



DETERMINATION OF CAREER PLANNING AND DECISION MAKING: ANALYSIS OF COMMUNICATION SKILLS, MOTIVATION AND EXPERIENCE (LITERATURE REVIEW HUMAN RESOURCE MANAGEMENT)

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Abstract: Previous research or relevant research is very important in a research or scientific article. Previous research or relevant research serves to strengthen the theory and phenomena of the relationship or influence between variables. This article reviews the Determination of Career Planning and Decision Making: Analysis of Communication Skills, Motivation and Experience, A Study of the Marketing Management Literature. The purpose of writing this article is to build a hypothesis of the influence between variables to be used in further research. The results of this research library are that: 1) The Effect of Communication Skills on Career Planning; 2) The Effect of Motivation on Career Planning; 3) Effect of Experience on Career Planning; 4) The Effect of Career Planning on Decision Making; 5) The Influence of Communication Skills on Decision Making; 6) The Influence of Motivation on Decision Making; and 7) Effect of Experience on Decision Making.

Keyword: Career Planning, Decision Making, Communication Skills, Motivation and Experience

INTRODUCTION

Every student, both Strata 1, Strata 2 and Strata 3, is required to conduct research in the form of theses, theses and dissertations. Likewise for lecturers, researchers and other functional staff who actively conduct research and make scientific articles for publication in scientific journals. Based on the empirical experience of many young students and lecturers as well as other researchers, it is difficult to find supporting articles in research as previous research or as relevant research. Articles as relevant researchers are needed to strengthen the theory being studied, to see the relationship between variables and build hypotheses, it is also very necessary in the discussion section of research results. This article examines the influence of Communication Skills, Motivation and Experience on Career Planning and their Impact on Decision Making, a Human Resource Management Literature Study.

Based on the background, the problems to be discussed can be formulated in order to build hypotheses for further research, namely:

1. Do Communication Skills Affect Career Planning?
2. Does Motivation affect Career Planning?
3. Does Experience Affect Career Planning?
4. Do Communication Skills Affect Decision Making?
5. Does Motivation affect Decision Making?
6. Does Experience Affect Decision Making?
7. Does Career Planning Affect Decision Making?

LITERATURE REVIEW

Career Planning

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

Mathis (2006) defines career planning as planning that focuses on work and identifying career paths that provide logical progress for people between jobs in the organization. Supriatna (2009) said that 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 in a systematic ways.

Career planning is an effort made by individuals to better understand and be aware of the skills, interests, values, opportunities, obstacles, choices and consequences in themselves that seeks 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 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 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).

Career planning has been widely studied by previous researchers including (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).

Decision-making

According to Eisenfuhr (in Lunenburg, 2010) decision making is the process of making a choice from a number of alternatives to achieve the desired result. Decision making is defined as a process for analyzing problems, identifying alternative solutions, choosing the

best alternative to solve problems, implementing decisions and evaluating the implementation of decisions (Wirawan, 2013).

The indicators used in Decision Making (Syamsi, 2012) are as follows:

- 1) Purpose
- 2) Identify Alternatives
- 3) Factors that cannot be known in advance
- 4) It takes a means to measure the results achieved.

This decision making has been studied by many previous researchers including (Alwizra et al., 2020), (Warsini & Septiawan, 2021), (Setiawan & Pratama, 2019) and, (Brata, Husani, Hapzi, 2017).

Communication Skills

(Robbins, 2016) states that good communication will help develop motivation by explaining to employees what to do, how well they are working, and what can be done to improve substandard performance.

(Darma & Supriyanto, 2017., Achmad 2014), states that communication is a process of transferring and exchanging messages, where this message can be in the form of facts, feelings, ideas, data or information from someone that is conveyed to others.

Based on Sutrisno (2017), communication is a multi-meaning concept. The meaning of communication can be distinguished based on communication as a social process. Where social scientists conduct research using a communication approach that generally focuses on human activities and the link between messages and behavior.

