


## The Influence of Position Promotions, Transfers, and Organizational Climate on Employee Career Development at the Bulakamba District Office, Brebes Regency

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| <p><b>Article History:</b><br/>Received: 2023, 02, 15<br/>Revised: 2023, 02, 16<br/>Accepted: 2023, 02, 20</p>   | <p>This study aims to analyze the effect of promotion, mutation, and organizational climate on the career development of employees in the Bulakamba sub-district office, Brebes Regency. This study uses nonprobability sampling techniques with saturated sampling (<i>census</i>), which is a sampling technique if all members of the population are used as samples. The type of research used in this study is quantitative research with a descriptive approach. Research data sources can be sourced from primary data, namely questionnaires and secondary data (administrative data obtained about employee data profiles at the Bulakamba sub-district office. The analysis technique uses multiple linear regression with hypothesis test, stimulant statistical test (F test) and t statistical test (t test). The results of the multiple regression test showed <math>Y = 19.841 + 0.261</math> employees at the Bulakamba sub-district office. The mutation variable has a positive and significant effect on the career development of employees at the Bulakamba sub-district office. Organizational climate variables have a positive and significant effect on the career development of employees at the Bulakamba sub-district office. The variables of promotion, mutation and organizational climate have a positive and significant effect together on the career development of employees in the Bulakamba sub-district office. The contribution of independent variables (promotion, mutation and organizational climate) to the dependent variable (employee career development) amounted to 66.20%, while the remaining 33.80% was influenced by other factors that were not studied.</p> |
| <p><b>Keywords:</b><br/>Promotions,<br/>Mutations<br/>Organizational Climate,<br/>Career Development</p>   | <p>This is an open access article under the <a href="https://creativecommons.org/licenses/by-sa/4.0/">CC BY-SA</a> license.</p>   |
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### Abstract

This research aims to analyze the influence of promotions, transfers and organizational climate on employee career development in the office Bulakamba District, Brebes Regency. This research uses techniques *nonprobability sampling* with saturated sampling (*census*), namely a sampling technique if all members of the population are used as samples. The type of research used in this research is quantitative research with a descriptive approach. Sources of research data can be sourced from primary data, namely questionnaires and secondary data (administrative data obtained about employee profile data in the office). Bulakamba District. The analysis technique uses multiple linear regression with hypothesis testing, stimulant statistical tests (F test) and t statistical tests (t test). The results of the multiple regression test show  $Y = 19.841 + 0.261 X_1 + 0.194 X_2 + 0.393$  Bulakamba District. The mutation variable has a positive and significant effect on employee career development in the office Bulakamba District. Organizational climate variables have a positive and significant effect on employee career development in the office Bulakamba District. The variables of promotion, transfer and organizational climate jointly have a positive and significant effect on employee career development in the office Bulakamba District. The contribution of the independent variables (position promotion, transfer and organizational climate) to the dependent variable (employee career development) was 66.20%, while the remaining 33.80% was influenced by other factors not examined.

**Keywords:** Position Promotion, Transfers and Organizational Climate, Career Development

## 1. INTRODUCTION

Career is a part of life that influences the overall happiness of human life. Career development is a process that covers the entire span of a person's life. This means that a person's career development is not just about making a decision to enter a certain type of job or career, but rather reflects all experiences that have a real influence on his or her life. According to Mathis & Jackson (2002:62) career is a sequence of positions related to work that a person occupies throughout his life [1]. A person's career can continue to develop throughout his life through the sequence of positions, ranks or classes he passes.

Menurut Veithzal Rivai (2012:316) pengembangan karir adalah proses peningkatan kemampuan kerja individu yang dicapai dalam rangka mencapai karir yang diinginkan [2]. The main objective of career development is to increase the effectiveness and efficiency of work implementation by employees in order to provide satisfactory results to achieve the goals of the organization where they work. According to Siagian (2003:207), dimensions in career development are a) fair treatment in a career, b) concern from direct superiors, c) information about various promotion opportunities, d) interest in being promoted, and e) level of satisfaction [2].

