



## LITERATURE REVIEW FACTORS AFFECTING DECISION MAKING AND CAREER PLANNING: ENVIRONMENT, EXPERIENCE AND SKILL

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**Abstract:** The development of a research role from previous or relevant research is significant because it can help strengthen theoretical studies and the phenomenon of the relationship or influence between variables in a study. This article reviews and seeks to confirm the factors that influence decision-making and career planning, including environment, experience, and skills. This article aims to build a hypothesis of the influence between variables to be used in further research. Human Resource Management literature study results from library research are that: 1) Environment influences decision making; 2) Experience influences decision making; 3) Skills influence decision making; 4) decision making affects career planning; 5) Environment influences career planning; 6) Experience influences career planning; 7) Skills affect career planning.

**Keyword:** Decision Making, Career Planning, Environment, Experience and Skill

### INTRODUCTION

The demands of the development of science and technological advancement of career maturity in career development are readiness attitudes and competence readiness. Career decision-making is critical in determining each individual's career and, in this case, understanding yourself, understanding various job options, realizing the need for career decision making, understanding different alternative career options and expanding networks, and making the right career choices.

Based on practical experience, many final year students and Fresh Graduates still experience confusion in determining career planning, and it isn't easy to make decisions in choosing future careers. In addition, it isn't easy to find supporting articles and references in research as previous research or as relevant research. Articles as relevant research are needed to strengthen the theory understudy, see the relationship between variables, and build hypotheses, which are also vital in the discussion section of research results. This article examines the influence of Environment, Experience, and Skills on Factors that influence

Decision Making and their impact on Career Planning, a Literature Study of Decision Making and Negotiation.

### **Problem Formulation**

Based on the background, it can be formulated the problems that will be discussed to build hypotheses for further research, namely:

1. Does Environment affect Decision Making?
2. Does Experience Affect Decision Making?
3. Does Skill Affect Decision Making?
4. Does Environment affect Career Planning?
5. Does Experience Affect Career Planning?
6. Does Skill affect Career Planning?
7. Does Decision Making Affect Career Planning?

## **LITERATURE REVIEW**

### ***Decision Making***

Decision-making is logical and requires understanding the problem and knowledge of alternative solutions. Dimensions or indicators of decision-making are information systems that are more precise, resulting in better decision-making. (Anastasia Lipursari, 2018).

Decision-making is a dynamic process influenced by many forces, including the organizational environment and knowledge, skills, and motivation. Decision-making is the science and art of selecting alternative solutions or alternative actions from several alternative solutions and available steps to solve problems. Dimensions or indicators of decision making are Personalities and Decision-Making Skills. Whether or not the decision taken is also very dependent on the skills and personality of the decision-maker. Includes assessment, needs, level of intelligence, capacity, capability, crafts, and so on (Derawan B, 2014).

Decision-making is the process of choosing a preferred option or action from among alternatives based on a given criterion or strategy. Dimensions or indicators of decision-making are decisions based on intuition or feelings that are more subjective. They are easily exposed to suggestions, external influences, and other psychological factors. Intuitive decision-making takes a short time for problems of limited impact. (Wang and Ruhe, 2017).

Decision-making is how a person interprets, responds, and the way a person reacts to the situation they face. Dimensions or indicators of decision-making are the availability of the necessary information. A decision is taken to solve the problem in it. To solve the issue at hand, it is needed first to know the causes and effects of the pain, and it is required to collect data that has direct and indirect links with the situation. The data is then processed so that it eventually becomes information. The information required must be complete as needed, reliable, and current. Based on this information, decision-making can be done well (Kuzgun and Bancali, 2017).

Decision making, according to Terry (2013), is decision making, namely the selection of behavioral alternatives from two or more options, actions to solve the problems encountered through the choice of one of the possible alternatives. Dimensions or indicators of decision-making are decisions based on experience, which are very useful for practical

knowledge. Experience and the ability to predict the background of the problem and how to solve it are beneficial in facilitating solving the problem.

Previous researchers, including: have widely studied decision making: (Brata, Husani, Hapzi, 2017).

