std. Error of the Estimate
	0.743[a]	0.552	0.550	0.43938

a. Predictors: (Constant): Internal Mobility

Table 5 Results of ANOVA

Model		Sum of Squares	DF	Mean Square	F	Sig.
1	Regression	71.966	1	71.966	372.770	0.000[b]
	Residual	58.496	303	0.193		
	Total	130.462	304			

a. Dependent Variable: Qualitative Assurance

b. Predictors: (Constant), Internal Mobility

shows that better internal mobility is linked to better quality assurance performance. In real-world terms, investing in internal talent development and flexible role allocation can lead to tangible gains in organizational performance and service quality, not just statistical improvements.

This finding aligns with goal-setting theory, which posits that when training is aligned with career advancement goals, such as opportunities for internal mobility, it enhances employees' transfer motivation. Therefore, it increases the likelihood that learning will translate into measurable performance outcomes. The findings may be more relevant to technical industries due to the sample composition. Future research should include other sectors, such as service or healthcare.

The human resources department must ensure that training programs are not only well designed but also strategically aligned with clearly identified skill gaps and organizational capability requirements. Such alignment enhances the relevance and applicability of training interventions, ensuring that acquired competencies directly address performance deficiencies and evolving role expectations. In addition, training initiatives should be delivered by knowledgeable and experienced trainers who possess both subject-matter expertise and practical understanding of organizational contexts. To evaluate the effectiveness of these efforts, organizations should implement robust, systematic mechanisms to assess employee performance after training, including performance appraisals, competency assessments, and feedback systems. These evaluation processes enable organizations to determine the extent to which training outcomes are transferred to the workplace and contribute to sustained improvements in performance and quality assurance outcomes.

Although the research does not empirically test mediation effects, the findings suggest a plausible pathway through which training influences quality assurance outcomes via internal mobility and competency enhancement. Training programs equip employees with the technical skills, knowledge, and procedural understanding necessary for their current roles (Liu et al., 2024; Anas et al., 2023). When organizations implement structured internal mobility practices, these newly acquired competencies are applied across functions and departments, enabling employees to broaden their experience and adapt skills to diverse operational contexts (Britrián et al., 2024; Pennings & Wezel, 2007).

In this conceptual framework, internal mobility acts as an intermediary mechanism, translating training investments into practical improvements in employee competencies. Employees exposed to multiple roles, cross-functional projects, and succession-focused redeployments consolidate skills while gaining broader organizational knowledge, which directly supports quality assurance processes by reducing errors, strengthening procedural compliance, and enhancing overall performance (Hou et al., 2022; Bisschoff et al., 2022; Gkinko & Elbanna, 2023). This reasoning aligns with human capital theory and capability development frameworks, which posit that skill acquisition alone is insufficient. Competencies must be effectively leveraged through organizational practices to realize tangible performance outcomes (Archakova, 2013; Liu et al., 2024). Conceptually, the model can be represented as training → internal mobility → competency enhancement → quality assurance outcomes.

CONCLUSION

The research explores the effectiveness of internal mobility and its impact on quality assurance, enhancing employee skills and competencies across different organizational contexts in Nigeria. The findings indicate that internal mobility plays a crucial role in fostering quality assurance across various organizations. To maximize its benefits, organizations must take a strategic approach to training and development, ensuring that training needs are thoroughly analyzed before designing programs. Additionally, management should adopt a dynamic approach to orientation training, embedding a culture of continuous learning that supports both employees' career growth and the organization's sustained development. A structured and systematic process for identifying and selecting employees for training is essential to improving overall organizational performance.

Furthermore, the research can make a clear contribution to the literature by empirically demonstrating that internal mobility functions as a quality-enabling mechanism more than merely a career or retention tool. Unlike prior studies that examine training and performance in isolation, this research shows that structured internal mobility practices, such as cross-functional movement, succession-oriented

Table 6 Results of Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.184	0.151		7.861	0.000
	Internal Mobility	0.709	0.037	0.743	19.307	0.000

a. Dependent Variable: Qualitative Assurance

retraining, and internal recruitment, are directly associated with qualitative assurance outcomes. The research fills an important empirical and contextual gap by providing evidence from Nigerian organizations, a setting that remains underexplored in Human resource Development (HRD), Total Quality Management (TQM), and talent mobility research. By situating internal mobility within quality assurance processes, the findings extend human capital and capability development theories, highlighting that skill acquisition yields organizational value only when employees are afforded opportunities to deploy and renew competencies through internal movement.