An individual's career development does not only begin when they first enter a field of work, but begins before the individual works. A field of work usually starts from a certain level of education, so education is an important tool in choosing a job. Career maturity is an important thing in choosing a career. An employee can be said to be mature or ready to make career decisions, if the knowledge possessed to make career decisions is supported by sufficient information about the job based on the exploration that has been carried out by the individual. Many factors can influence a person's career maturity, both external and internal factors. According to Scheir and Carver (in Kurniawan, 2019) an optimistic person is a person who always hopes or suspects that good things will happen to him [3]. Optimistic people are more successful in preparing for a career than pessimistic people even though pessimistic people have relatively comparable interests and talents.

However, nowadays many people's career choices are not based on their interests and talents, but rather because of their parents' wishes, the breadth of opportunities, or simply just making a random choice regardless of the conflict of choices they face, without thinking long about whether it suits their interests and personality. Often decisions are made in a hurry due to economic pressures. They base their choices only on cognitive abilities, until one day they realize that there is something that is not appropriate outside of cognitive issues, for example interests or personality [4]. This fact is supported by data that has been broadcast in the media which states that 85% of professional workers feel that they are not suitable to work in their field and 65% of professional workers want to move from their jobs because they feel that they do not suit themselves [5].

One of the factors that influences employee career development is promotion, which aims to maintain self-existence. Promotion is a move that increases an employee's authority and responsibility to a higher position in an organization so that their obligations, rights, status and income are greater [5]. Apart from that, promotion is an increase in the position of an employee from a previous position to a higher position [6]. Promotion plays an important role for every employee, and is even a dream that employees always look forward to. Because promotion means there is trust and recognition regarding the ability and skills of the employee concerned to hold a higher position. Thus, promotion will always be followed by higher duties, responsibilities and authority than the position previously held, which is generally followed by an increase in income and facilities [7].

Promotion is considered very important for every employee, because with promotion the employee feels there is trust and recognition regarding the ability and skills of the employee concerned to occupy a higher position. Thus, promotion will provide greater social status, *authority*, responsibility *and* income for employees [5]. The existence of job promotions in an organization also plays a role in attracting more and more prospective employees to submit their applications to the organization, so that the process of procuring good employees will be easier [6].

The dimensions and indicators of job promotion are as follows: a) honesty, with indicators of honesty in work and responsibility; b) discipline, with indicators of compliance with organizational regulations and attendance; work performance, with indicators of achievement of work results and work programs; cooperation, with indicators of cooperation between employees and cooperation

with leadership; skills, with knowledge indicators that support task implementation and task skills; loyalty, with indicators of work enthusiasm and total work for the organization; leadership, with indicators of promotion opportunities and ability to form *team work*; education, with indicators of education and employee education levels [7].

Every individual wants his career to improve, because a person's career also affects his prestige and income [8]. This desire means that employees must have a thorough career plan. One of the steps taken to win the competition in order to be able to compete is that employees are required to have high *skills* (expertise), *knowledge* (knowledge), *ability* (ability) in order to become human resources capable of meeting needs and competing healthily [9]. Career development is closely related to human resource development. Career development refers to personal improvement or enhancement that is sought by individuals and organizations to choose goals and career paths to achieve these goals [10]. Organizations have a role in career development, in addition to individual characteristics also have a role in their career development. One of the needs or desires of every employee is to have the opportunity to pursue a successful career. Employees are motivated to improve their work performance, one of which is because there is a guarantee of a clear career direction. Efforts that need to be made in order to increase employee work motivation are to always try to increase professionalism and work ability, namely by carrying out employee development as well as possible, so that the various potentials and talents of each employee can be developed appropriately.

The problem at the Bulakamba District Office, Brebes Regency, is that seniority is still the benchmark. Apart from that, there is still employee dissatisfaction regarding career development policies. Through initial observations, it was found that some employees felt that employee expectations had not been met, so if this was allowed to drag on, it was feared that it would result in a decrease in employee work motivation. Another complaint felt by employees concerns career planning and development, namely that there are no clear regulations regarding job transfers. If necessary, transfers are carried out without clear guidelines for employees, making it difficult for employees to plan their future careers. There are still many employees at the Bulakamba District Office, Brebes Regency who don't understand it, another example is in terms of career development. There has been no special training for employees in new areas of work. There is no specialization of work duties yet, if there is a transfer of work assignments, be it promotion or transfer. The employees in question have not/were not provided with specific training regarding their new field of work, only in general, namely basic leadership training.