### **Career Planning**

Mathis (2006) defines career planning as focusing on work and identifying career paths that provide logical progress for people between jobs in the organization. Supriatna (2009) said career planning is a student activity that leads to future career decisions. The purpose of career planning is that students have a positive attitude towards careers in the future. Based on the previous definition, it can be concluded that career planning can be defined as a process used by a person to choose career goals and career paths to achieve these goals. As a process that aims to match individual career goals and abilities with opportunities to fill them systematically. Career planning is a continuous process of discovery. The process by which a person slowly develops a self-concept about work that is clearer in terms of talents, abilities, motives, needs, attitudes, and values. (Baruch, Y. 2004).

Career planning is a process by which an individual formulates career goals and develops plans to achieve those goals. Career planning is designing what needs to be created from future work activities. Dimensions or indicators of career planning are turnover, training, rewards. (Donny Agung Harvida, 2020).

Career planning is an effort made by individuals to understand better and be aware of the skills, interests, values, opportunities, obstacles, choices, and consequences that seek to identify career-related goals and establish plans to achieve a goal. Dimensions or indicators of career planning are skills and training (Ana Rokhayati, 2017).

Career planning is closely related to self-confidence in making career decisions setting career expectations and goals. The dimension or indicator of career planning is self-efficacy (Tri Rahayuningsih, 2021).

Previous researchers, including: have widely studied career planning are (Ana Rokhayati, 2017), (Donny Agung Harvida, 2020), Amalia, N. I., Handayani, A., & Hartini, T. (2020) and (Tri Rahayuningsih, 2021), (Ashshidiqy & Ali, 2019), (Ali et al., 2016), (Ali et al., 2016), (No et al., 2017),

### **Environment**

Everyone is inseparable from their environment. Optimizing one's work performance can also be influenced by the work environment. The atmosphere is everything around it and affects the assigned tasks (Ferawati, 2017). The better a person's work environment, the better one's work performance, according to Farizki (2017).

The term environment comes from English, namely environment and human environment, which means the environment or the human environment. (M. Daud Silalahi, 2001). This term is then widely used in various sciences and in making regulations. According to Otto Soemarwoto (2004) the environment or the human environment is the sum of all objects and conditions in the space we occupy that affect our lives. This living environment does not only cover the earth and its contents but also includes the area. According to Munadjat Danusaputro, the environment is all objects and conditions, including

where humans are and affect their actions, which are contained in the space where humans are located and affect the life and welfare of humans and other living bodies.

Thus, the environment can be divided into 2 basic categories: The physical environment is everything in the material form around a person's workplace and has a direct and indirect influence on his work. For example, the height of tables and chairs will affect workers' ergonomics, a safe working atmosphere in moving, and the noise level from outside and inside the room. The non-physical work environment is all conditions in a person's workplace that can affect his psychological performance for example, the working relationship between workers and their superiors, subordinates, and co-workers.

Previous researchers, including: have widely studied the environment are (Ferawati,2017), (Farizki, 2017), (Pratama. D.W, 2018), (Siagian, H. K, 2018), (Rahmawati, 2014), (Riyanto & Ali, 2017), (Purba et al., 2017), and (Sardjijo & Ali, 2017).

### **Experience**

Experience is a skill that has been known and mastered by someone as a result of actions or work that has been carried out for a certain period. Which are relevant are: the period of employment, level of knowledge and skills possessed, and mastery of work or equipment (Foster in Linda, 2021).

Ranupandojo, in Linda's (2021) experience, measures the length of time or period of work that a person has taken to understand the tasks of a job and have done them well. The decision to place a person's position, which is supported by experience, can improve his performance and impact company performance.

According to Siagian (2007: 52), work experience refers to how long a person has worked, how many types of work or positions he has done, and how many periods of service he has worked in each of these jobs or assignments. Many organizations pay attention to work experience (seniority) as a basis for promotion requirements (career development) by looking at the following considerations: (a) as a reward for the services of an employee in terms of loyalty to the organization, (b) the assessment is objective because it is sufficient to compare years of service. The work of certain people who are considered for promotion, (c) encourages the organization to develop its employees because it will eventually promote the employees who have worked the longest.