Practically, the research advances HRD and TQM by identifying internal mobility as an internal alignment mechanism that supports employee engagement, continuous improvement, and quality consistency. Overall, the research reframes internal mobility as a strategic driver of qualitative assurance. It offers a foundation for future theory development and context-sensitive organizational research.

While the research highlights the significant role of internal mobility in skill enhancement, it is not without limitations. The research relies primarily on self-reported data collected through online questionnaires, a method that, while efficient, introduces potential threats to the validity of findings. One key issue is response bias, where participants may unconsciously tailor their answers to align with perceived expectations, organizational loyalty, or personal beliefs. This situation is closely related to social desirability bias, where respondents may provide answers that portray them in a favorable light rather than revealing their true perceptions or behaviors. As a result, the authenticity and objectivity of the responses may be compromised. Furthermore, the quantitative research design, though valuable for establishing patterns and statistical relationships, inherently limits the ability to capture the richness and nuance of subjective employee experiences. Elements such as personal motivation, emotional responses to internal mobility, or individual interpretations of qualitative assurance outcomes cannot be fully understood through closed-ended survey items alone. This reductionist approach may overlook the contextual and experiential depth that qualitative data can reveal. Although organizational culture and leadership support are frequently identified as potential moderators in training and performance research, the research does not incorporate moderating variables. The research is intentionally designed to test a direct-effect model, focusing on internal mobility as a structural organizational mechanism that influences qualitative assurance outcomes. Expanding the model to include moderation will necessitate additional constructs, instruments, and analytical complexity beyond the study's scope. As such, organizational context is assumed to be relatively homogeneous within the selected industry, allowing for focused examination of internal mobility effects. To address these limitations, future researchers can adopt a mixed-methods approach, integrating interviews, focus groups, or narrative inquiry to triangulate findings and enrich the data. Such an approach will allow for deeper exploration of employee perspectives, thus providing a more comprehensive understanding of how internal mobility influences skills development and quality outcomes.

Several areas remain unexplored and warrant further investigation. For instance, the research does not assess how factors, such as firm size and industry type, influence the effectiveness of internal mobility initiatives. Leadership styles also play a critical role in fostering internal mobility and quality assurance. It is an aspect that future research should examine more closely. Moreover, while the research focuses on formal training and development, other skill-building methods, such as informal learning, mentorship, and coaching, are not considered. Investigating these approaches alongside structured training can offer a more comprehensive understanding of employee development strategies.

Also, future studies can formally test this mediation model using path analysis or structural equation modelling to quantify the indirect effects of training via internal mobility on competency and quality assurance outcomes. Establishing this causal linkage empirically will provide stronger evidence for the strategic value of integrating training and internal mobility initiatives. Furthermore, the long-term effects of internal mobility on employee satisfaction, retention, and overall corporate productivity should also be explored. These aspects should be investigated to determine the sustainability and lasting impact of internal mobility programs. Also, the consideration of extending this model by empirically testing moderating influences under more varied organizational conditions should be welcomed. Additionally, as the modern workplace increasingly embraces remote work and digital transformation, research on how technology facilitates internal mobility could offer valuable insights.

AUTHOR CONTRIBUTIONS

Conceived and designed the analysis, A. D. W. A., J. S., and T. R. A.; Collected the data, A. D. W. A., J. S., and T. R. A.; Contributed data or analysis tools, A. D. W. A., E. A., and T. R. A.; Performed the analysis, A. D. W. A. and E. A.; Wrote the paper, A. D. W. A. and J. S.; Collected the references, A. D. W. A. and J. S.

DATA AVAILABILITY

The data that support the findings of the research are openly available in Figshare at http://doi.org/10.6084/m9.figshare.31073224.

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