



DETERMINATION OF CAREER DEVELOPMENT AND PERFORMANCE: ANALYSIS OF JOB PROMOTION AND EMPLOYEE TRANSFER (HUMAN RESOURCE MANAGEMENT LITERATURE REVIEW)

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Abstract: Previous research is a very important thing in the preparation of a scientific article. The purpose of previous research or relevant research is to strengthen the theory and phenomena of the relationship or influence among variables. This article reviews the Determination of Career Development and Performance: Analysis of Job Promotions and Employee Transfer, a Human Resource Management Literature Review. Writing this article aims to build a hypothesis of the influence between variables to be used in further research. The results of this library research are: 1) Job Promotion has an effect on Career Development; 2) Employee Transfers have an effect on Career Development; 3) Job Promotion has an effect on Performance; 4) Employee Transfer has an effect on Performance; and 5) Career Development has an effect on Performance.

Keyword: Career Development, Performance, Job Promotion, Employee Transfer

INTRODUCTION

Like lecturers and researchers, every student, whether for undergraduate or postgraduate, is required to conduct research and write scientific articles in the form of thesis, or dissertations to be published in scientific journals both nationally and internationally. For lecturers, students, and researchers, scientific work is an outcome that can provide benefits to the wider community.

Finding supporting articles in research as previous research or as relevant research are a difficulty for lecturers, students and researchers. Previous relevant articles are needed to strengthen the theory under study, to see the influence between variables, to build hypothesis, and to discuss the results of the research. This article analyzes the influence of Job Promotion and Employee Transfer on Career Development and their impact on Performance, a Human Resource Management literature review.

Based on the background that has been described previously, the problems to be discussed can be formulated in order to build hypothesis for further research, namely:

1. Does Job Promotion has an effect on Career Development?
2. Does Employee Transfer has an effect on Career Development?
3. Does Job Promotion has an effect on Performance?
4. Does Job Transfer has an effect on Performance?
5. Does Career Development has an effect on Performance?

LITERATURE REVIEW

Career Development

Career development is a job activity that helps employees plan their future careers in an organizations so that organizations and employees can develop themselves to the fullest (Mangkunegara, 2004). Career development can also be interpreted as a series of work activities that are separate but still have complementary, sustainable relationships and give meaning to someone's life (Flippo, 2000). Meanwhile, according to Robbins (1996) career development is a way for organizations to support or increase worker productivity, as well as prepare them to face a changing world.

Dimensions or indicators of career development according to F.C Gomes (2013) are:

a) Career Management

This is an organizational process to integrate human resources in selecting, assessing, assigning, and developing employees to prepare a pool of competent workers to fulfill the future needs.

b) Career Planning

This is a process that must be passed by individual employee to identify and take steps to achieve goals.

This career development has been studied by many previous researchers, including: (Irmawaty & Hamdani, 2016), (Ratulangi, 2017), (Julianita, 2018), and (Negara, 2014).

Performance

Performance is the result of work based on the quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities given to him (Mangkunegara, 2000). Meanwhile, Achmad Sobirin (2021) in his book *Organizational Behavior* states that performance is an accumulation of behavior that occurs over a long period of time and in different contexts and involves different people. Performance according to Frieldman and Arnold (1987) is a combination of self-motivation of a person and his ability to do a job.

The following are indicators of individual employee performance according to Robbins (2006), there are:

a) Quality of Work

This indicator is measured by the employee's perception of the quality of the work produced and the perfection of the task on the skills and abilities of employees.

b) Quantity of Work

This indicator is the amount of result that expressed in units or number of completed activity.

c) Punctuality

This indicator is the level of activity completed at the beginning of the stated time and seen from the point of view of coordinating with the output results and optimizing the time available for other activities.

d) Work Effectiveness

This indicator is the level of use of organizational resources (energy, money, technology, and raw materials) that are optimized with the aim of increasing the results of each unit.

e) Independence

This indicator is the level of an employee who will be able to carry out his work functions according to their work commitments.