Many previous researchers, including: have studied experience are (Njongu, 2017), (Aristanti, 2018), (Linda, 2021)

### **Skill**

The company is carrying out activities must be supported by the skills it has to provide an advantage compared to its competitors. According to Sumarwanto (2010), in his research, skills are the ability to learn before producing something with minimal expenditure of time and energy. From this understanding, it can be understood that a successful organization must be able to increase its ability to produce something by studying it first with minimal time and energy. According to Kaplan (2005), Skills are the organization's distinctive competencies: What it does best along dimensions such as people, management practices, processes, systems, technology, and customer relationships. From the above understanding, it can be interpreted that skills are distinctive competencies possessed by organizations related to

people, management practices, processes, systems, technology, and customer relations. In this regard, business organizations in their daily activities seek to improve and align their skills through human, information, and other organizational capital to achieve their goals.

Several previous researchers, including: have studied skills are Sumarwanto (2010), Kaplan (2005), (Elmi et al., 2016), (Richardo et al., 2020),

**Tabel 1. Relevant Previous Research**

No	Author (year)	Previous Research Results	Similarities	Difference
1	Samuel (2007)	Lingkungan berpegaruh positif dan signifikan terhadap <i>decision making</i>	The environment influences the decision-making of the 50% discount stimulus program	Psychological influence on decision making 50% discount stimulus program
2	Hasanah (2014)	Lingkungan berpengaruh positif dan signifikan terhadap <i>decision making</i>	Environment and culture influence the decision making	Reference group, family, social class affect decision making
3	Ferawati, (2017)	Lingkungan mempunyai hubungan yang signifikan dan positif terhadap <i>Decision making</i>	environment influences decision making for employees	The environment has a positive and significant effect on decision-making
4	Dudi (2021)	Lingkungan berpegaruh positif dan signifikan terhadap <i>decision making</i>	environment influences decision making for investment	Subjective norms affect the revision of confidence in investing
5	Sudaryana (2021)	Lingkungan berpegaruh positif dan signifikan terhadap <i>decision making</i>	Organizational culture/environment influences managerial decision making	Organizational commitment leadership style affects managerial decision making
6	Ismail (2021)	Lingkungan kerja berpegaruh positif dan signifikan terhadap perencanaan karir	The work environment partially influences career planning	Placement motivation affects employee performance
7	Linda (2021)	Pengalaman berpegaruh positif dan signifikan terhadap <i>decision making</i>	experience influences decision making	Skills affect performance
8	Rahmat, D., et., al (2014)	Pengalaman berpegaruh positif dan signifikan terhadap <i>decision making</i>	The learning experience has an effect on decision-making in the selection of majors.	Career decision-making needs to make career adaptations and carry out specific strategies
9	Hayuningtyas, G. A. (2020).	Pengalaman mempunyai hubungan	Experience has a significant and positive	Experience, exploration, and

		yang signifikan dan positif terhadap <i>decision making</i>	effect on decision making	commitment have a significant and positive relationship to decision making
10	Khuzaimah (2017)	Skill berpengaruh positif dan signifikan terhadap Perencanaan karir	Skills affect career planning, The work environment affects career planning	Skill development and work environment have a positive and significant impact simultaneously on employee job satisfaction
11	Sarwoko (2013)	Skill berpengaruh positif dan signifikan terhadap perencanaan	Entrepreneurial skills can strengthen business strategy	Entrepreneurial skills determine business performance
12	As (2013)	Skill berpengaruh positif dan signifikan terhadap perencanaan karir	Skill has a positive but not significant effect on lecturer career planning	Skill has a positive and significant effect on lecturer performance
13	Ibrahim, et., all (2017)	Skill berpengaruh positif dan signifikan terhadap Perencanaan karir	Skills affect career planning	Skills and career planning affect employee performance
14	Romadhon et all (2021)	Skill berpengaruh positif dan signifikan terhadap perencanaan	Skills affect Planning	Commitment, effect on supervisory management
15	Zamroni (2016)	Pengambilan keputusan berpengaruh positif dan signifikan terhadap perencanaan	Decision-making in choosing the direction of specialization is essential in determining the direction/planning of students' professions	Students can develop good strategies in each direction of specialization/planning that has been determined

## RESEARCH METHOD

Writing scientific articles uses qualitative methods and literature studies or library research, reviewing theories, and reviewing literature books that are by the ideas discussed, significantly the scope of human resource management (HRM). Besides that, it also analyzes reputable and unreputed scientific articles and journals. All scientific papers are sourced from Google Scholar and Mendeley.