Apart from that, another influencing factor is employee transfers. Mutation is the movement of an employee from one job to another position with relatively the same salary, responsibilities and/or organizational level [11]. Sastrohadiwiry (in Kadarisman, 2014: 68) states that mutation is an employment activity related to the process of transferring functions, responsibilities and employment status of workers to a certain situation with the aim that the workforce concerned obtains deep job satisfaction and can provide work performance. As much as possible to the organization. Mutations according to Tanjung and Rahmawati (2003) in Abdullah Zailani (2015) can include two meanings, namely: a) the activity of moving employees from one workplace to a new place which is often referred to as a *tour of area*, b) activities The transfer of employees from one task to another within the same work unit or within an organization is often referred to as a *tour of duty*. Anantharaman (2004) states that career development opportunities have been shown to produce higher levels of commitment among employees [12].

One step to increase human resource capacity in accordance with organizational needs is by having professional human resource management, experience and in accordance with the educational knowledge they have obtained, so that they are able to carry out their responsibilities as officials in government organizations. Several factors in the bureaucracy cause ASN performance to appear ineffective, namely the arrogance of power, weak team work *and* excessive intervention from institutions and politics, especially from those in power. It is common knowledge that post-pilkada rotation or transfer of structural officials has become a tradition. The mutations carried out were not based on the basic principle *of the right man in the right place*, so the mutations carried out were less effective and efficient. Employee turnover is often related to political content, emotional relationships and reward politics, so that *the merit* system is often forgotten [13]. In principle, *the*

*merit system* is a measuring tool that produces competent, professional and quality employees. Job analysis also plays an important role in employee placement. Job analysis will produce employees who are able to work effectively and efficiently in achieving organizational goals.

Change of structural officials or rotation carried out professionally should be able to guarantee the creation of objective conditions that can encourage increased employee performance. On the other hand, employee transfers based on a *spoils system* (appointment of an employee based on family relationships, emotional relationships and considerations of the authorities), will cause the employee career coaching and development system to become unclear and there is no certainty about the employee's career path and will have an impact on bureaucratic governance. Mutation indicators according to Malayu Hasibuan (2013:) are: a) experience with sub-indicators: having experience according to their field, having a number of experiences that support their work and having a lot of flying hours; b) knowledge with sub-indicators, understanding the main tasks and functions well, knowing the policies regarding transfers and understanding the purpose of mutations; c) needs with sub-indicators: there are needs in certain agencies, there are conformity of mutations with needs and there are needs according to their field; d) proficiency with sub-indicators: having competence in accordance with the field, having skills in other fields and having *skills* that can be relied upon; responsibility with sub-indicators has responsibility for their duties and obligations and is responsible for all decisions [14].

Seeing the mutation phenomenon that often occurs after the inauguration of elected regional heads or at the end of their term of office becomes a dilemma. Employees who have different political views will have an impact on transfers and transfers, thereby disrupting employee performance, achievements and careers. Employees are essentially neutral and in the end employees are not neutral due to pragmatic politics, so that employees often become victims of power. That employee transfers at the Bulakamba District Office, Brebes Regency have not been effective and efficient, including the fact that there is still a mismatch between education and their field of expertise, job analysis that has not been on target and has not been based on the principles of professional transfer in accordance with the ASN Law No. 15 of 2014 and PP No. 11 of 2017 concerning Personnel Management. Promotion and rotation decisions made by management are rewards from career development programs [15].

Apart from promotions and transfers, another factor that plays a role in career development is the organizational climate. That organizational climate is the relative environmental quality of an organization experienced by its members, where it has an effect on their behavior and how the organization functions well. Organizational climate influences HR practices and policies accepted by organizational members. All organizations certainly have a strategy in HRM. An open organizational climate encourages employees to express interests and dissatisfaction without fear of retaliation or attention. Such dissatisfaction can be handled in a positive and tactful manner.