This performance has been widely studied by previous researchers, including: (Ansori & Ali, 2015), (Triana, 2017), (Purnomo & Suhendra, 2020), and (Ardian & Kerja, 2021).

Job Promotion

Job promotion according to Hasibuan (2016) is a move that enlarges the authority and responsibility of employees to higher positions in an organization which is followed by greater obligations, rights, status, and income. Meanwhile, according to Sikula in Hasibuan (2018) explains that job promotion is the transfer of an employee from one position to another that involves an increase in salary and status. Meanwhile, Siagian (2010) states that a job promotion is if a person is transferred from one job to another accompanied by greater responsibilities, a higher level of the hierarchy of positions, and a higher income. Dimensions and indicators of job promotion (Ardana dkk, 2012) including:

- a) Dimensions of seniority, with indicators in the form of employees having higher abilities and working longer than others, having broader ideas, and rational managerial abilities.
- b) Dimensions of work achievement, with indicators of achievement or high work results.
- c) Dimensions of loyalty, with indicators in the form of being loyal to the organization and being responsible.
- d) Dimension of honesty with the indicator in the form of honesty owned by employees.

Job promotion has been widely studied by previous researchers, including: (Ritonga & Lubis, 2015), (Razak et al., 2018), (Aini et al., 2020) and (Haryono et al., 2020).

Employee Transfer

In an organization, employee transfers are commonplace. As stated by Wahyudi (2005) employee transfer is a change in the position, job, or workplace of an employee which is carried out both vertically and horizontally. Employee transfer is an employment activity related to the process of transferring functions, responsibilities, and employment status of employees to certain situations with the intention that the employee concerned gets job satisfaction so as to be able to provide optimal work achievement to the organization (Sastrohadiwiryono, 2002).

Meanwhile, Malayu S.P. Hasibuan (2008) states that employee transfer is a change in position, job, place or work carried out both horizontally and vertically (promotion/demotion) in an organization.

The dimensions or indicators of employee transfer as stated by Hasibuan (2013) are as follows:

- a) Promotion, which is a change in position or a job to a higher level. Indicators in the form of achievement or work experience.
- b) Demotion, namely a vertical mutation in the form of a decrease in rank or position to a lower one.
- c) Suspension of promotion.
- d) Job release or suspension.
- e) Temporary transfer or horizontal transfer, namely by transferring employees to temporarily replace certain job positions.
- f) Job rotation, namely horizontal personal transfer with the aim of increasing knowledge or avoiding work boredom.
- g) Production transfer, horizontal transfer to fill vacancies so that production activities continue.
- h) Replacement transfer, namely employee turnover to retain experienced employees by replacing new employees.
- i) Versatility transfer, namely horizontal transfer to place employees who have certain skills in positions that require them.
- j) Personnel transfer, namely horizontal transfer at the wish of the employee concerned.

Employee transfer have been widely studied by previous researchers, including: (Rakhman, 2016), (Purba, 2020), and (Dan & Han, 2018).

Table 1: Previous Research

No	Author (Year)	Previous Research Results	Equation with this article	Difference with this article
1	(Ratulangi, 2017)	Compensation and Career Development simultaneously and partially affect Performance	Career Development Affects Performance	Researchers do not use the Compensation variable in this study
2	(Negara, 2014)	Career Development affects the performance of employees of PT Pos Indonesia (Persero) Jembrana Regency	Career Development Affects Performance	a. Researchers used several other variables, namely Job Promotion and Employee Transfer b. Different research subject
3	(Julianita, 2018)	Career Development has a positive effect on employee performance at PT Telkom Malang	Career Development has a positive effect on Performance	c. Researchers used several other variables, namely Job Promotion and Employee Transfer a. Different research subject
4	(Ansori & Ali, 2015)	Competence and Job Promotion affect Performance	Job Promotion Affects Performance	Researchers do not use the Competence variable in this study
5	(Purnomo & Suhendra, 2020)	Working Period and Job Promotion have an effect on Performance	Job Promotion Affects Performance	Researchers do not use the Working Period variable in this study
6	(Ardian & Kerja, 2021)	Compensation and Work Motivation have an effect on Performance, and Compensation has an effect on Work Motivation	There is one variable that is the same, namely Performance	Researchers do not use the Compensation and Work Motivation variables in this study
7	(Ritonga & Lubis, 2015)	Job Promotion Affects Employee Performance at PT Herfinta Farm & Plant Medan	Job Promotion Affects Performance	d. Researchers used several other variables, namely Career Development and Employee Transfer a. Different research subject
8	(Razak et al., 2018)	Job Promotion and Job Satisfaction have an effect	Job Promotion Affects Performance	Researchers do not use the Job Satisfaction variable in this