The literature review must be used consistently with methodological assumptions in qualitative research. This means that it must be used inductively not to direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory (Ali & Limakrisna, 2013). In the next stage, it will be discussed in depth in the section entitled "Related literature" or "library review" (Review literature) as the basis for formulating hypotheses. In the final stage, these two kinds of literature become the basis for comparisons with the results and findings. -findings revealed in research (H. Ali & Limakrisna, 2013).

## FINDING AND DISCUSSION

Based on relevant theoretical studies and previous research, the discussion of this literature review article in the concentration of Human Resource Management is:

### **The influence of the Environment on Decision Making**

Experience has an effect on Decision Making, where the dimensions or indicators of Environment are: group level, promotion, devotion affect the dimensions or indicators of decision making (Salmida, 2018). The work environment partially affects career planning and motivation, and this shows that the better the employee's work environment, the more employee performance will be (Ismail, 2021).

The Environment influences decision-making because the Indonesian people generally like to gather with friends for various events. To further increase competition and give a positive image to the community, the company should often hold activities that directly interact with the district, which are later expected to attract people's attention to buy their products.

Previous research that examines the relationship between the Environment and decision making is research by: Hasanah (2014), Dudi (2021), Sudaryana (2021).

### **The Effect of Experience on Decision Making**

Experience affects decision making, where the dimensions or indicators of expertise are: length of service, level of knowledge, skills possessed, and mastery of work or equipment that affect decision making or determining positions or positions that are by expertise (Linda, 2021). Ways that decision-making can implement to gain work experience are through education, task execution, information media, seminars, upgrading, association, and observation. Someone who already has work experience will benefit from getting better confidence in dealing with a job. Authority will increase to influence other people to work according to their wishes. Experience that influences decision making is in line with research conducted by: (Njongu 2017), (Aristanti 2018), (Linda 2021)

### **Effect of Skill on Decision Making**

Bernadin and Russell in Ismail (2021) state that knowledge, skills, and skills are criteria that must be met to implement employee placement. Mothering in Linda (2021) in detail 5 dimensions of skills that individuals must possess, namely: Task skills, Task Management skills, Contingency management skills, Job role environment skills, and Transfer skills. Spencer (2021) skills are formed by 5 indicators: motives, traits, self-concept, knowledge, and skills. Skills influence decision-making, which is in line with research conducted by: (Linda 2021), (Ismail 2021).

### **Influence of Environment on Career Planning**

The environment consists of the work environment, such as the comfort of the workplace, relationships with colleagues, and relationships with superiors. Internal factors influence the setting, but external factors such as culture, social class, reference groups, and family significantly influence. Such rapid changes in society will affect the planning of choices based on psychology and future opportunities. The environment partially influences

career planning, and this shows that the better the work environment, the employees cannot thoroughly plan their careers (Ismail, 2021). Environment influences career planning; this is in line with research conducted by: (Ismail, 2021).

**Effect of Experience on Career Planning.**

A person's work experience can be considered in planning the type of work and the duration of doing the work. So that one's expertise greatly influences managers in planning one's career. Work experience indicators can be seen from KnowledgeKnowledge of underlying skills, work equipment, procedures, and work process methods. Ismail (2021). Experience influences career planning; this is in line with research conducted by: Ismail (2021), Suwarno, S., & Aprianto, R. (2019), Prathita, KW, & Nugroho, YAB (2018), Massie, R. (2015), Santosa, EI, & Himam, F. (2014).

**Influence of Skill on Career Planning**

Skill is an ability to carry out or perform a job or task based on skills and KnowledgeKnowledge and is supported by the work attitude required by the job. Thus, skills professionally show skills or KnowledgeKnowledge in a particular field and excel in that field. Skill has a significant effect on career planning. Skills can be seen from the ability to perform or carry out tasks, make decisions according to their roles and expertise, and their KnowledgeKnowledge to carry out the tasks assigned by their superiors. (Khuzaimah, 2017). Skills that affect career planning are in line with research conducted by: (Khuzaimah, 2017), (Ibrahim, et., al, 2017) and (Romadhon, et al. 2017).