Communication has been studied by many previous researchers including (Christina Catur Widayati et al., 2020) and (C.C. Widayati et al., 2020),

Motivation

(Rivai, 2014) states that motivation is a series of attitudes and values that influence individuals to achieve specific things in accordance with the individual's goals for taking action.

Then (Wibowo, 2016) motivation is an encouragement to a series of processes of human behavior in achieving certain goals. The elements contained in motivation include elements of generating, directing, maintaining, showing intensity, being continuous and having a purpose. Stating that "motivation is something that creates enthusiasm or encouragement to work". (Marwansyah, 2014).

The dimensions for measuring motivation (V. Rivai, 2014) are:

- 1) Power
- 2) Work Environment
- 3) Compensation,
- 4) Rewards
- 5) Punishment

Motivation variables have been studied by many previous researchers including (Chauhan et al., 2019), (Riyanto, Sutrisno, et al., 2017), (Aima et al., 2017), (Bastari et al., 2020) , (Prayetno & Ali, 2017), (A. Rivai et al., 2017), and (Masydzulhak et al., 201

Experience

Ranupandojo in Linda (2021), experience is a measure of the length of time or period of work that a person has taken so that he can understand the tasks of a job and have carried it out well. The decision to place a person's position supported by experience can improve his performance which will automatically have an impact on increasing company performance.

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 of time. which are relevant are: period of work, level of knowledge and skills possessed and mastery of work or equipment (Foster in Linda, 2021).

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 he worked for each job or position. Many organizations pay attention to work experience as the basis for career promotion requirements 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 the years of service of certain people who receive consideration for promotion, (c) encourage the organization to develop its employees, because the employees who have worked the longest will eventually be promoted by the organization.

Previous researchers have studied many experiences, including (Linda, 2021), (Njongu, 2017), (Aristanti, 2018).

Table 1: Relevant Previous Research

No	Author (year)	Previous Research Results	Equation With This Article	Difference With This Article
1	Nafuroh, et, al. (2016)	The results of the study indicate that either simultaneously or partially the variables of Skills, Communication and Training have a significant influence on Career Development	Communication on Career Planning	Not researching on Communication Skills, Motivation and Experience on Decision Making. Do not use intervening variables
2	Setiadi, et, al. (2016)	The results of this study found that communication has a positive effect on organizational commitment. Competence has a positive effect on organizational commitment. Career development is moderating the positive influence of communication on organizational commitment.	Communication on Career Planning	Not researching on Communication Skills, Motivation and Experience have an effect on Career Planning and Decision Making.
3	Afiq (2012)	Motivation and training variables have a significant effect on the career development of employees in the credit division of PT. Bank Rakyat Indonesia Tulungagung Branch either partially or simultaneously.	Motivation for Career Planning	Not researching on Communication Skills and Experience on Decision Making. Do not use intervening variables

4	Natalia,et,a l.(2020)	The results of this study found that career development has a positive and significant effect on employee work motivation. Work motivation has a positive and significant effect in mediating the effect of career development on employee performance.	Motivation for Career Planning	Not researching on Communication Skills and Experience on Decision Making.
5	(Wahyuni, 2018)	The results of the study found that motivation, perception, consumer attitudes had a positive and significant effect on purchasing decisions for Honda motorcycles	Motivation affects decision making	1.Communication affects purchasing decisions 2. do not use intervening variables
6	(Dyatmika, 2021)	Variable motivation has the most influential value in giving a direct influence on student behavior	motivation affects student behavior	Variable persuasive communication through social campaigns does not have a significant effect Influence both directly and indirectly on student behavior
7	Zamroni (2016)	Decision making has a positive and significant impact on planning	Decision making in choosing the direction of specialization is an important factor in determining the direction / planning of students' specialization	Students are able to develop good strategies in each direction of specialization/planning that has been determined
8	(Azizah & Pringgabay u, 2018)	The results of the alternative hypothesis which states "There is an Influence of Formal Communication (X) on Decision Making for Promotion of Employee Positions (Y) in the Regional Personnel Agency of West Java Province". While the magnitude of the influence of formal communication on decision-making promotion of employees.	Communication affects Decision Making	Not researching skills and motivation on organizational behavior Do not use intervening variables
9	(Handayani , 2018)	The results of the discussion show that leadership and interpersonal communication have a significant positive effect on the decision-making process in realizing an	Communication affects Decision Making	To be able to produce a good decision-making process, it can be done by positively perceiving leadership to improve employee performance