		on Performance		study
9	(Haryono et al., 2020)	Job Training, Job Promotion and Work Motivation have an effect on Performance	Job Promotion Affects Performance	Researcher do not use the Work Motivation variable in this study
10	(Rakhman, 2016)	Employee transfer and Competence affect Career Development	Employee transfer Affects Career Development	Researchers do not use the Competency variable in this study
11	(Purba, 2020)	Employee transfer and Employee Placement have an effect on Job Satisfaction and Performance	Employee transfer Affects Performance	Researchers do not use the variables of Employee Placement and Job Satisfaction in this study
12	(Dan & Han, 2018)	Employee Transfers and Job Promotions Affect Employee Performance at PT Waru Kaltim Plantation	Employee transfer and Job Promotions Affect Performance	a. Researchers used other variables, namely Career Development b. Different research subjects
13	(Prayetno & Ali, 2020b)	Work Motivation and Entrepreneurial Knowledge affect the performance of advocates	There is one variable in common, namely Performance	Researchers do not use the variables of Work Motivation and Entrepreneurial Knowledge in this study
14	(Irmawaty & Hamdani, 2016)	Talent Management affects Career Development	There is one variable in common, namely Career Development	Researchers do not use Talent Management variable in this study
15	(Triana, 2017)	Allowances, Commitment and Career Path affect Performance	There is one variable in common, namely Performance	Researchers do not use the variables of Allowance, Commitment and Career Path in this study
16	(Yunita, 2021)	Job Promotion and Competence affect Career Development	Job Promotion Affects Career Development	Researchers do not use the Competency variable in this study
17	(Aini et al., 2020)	Competence and Job Promotion have an effect on Career Development and Employee Performance	Job Promotion Affects Career Development and Employee Performance	Researchers do not use the Competency variable in this study
18	(Nareswari et al., 2015)	Performance and Job Promotion Affect Career Development	Job Promotion Affects Career Development	Researchers did not research whether performance affects Career Development, but the other way around
19	(Jurnal & Mea, 2022)	Employee Transfer Affects Career Development	Employee Transfer Affects Career Development	Researchers add other variables, namely Job Promotion and Performance
20	(Nurfitri Ayu Mandasari, Magfirah, 2017)	Employee Transfer and Work Motivation have an effect on Employee Performance	Employee Transfer Affects Employee Performance	Researcher do not use the Work Motivation variable in this study
21	(Mohd Zin et al., 2013)	Employee Transfer Affects Career Development of Workers in Japanese Companies	Employee Transfer Affects Career Development	a. Researchers use other variables, namely Job Promotion and Performance b. Different research subjects

RESEARCH METHOD

This literature review article was written using qualitative methods and literature review (Library Research). Reviewing theories related to the subject matter and the relationship or influence among variables from books and scientific articles sourced from

Mendeley, Scholar Google and cited according to citation rules by following the citation style of the American Psychological Association (APA).

In qualitative research, literature review must be used consistently and with methodological assumptions. In other words, it must be used inductively so that it does not effect the questions raised by the researcher. One of the main reason for carrying out qualitative research is that this research is exploratory (Ali & Limakrisna, 2013).