Organizational climate is a condition or reflection of the culture that is formed [16]. A good organizational climate at work creates comfort, mutual respect and togetherness at work. A good organizational climate is the initial capital for an organization to be able to influence the behavior of organizational members and to shape the characteristic values of the organization. Dimensions and indicators of organizational climate developed from Stringer's (2002) theory in [17] are a) organizational structure (*structure*) with organizational structure sub-indicators reflecting the organization's feelings well, having a clear role in the organizational environment and having responsibilities in the organizational environment; b) standards with *sub* -indicators measuring feelings of pressure to improve employee performance, the degree of pride felt by members of the organization; c) responsibility *with* sub-indicators reflects employees' feelings that they exist and do not need their decisions to be legitimized by members of the organization; d) appreciation (*responsibility*) with sub-indicators identifying that organizational members feel appreciated if they complete their tasks well; e) support (*recognition*) with sub-indicators reflecting ongoing feelings of trust and mutual support among the work group; f) commitment *with* sub-indicators reflecting members' feelings of pride in their organization and the degree of loyalty to achieving organizational goals [18].

As the work environment currently develops, there are many challenges faced by government agencies, one of which is the organizational climate at work which will indirectly influence behavior

in providing services to the community. Changes in the organizational climate occur very quickly, seen from the rapid development of information and technology [19]. This requires organizations to make changes such as changing the structure, form, vision and mission of the organization with the aim of making the organization able to respond to increasingly stringent climate changes so that it remains able to compete. Changes in the organizational climate mean that an agency simultaneously needs to harmonize the conditions occurring within with conditions outside the work environment [20].

The state of the organizational climate at the Bulakamba District Office, Brebes Regency is still not good. This can be seen from the lack of communication between superiors and subordinates, employee responsibilities are also poor. The types and performance activities carried out are still not in accordance with their competence or area of expertise. The situation of career development in official offices is also still not good. This can be seen from the number of employees whose education level is still low, namely high school. This is what makes the level of career development not going well. Job satisfaction for office employees at the Bulakamba District Office is also still lacking, supervision between co-workers is not good. This is because the room is not spacious enough, which means employees cannot work effectively. In general, a government agency or organization is influenced by environmental factors, both the internal environment and the external environment. Environment internal, namely the environment that comes from within the organization itself, such as human resources. Meanwhile, the external environment is the environment that comes from outside the organization, such as politics, economics, culture and social.

## 2. RESEARCH METHODS

This type of research is quantitative with a survey approach. Quantitative research is a research method based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, quantitative or statistical data analysis, with the aim of testing predetermined hypotheses [23]. The survey approach is used to obtain data from certain natural (not artificial) places, but researchers carry out treatments in collecting data, for example by distributing questionnaires, library research and so on. Furthermore, in terms of research level, this research is a type of explanatory research which aims to explain the position of the variables studied and the influence between one variable and another [23].

Based on the type of research at the level of explanation, this type of research is *associative research*. Associative research is research that aims to test a hypothesis or determine the influence between two or more variables [21]. In the end, the results of this research explain the causal influence between variables through hypothesis testing. In this study the author tries to explain the influence between the variables of promotion ( $X_1$ ), transfer ( $X_2$ ), organizational climate ( $X_3$ ) and career development. (Y). This research was carried out at the Bulakamba District Office, Brebes Regency from June to August 2020. The population in this study was all employees at the Bulakamba District Office, totaling 45 people. The entire population in this study was used as the research sample, so the total sample was 45 people. Considering that the population is small, in this study the entire population will be used as *the sample*. In this way, it is hoped that the research results will better reflect the existing picture. The data used is primary data from the results of filling out the questionnaire. The questionnaire instrument has been tested using validity and reliability tests. The data analysis used is descriptive tests and classical assumption tests. Hypothesis testing is carried out using the t test, F test and determination test.