		increase in employee performance at the Garut Regency Personnel and Training Agency.		
10	(Budiono, 2014)	The results of this study indicate that there is a positive and significant influence on organizational communication and decision making	Communication affects Decision Making	Not researching skills and motivation on organizational behavior Do not use intervening variables
11	(Jamaluddin Sawaji, 2021)	The results of the study show that motivation has a positive and significant effect on attitudes. students in choosing private universities in South Sulawesi.	Motivation affects decision making	Not researching skills and communication on organizational behavior Do not use intervening variables
12	(Mujiyati, 2016)	The results of the study show that motivational variables affect decision making	Motivation affects decision making	Knowledge and attitudes also have a significant effect on decision making in the use of orthodontics

RESEARCH METHOD

The method of writing scientific articles is by using qualitative methods and literature review (**Library Research**). Assessing theory and the relationship or influence between variables from books and journals both offline in the library and online sourced from Mendeley, Scholar Google and other online media.

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not 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).

FINDINGS DISCUSSION

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

Effect of Communication Skills on Career Planning.

Communication Skills affect Career Planning, where the dimensions or indicators of Communication Skills are: 1) Organizational Perspective 2) Personal feedback 3) Organizational integration 4) Direct superior communication 5) Communication climate 6) Horizontal communication 7) Media quality 8) Subordinate communication. According to Hidayat (2016). From the point of view of the organization or institution, career development is the process of directing placement, transfer, employee development based on assessment, planned training activities and planned jobs. Therefore, a good career development includes personal career development and organizational career management. To design a career, communication skills are needed. Communication Skills have an effect on Career Planning, this is in line with research conducted by: (Nafuroh, et al, 2016) and (Setiadi, et al, 2016)

The Effect of Motivation on Career Planning.

That motivation is the driving force that creates work enthusiasm with all efforts to achieve satisfaction. The motivation of these members can be in the form of encouraging members to participate in various activities and utilize business units (Hasibuan, 2014). Motivation has an effect on Career Planning, this is in line with research conducted by: (Natalia, et al, 2020) and (Afiq, 2012).

Effect of Experience on Career Planning.

That motivation is the driving force that creates work enthusiasm with all efforts to achieve satisfaction. The motivation of these members can be in the form of encouraging members to participate in various activities and utilize business units (Hasibuan, 2014). Experience influences career planning, this is in line with research conducted by: Ismail, (2021), Suwarno, S., & Aprianto, R. (2019), Prathita, K. W., & Nugroho, Y. A. B. (2018), Massie, R. (2015), Santosa, E. I., & Himam, F. (2014).

The Influence of Communication Skills on Decision Making.

States that communication and decision-making are jointly related to performance. Because with the ability to communicate, it will be very helpful in managing existing resources, especially related to human resource management. Associated with decision making, so as not to be wrong in making decisions (Wirawan, 2013). Communication affects decision making, this is in line with research conducted by: (Azizah & Pringgabayu, 2018), (Handayani, 2018) and (Budiono, 2014).

The Effect of Motivation on Decision Making.

Motivation is a condition or condition that is intended to influence or encourage someone to make a decision to do something or take action with the aim of meeting the needs of life as desired. Motivation influences decision making, this is in line with research conducted by: (Mujiyati, 2016), (Wahyuni, 2018) and (Jamaluddin Sawaji, 2021).

Effect of Experience on Decision Making.