FINDINGS AND DISSCUSION

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

The Effect of Job Promotion on Career Development

Job Promotion has an effect on Career Development, where the dimensions or indicators of Job Promotion are; the seniority dimension, the dimension of work performance, the loyalty dimension, and the honesty dimension (Ardana et al, 2012) affect the dimensions or indicators of Career Development, namely career management and career planning (F.C Gomes, 2013).

Job Promotion has a significant effect on Career Development, which means if employees are able to complete work in accordance with company standards and targets, this is in line with research conducted by: (Nareswari et al., 2015). Job Promotion has a significant effect on Career Development, because there are aspects related to Job Promotion that have had a positive impact on Career Development (Aini et al., 2020).

The granting of a Job Promotion cannot be separated from the employee's performance appraisal which is the basis for the employee concerned. In order for a Job Promotion to be able to improve social status, power and obligations, as well as employee job satisfaction, organizational policies must be optimized in order to be able to attract all of the organizational resource potentials. However, there are other factors that influence employee career development, such as competence, so that the Job Promotion partially has a significant influence on Career Development, this is in line with research conducted by: (Yunita, 2021).

The Effect of Employee Transfer on Career Development

Employee Transfer has an effect on Career Development, where the dimensions or indicators of Employee Transfers are; promotion, demotion, suspension of promotion, job release or suspension, temporary transfer, job rotation, production transfer, replacement transfer, versatility transfer, and personnel transfer (Hasibuan, 2013) affect the dimensions or indicators of Career Development, which are career management and career planning (F.C Gomes 2013).

Employee Transfer has a dominant contribution to Career Development, means, if Employee Transfers are carried out properly, it will have a positive impact on employee Career Development (Jurnal & Mea, 2022). Employee Transfer has an effect on Career Development, which means the increasing of Employee Transfers, the Career Development of employees will also increased (Rakhman, 2016).

Employee Transfer has an influence on Career Development, this is in line with research conducted by: (Mohd Zin et al., 2013), who found the results that Employee

Transfer had an impact on increasing employee knowledge, experience, and work abilities so that it affected career development.

The Effect of Job Promotion on Performance

Job Promotion has an effect on Performance, where the dimensions or indicators of Job Promotion are; seniority dimensions, work performance dimensions, loyalty dimensions, and honesty dimensions (Ardana dkk, 2012) affect the dimensions or performance indicators, which are; work quality, work quantity, punctuality, work effectiveness, and independence (Robbins, 2016). To improve employee performance, the company must be able to optimize job promotions (Purnomo & Suhendra, 2020).

Job Promotion has an effect on Performance, if Job Promotion is really based on the competencies possessed by employees, namely in the form of work performance, discipline, skills, education, honesty, loyalty, leadership, cooperation and communicativeness, and not based on nepotism so that it will be able to improve performance (Ansori & Ali, 2015). Job Promotion has a positive effect on performance, this is in line with research conducted by (Ritonga & Lubis, 2015) which means increasing the number of Job Promotions, it will increase employee performance.

Job Promotion has an effect on performance, the dimensions are employee skills and seniority. Indicators of employee skills include employee education level, interpersonal skills, responsibility for work, employee performance, initiative and creativity. While seniority can be seen from indicators in the form of a lot of work experience, loyalty, work honesty, years of service, and mastery in the field of work. So it can be concluded that Job Promotion has an influence on Performance, because of the Job Promotion, the employee's performance will increase (Haryono et al., 2020).

The Effect of Employee Transfer on Performance

Employee Transfers affect performance, where the dimensions or indicators of Employee Transfers are; promotion, demotion, suspension of promotion, job release or suspension, temporary transfer, job rotation, production transfer, replacement transfer, versatility transfer, and personnel transfer (Hasibuan, 2013) affect the dimensions or performance indicators, which are work quality, work quantity, timeliness, effectiveness, and independence (Robbins, 2016).

Employee transfer have a significant effect on performance, if the implementation of employee transfers is carried out with the aim of increasing knowledge and skills, optimizing work unit performance, and fostering employee competence (Nurfitri Ayu Mandasari, Magfirah, 2017). Employee transfer is the most influential factor on employee performance, this is in line with research conducted by: (Dan & Han, 2018).