## 3. RESULTS AND DISCUSSION

Based on the results of filling out the job promotion variable questionnaire for respondents, the results obtained were that 243 (36.82%) answered Strongly Agree, 268 (40.61%) answered Agree, 149 (22.58%) answered Doubtful. Based on the results of filling out the mutation variable questionnaire for respondents, the results obtained were that 217 (32.88%) answered Strongly Agree, 331 (50.15%) answered Agree, 112 (16.97%) answered Undecided. Based on the results of filling out the organizational climate variable questionnaire for respondents, the results obtained were that 152 (23.03%) answered Strongly Agree, 271 (41.06%) answered Agree, 221 (33.48%)

answered Undecided), who answered Disagree was 16 (2.42%). Based on the results of filling out the career development variable questionnaire for respondents, the results obtained were that 316 (40.51%) answered Strongly Agree, 403 (51.67%) answered Agree, 45 (11.00%) answered Undecided. and those who answered Disagree were 1 (0.13%). 1 (0.13%).

Based on the calculation results of the validity test of the position promotion variable v with 16 question items as follows.

**Table 1.** Job Promotion Validity Test Results

| No | r count | r table | Note  | No | r count | r table | Note  |
|----|---------|---------|-------|----|---------|---------|-------|
| 1  | ,669    |         |       | 9  | ,789    |         |       |
| 2  | ,708    |         |       | 10 | ,628    |         |       |
| 3  | ,459    |         |       | 11 | ,646    |         |       |
| 4  | ,562    | 0.4438  | Valid | 12 | ,611    | 0.4438  | Valid |
| 5  | ,652    |         |       | 13 | ,810    |         |       |
| 6  | ,696    |         |       | 14 | ,726    |         |       |
| 7  | ,641    |         |       | 15 | ,581    |         |       |
| 8  | ,677    |         |       | 16 | ,701    |         |       |

Source: SPSS processing results

Based on table 1, it can be seen that all questions are for the position promotion variable has valid status, because the value of r count (Corrected Item-Total Correlation) > r table is 0.4438.

Based on the calculation results of the validity test of the Mutation variable with 12 question items as follows.

**Table 2.** Mutation Validity Test Results

| No | r count | r table | Note  | No | r count | r table | Note  |
|----|---------|---------|-------|----|---------|---------|-------|
| 1  | ,795    |         |       | 8  | ,795    |         |       |
| 2  | ,572    |         |       | 9  | ,531    |         |       |
| 3  | ,744    |         |       | 10 | ,596    |         |       |
| 4  | ,679    | 0.4438  | Valid | 11 | ,795    | 0.4438  | Valid |
| 5  | ,746    |         |       | 12 | ,514    |         |       |
| 6  | ,726    |         |       | 13 | ,572    |         |       |
| 7  | ,785    |         |       | 14 | ,795    |         |       |

Source: SPSS processing results

Based on table 2, it can be seen that all questions for the mutation variable have valid status, because of the r value count (Corrected Item-Total Correlation) > r table is 0.4438.

Based on the calculation results of the validity test of the Organizational Climate variable with 12 question items as follows.

**Table 3.** Results of Organizational Climate Mutation Validity Test

| No | r count | r table | Note  | No | r count | r table | Note  |
|----|---------|---------|-------|----|---------|---------|-------|
| 1  | ,765    |         |       | 7  | ,554    |         |       |
| 2  | ,831    |         |       | 8  | ,700    |         |       |
| 3  | ,540    | 0.4438  | Valid | 9  | ,676    | 0.4438  | Valid |
| 4  | ,715    |         |       | 10 | ,711    |         |       |
| 5  | ,663    |         |       | 11 | ,592    |         |       |
| 6  | ,724    |         |       | 12 | ,725    |         |       |

Source: SPSS processing results

Based on table 3, it can be seen that all questions for the organizational climate variable have valid status, because the r value count (Corrected Item-Total Correlation) > r table is 0.4438.

Based on the calculation results of the validity test of the Career Development variable with 15 question items as follows.