Experience affects decision making, where the dimensions or indicators of experience 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 in accordance with expertise (Linda, 2021). Ways that can be implemented to gain work experience are through education, task execution, information media, seminars, upgrading, association and observation. Someone who already has work experience will provide the following benefits: Get better confidence in dealing with a job, authority will increase so that it can 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 Career Planning on Decision Making.

Decision Making is a description of 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 the selection of a decision or policy based on certain criteria. This process includes two or more alternatives because if there is only one

alternative no decision will be taken. Previous research that examines the relationship and influence 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 is as follows.

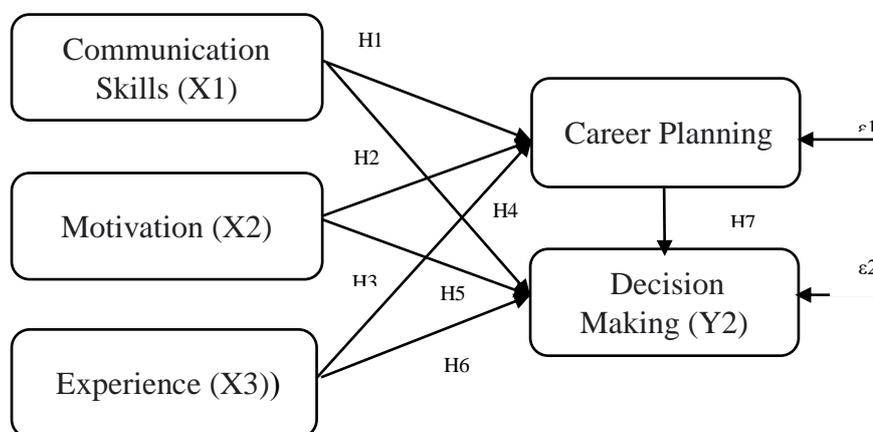


Figure 1: Conceptual Framework

Based on the conceptual framework picture above, then: Communication Skills (X1), Motivation (X2) and Experience (X3) affect Career Planning (Y1) and Decision Making (Y2) either directly or indirectly.

Apart from the variables of Communication Skills, Motivation and Experience which influence the variables of Career Planning and Decision Making, there are many other factors that influence Career Planning and Decision Making, including:

- 1) Leadership: (Limakrisna et al., 2016), (Bastari et al., 2020), (Anwar et al., 2020), (Ali et al., 2016), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Chauhan et al., 2019) and (Elmi et al., 2016).
- 2) Culture: (Purba et al., 2017), (Brata et al., 2017), (Harini et al., 2020) and (Elmi et al., 2016).
- 3) Creativity : (Desfiandi et al., 2017), (Yacob et al., 2020), (Richardo et al., 2020), (Christina Catur Widayati et al., 2020), (Prayetno & Ali, 2020) and (C.C. Widayati et al., 2020).
- 4) Commitment: (Limakrisna et al., 2016), (Harini et al., 2020), (Prayetno & Ali, 2017), (Riyanto, Yanti, et al., 2017), and (Masydzulhak et al., 2016).
- 5) Social: Ismandanu, E. E. (2019), Febriana, L. Z., & Masykur, A. M. (2019), Linda Ika Mayasari, (2020), (Elmi et al., 2016), (Gusfa et al., 2017), (Harini et al., 2020), (Kholisoh & Ali, 2020), (Mansur & Ali, 2017), (Ali, 2019) and (Purba et al., 2017).

CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the formulation of the article, theory and discussion of this article, it can be concluded that the hypotheses for further research are: Communication Skills affect Career Planning; Motivation has an effect on Career Planning; Experience influences Career Planning; Communication Skills affect Decision Making; Motivation has an effect on

Decision Making; Experience influences Decision Making; Career Planning has an effect on Decision Making.

Suggestion

Based on the conclusions above, the suggestion in this article is that there are many other factors that influence Career Planning and Decision Making, apart from Communication Skills, Motivation and Experience at all types and levels of organizations or companies, therefore further studies are needed. further to look for other factors that can influence Career Planning and Decision Making other than those examined in this article.

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