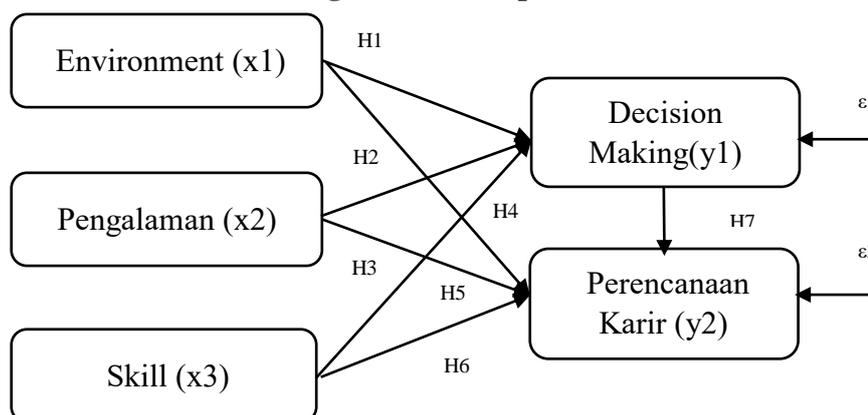
**The Influence Of Decision Making On Career Planning**

Decision Making describes an individual's skills in determining or making decisions about his career life. Decisions are the result of solving a problem that must be faced firmly. Decision-making is defined as selecting decisions or policies based on specific criteria. This process includes two or more alternatives because no decision will be taken if there is only one alternative. Previous research examines the relationship and influence of decision-making on career planning (Zamroni, 2016).

**Conceptual Framework**

Based on the formulation of the problem, theoretical studies, relevant previous research, and discussion of the influence between variables, the framework for thinking in this article are as follows:

**Figure 1: Conceptual Framework**



Based on the conceptual framework picture above, then: Environment, Experience, and Skill affect Decision making and career planning either directly or indirectly. Apart from the Environment, Experience, and Skill variables that affect the Y1 and Y2 variables, many other factors influence Decision making and Career Planning, including:

- 1) Sosial (X4): Ismandanu, E. E. (2019), Febriana, L. Z., & Masykur, A. M. (2019), dan Linda Ika Mayasari, (2020), (Elmi et al., 2016), (Gusfa et al., 2017), (Harini et al., 2020), (Kholisoh & Ali, 2020), (Mansur & Ali, 2017), (Ali, 2019), (Purba et al., 2017),
- 2) Motivasi (X5): Malahayati, S. (2018), Sari, I. (2020) dan Karamoy, Y. K., & Basuki, E. M. (2021), (Riyanto et al., 2017), (Prayetno & Ali, 2017), (Chauhan et al., 2019), (Rivai et al., 2017), (Prayetno & Ali, 2017), (Bastari et al., 2020), (Masydzulhak et al., 2016), (Aima et al., 2017)
- 3) Efikasi Diri (X6): Ardiyanti, D., & Alsa, A. (2015), Sari, K. D. (2016), Damayanti, D., & Widyowati, A. (2018) dan Prabowo, W., Yusuf, M., & Setyowati, R. (2019).
- 4) Competence/kompetensi (X7): Irmayanti, R. (2018), Chotimah, C., Muryati, M., & Hermawati, A. (2020), (Ansori & Ali, 2017), and (Ridwan et al., 2020).
- 5) Gender (X8): Marpaung, D. N., & Yulandari, N. (2017), Rahmi, F., & Puspasari, D. (2017), Wahyanti, D., & Folastri, S. (2021).

## CONCLUSIONS AND SUGGESTIONS

### Conclusions

Based on the formulation of the article, theory, and discussion of this article, it can be concluded that the hypotheses for further research are:

1. Environment influences Decision Making.
2. Experience influences Decision Making.
3. Skills Affect Decision Making.
4. Environment influences Career Planning.
5. Experience influences Career Planning.
6. Skills affect Career Planning.
7. Decision Making affects Career Planning.

### Suggestions

Based on the conclusions above, the suggestions in this article are that many other factors influence Decision Making and Career Planning, apart from Environment, Experience. Skills at all types and levels of organizations or companies; therefore, further studies are still needed to find other factors that can affect Decision Making and Career Planning other than those examined in this article.

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