**Table 4.** Career Development Test Results

| No | r count | r table | Note  | No | r count | r table | Note  |
|----|---------|---------|-------|----|---------|---------|-------|
| 1  | ,477    |         | Valid | 9  | ,511    |         | Valid |
| 2  | ,687    |         |       | 10 | ,722    |         |       |
| 3  | ,455    |         |       | 11 | ,646    |         |       |
| 4  | ,478    |         |       | 12 | ,736    | 0.4438  |       |
| 5  | ,655    | 0.4438  |       | 13 | ,633    |         |       |
| 6  | ,455    |         |       | 14 | ,525    |         |       |
| 7  | ,649    |         |       | 15 | ,475    |         |       |
| 8  | ,464    |         |       |    |         |         |       |

Source: SPSS processing results

Based on table 4, it can be seen that all questions for the career development variable have valid status, because the r value count (*Corrected Item-Total Correlation*) > r table is 0.4438.

The reliability for each variable is presented in the following table.

**Table 5.** Instrument Reliability Test Results

| No | Variable                    | Reliability Statistics |             |                      |
|----|-----------------------------|------------------------|-------------|----------------------|
|    |                             | Cronbach's Alpha       | Reliability | Reliable Information |
| 1  | Position Promotion (X1)     | ,936                   | ,045        | Reliable             |
| 2  | Mutation (X2)               | ,936                   | ,045        |                      |
| 3  | Organizational Climate (X3) | ,924                   | ,045        |                      |
| 4  | Career Development (Y)      | ,903                   | ,045        |                      |

Source: SPSS processing results

From table 5, Cronbach's Alpha for Job Promotion is obtained (X<sub>1</sub>) of 0.936 > 0.06, Mutation (X<sub>2</sub>) is 0.936 > 0.06, Organizational Climate is 0.924 > 0.06 and Career Development (Y) is 0.903 > 0.06. Thus, all questionnaire items can be said to be reliable because they provide a Cronbach Alpha value > 0.45.

The variables in this research include job promotions, transfers, organizational climate and career development after being tested descriptively as shown in the following table.

**Table 6.** Statistic Test Results Descriptif

|                        |                                     | Correlations             |                                       |                             |   |
|------------------------|-------------------------------------|--------------------------|---------------------------------------|-----------------------------|---|
|                        |                                     | Development.<br>Career.Y | Promotion.<br>Position.X <sub>1</sub> | Mutation.<br>X <sub>2</sub> | Climate.<br>Organization.X <sub>3</sub> |
| Pearson<br>Correlation | Developer Career.Y                  | 1,000                    | ,580                                  | ,354                        | ,599                                    |
|                        | Promotion.Position.X <sub>1</sub>   | ,580                     | 1,000                                 | ,123                        | ,176                                    |
|                        | Mutation.X <sub>2</sub>             | ,354                     | ,123                                  | 1,000                       | ,055                                    |
|                        | Climate.Organization.X <sub>3</sub> | ,599                     | ,176                                  | ,055                        | 1,000                                   |
| Sig.<br>(1-tailed)     | Developer Career.Y                  | .                        | ,000                                  | ,009                        | ,000                                    |
|                        | Promotion.Position.X <sub>1</sub>   | ,000                     | .                                     | ,210                        | ,123                                    |
|                        | Mutation.X <sub>2</sub>             | ,009                     | ,210                                  | .                           | ,359                                    |
|                        | Climate.Organization.X <sub>3</sub> | ,000                     | ,123                                  | ,359                        | .                                       |
| N                      | Developer Career.Y                  | 45                       | 45                                    | 45                          | 45                                      |
|                        | Promotion.Position.X <sub>1</sub>   | 45                       | 45                                    | 45                          | 45                                      |
|                        | Mutation.X <sub>2</sub>             | 45                       | 45                                    | 45                          | 45                                      |
|                        | Climate.Organization.X <sub>3</sub> | 45                       | 45                                    | 45                          | 45                                      |

Source: SPSS processing results

From table 6, it is known that there is a **low relationship** between Position Promotion and Career Development of 0.580, Mutations have a **low relationship** with Career Development of 0.354. Organizational climate has a **high relationship** with career development of 0.599.

The results of this descriptive statistical test show the results of processed research data in *Min, Max, Sum, Mean* and *Standard Deviation*. As seen in the following table.