With the large scope of work carried out by employees, and employees have the aim to develop themselves and trigger the employee's concerned to achieve a higher career so that it will encourage employees to improve performance, so that employee transfer's variables affect employee performance (Purba, 2020).

The Effect of Career Development on Performance

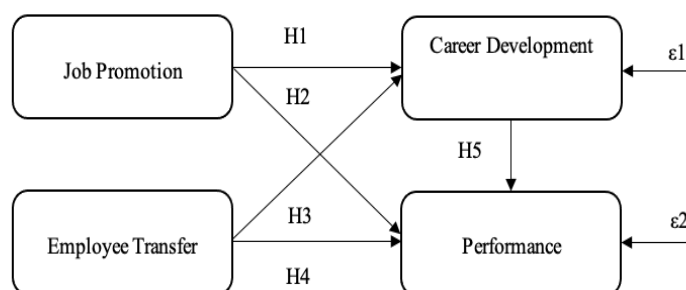
Career Development has an effect on Performance, where the dimensions or indicators of Career Development are career management and career planning (F.C Gomes, 2013) have an effect on performance indicators, which are work quality, work quantity, punctuality, work effectiveness, and independence (Robbins, 2016).

Career development affects performance due to the employee's desire to get a higher position so that the employee is always serious about working for the sake of increasing achievement and getting a good appraisal from the company and being promoted to a certain position (Ratulangi, 2017). Employee performance will increase, if Career Development increases, it is proven that the most dominating indicator is career management (Julianita, 2018).

Career development has several dimensions including training, educational background, and work experience. Each of these dimensions has an influence on employee performance, so it can be concluded that Career Development affects Performance, if Career Development is perceived by both company and employees (Negara, 2014).

Conceptual Framework

Based on the formulation of the problem, theoretical studies, relevant previous research and discussion of the influence between variables, the framework for this article is obtained as below:



Picture 1: Conceptual Framework

Based on the picture of the framework above, then: Job Promotion and Employee Transfers have an effect on Career Development and Performance both directly and indirectly.

Apart from the variables of Job Promotion and Employee Transfers that have an influence on Career Development and Performance, there are still many other variables that influence it, including the variables:

- 1) Compensation: (Ratulangi, 2017)
- 2) Competence: (Ansori & Ali, 2015), and (Ridwan et al., 2020)
- 3) Working Period: (Purnomo & Suhendra, 2020)
- 4) Work Motivation: (Ardian & Kerja, 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),
- 5) Job Satisfaction: (Razak et al., 2018)
- 6) Job Placement: (Purba, 2020)
- 7) Entrepreneurial Knowledge: (Prayetno & Ali, 2020b)

- 8) Talent Management: (Irmawaty & Hamdani, 2016)
- 9) Allowance: (Triana, 2017),(Triana, 2017)
- 10) Knowledge:(Desfiandi et al., 2017), (Prayetno & Ali, 2020a), (Mukhtar et al., 2016), (Brata, Husani, Hapzi, Baruna Hadi Shilvana AliBrata, Husani, Hapzi, 2017), and (Toto Handiman & Ali, 2019).

CONCLUSIONS AND SUGGESTIONS

Conclusions

Based on the theory, relevant articles and the discussion above, conclusions can be drawn to build hypothesis for further research, those are:

- 1) Job Promotion affects Career Development.
- 2) Employee Transfer affects Career Development.
- 3) Job Promotion affects Performance.
- 4) Employee Transfer Affect Performance.
- 5) Career Development Affects Performance.

Suggestions

Based on the conclusions above, the suggestion in this article is that there are still many other factors that can affect Career Development and Performance, apart from Promotions and Employee Transfers at all types and levels of organizations or companies, therefore further studies are still needed to looking for other factors that can affect Career Development and Performance other than those examined in this article such as: Compensation, Competence, Working Period, Work Motivation, Job Satisfaction, Job Placement, Entrepreneurial Knowledge, Talent Management, Allowance, or Knowledge.

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