**Table 7. Statistic Test Results Descriptif**

|                         | <b>N</b>  | <b>Range</b> | <b>Min</b> | <b>Max</b> | <b>Sum</b> | <b>Mean</b> | <b>Std. Dev</b> |
|-------------------------|-----------|--------------|------------|------------|------------|-------------|-----------------|
|                         | Statistic | Statistic    | Statistic  | Statistic  | Statistic  | Statistic   | Statistic       |
|                         | cs        | s            | cs         | s          | s          | s           | s               |
| Promotion. Jab _        | 45        | 32.00        | 44.00      | 76.00      | 2684       | 59.6444     | 8.60538         |
| Mutation.X <sub>2</sub> | 45        | 24.00        | 42.00      | 66.00      | 2395       | 53.2222     | 6.81539         |
| Climate. Org _          | 45        | 27.00        | 31.00      | 58.00      | 2166       | 48.1333     | 6.29069         |
| Pengem. Career.Y        | 45        | 19.00        | 56.00      | 75.00      | 2911       | 64.6889     | 4.91205         |
| Valid N (listwise)      | 45        |              |            |            |            |             |                 |

Source: SPSS processing results

Based on the results of the Descriptive Statistics test, it shows that from the number of respondents (N) of 45 people, the lowest (Min) Position Promotion (X<sub>1</sub>) value was 44 and the highest (Max) value was 76, the Sum Value was 2684.00 with a standard deviation of 8.60538. Mutation Value The lowest (X<sub>2</sub>) value (Min) is 42 and the highest value (Max) is 66, the Sum value is 2395.00 with a standard deviation of 6.81539. The lowest Organizational Climate (X<sub>3</sub>) value (Min) is 31 and the highest value (Max) is 58, the Sum value is 2166.00 with a standard deviation of 6.29069. The lowest (Min) Career Development (Y) value is 56 and the highest (Max) value is 75, the Sum value is 2911.00 with a standard deviation of 4.91205.

Based on the results of the SPSS One-Sample Kolmogorov-Smirnov Test, the following figures were obtained.

**Table 8. One-Sample Kolmogorov-Smirnov Test Results**

| <b>One-Sample Kolmogorov-Smirnov Test</b> |                |                        |              |                          |                      |
|---|----------------|------------------------|--------------|--------------------------|----------------------|
|   |                | Promotion. Position.X1 | Mutation. X2 | Climate. Organization.X3 | Development Career.Y |
| N   |                | 45                     | 45           | 45                       | 45                   |
| Normal Parameters <sup>a</sup>            | Mean           | 59.6444                | 53.2222      | 48.1333                  | 64.6889              |
|   | Std. Deviation | 8.60538                | 6.81539      | 6.29069                  | 4.91205              |
| Most Extreme Differences                  | Absolute       | ,086                   | ,094         | ,177                     | ,106                 |
|   | Positive       | ,084                   | ,094         | ,108                     | ,106                 |
|   | Negative       | -.086                  | -.080        | -.177                    | -.103                |
| Kolmogorov-Smirnov Z                      |                | ,574                   | ,634         | 1,187                    | ,710                 |
| Asymp. Sig. (2-tailed)                    |                | ,897                   | ,817         | ,119                     | ,694                 |

a. Test distribution is Normal.

Source: SPSS processing results

The results of the One-Sample Kolmogorov-Smirnov Test showed an Asymp value. Sig. (2-tailed) Position Promotion was 0.897, Transfer was 0.817, Organizational Climate was 0.119 and Career Development was 0.694. Asymp Number. Sig. (2-tailed) each of these variables has a value above 0.05, so the data distribution is declared to meet **the assumption of normality**.

The complete multicollinearity test results can be seen in the following table:

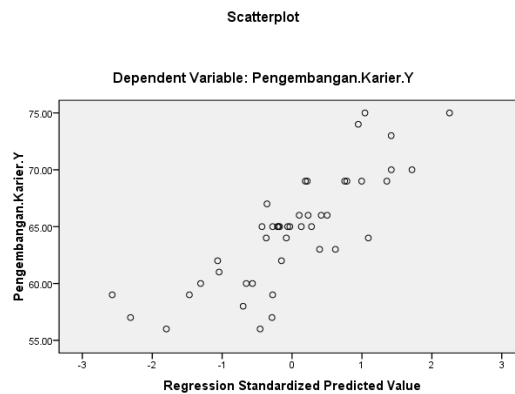
**Table 9.** Multicollinearity Test Results

| Model                   | Collinearity Statistics |       |
|-------------------------|-------------------------|-------|
|                         | Tolerance               | VIF   |
| 1 (Constant)            |                         |       |
| Promotion.Position.X1   | ,956                    | 1,046 |
| Mutation.X2             | ,984                    | 1,017 |
| Climate.Organization.X3 | ,968                    | 1,033 |

Source: SPSS processing results

It can be seen from table 9 that the tolerance value of each independent variable is > 0.1 and the VIF value is < 10, so it can be concluded that the regression model does not contain multicollinearity. If the VIF value is less than 10 or the Tolerance value is more than 0.01, it can be concluded that there is no multicollinearity problem.

Whether there is heteroscedasticity or not can be seen graphically from the standardized *multivariate* The following scatterplot.



**Figure 1.** Heteroskedastisitas Test Results

As seen from graph 1, the points are scattered around zero on the vertical axis and do not form a particular pattern or appear random, so it can be concluded that the regression model does not contain heteroscedasticity or is homogeneous.

The F test results are as follows.

**Table 10.** Simultaneous Test Results (F Test)

| Model        | ANOVA <sup>b</sup> |    |             |               |              |
|--------------|--------------------|----|-------------|---------------|--------------|
|              | Sum of Squares     | df | Mean Square | F             | Sig.         |
| 1 Regression | 703,292            | 3  | 234,431     | <b>26,822</b> | <b>,000a</b> |
| Residual     | 358,353            | 41 | 8,740       |               |              |
| Total        | 1061.644           | 44 |             |               |              |

a. Predictors: (Constant), Climate.Organization.X3, Mutation.X2, Promotion.Position.X1

b. Dependent Variable: Development.Career.Y

Source: SPSS processing results

The results of statistical calculations using SPSS are shown in table 10, obtained a significance level of 0.000. The resulting significance value is smaller than 0.05 or  $F_{table} < F_{calculated} = 2.60 < 26.822$ . The F table of 2.60 was obtained by looking at the F table with a degree of  $df = 1 (45-3-1)$  at a significance level of 0.05. Whether or not the influence of independent variables simultaneously (together) on the dependent variable is significant is done by looking at the calculated F probability. (Sig. F value) of all independent variables at the  $\alpha = 5\%$  test level. If the calculated F probability is smaller than the research test level ( $Sig. F < \alpha$ ) then  $H_0$  is rejected and  $H_a$  is accepted, which means that the independent variables simultaneously (together) *have a significant influence* on the dependent variable. Because the significance level in the Anova test is 0.000 below 0.05 and F table

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<F calculated, it can be concluded that Ho is rejected and Ha is accepted, meaning that there is a joint influence between the variables of job promotion, transfer and organizational climate on career development, so that This means that the career development variable can be explained significantly by job promotions, transfers and organizational climate.

The t test results are as follows.

**Table 11. Partial Test Results (t Test)**

| Model |                         | Coefficients <sup>a</sup>   |            |                           | t            | Sig.        |
|-------|-------------------------|-----------------------------|------------|---------------------------|--------------|-------------|
|       |                         | Unstandardized Coefficients |            | Standardized Coefficients |              |             |
|       |                         | B                           | Std. Error | Beta                      |              |             |
| 1     | (Constant)              | 19,841                      | 5,231      |                           | <b>3,793</b> | <b>,000</b> |
|       | Promotion.Position.X1   | ,261                        | ,053       | ,458                      | <b>4,931</b> | <b>,000</b> |
|       | Mutation.X2             | ,194                        | ,066       | ,270                      | <b>2,946</b> | <b>,005</b> |
|       | Climate.Organization.X3 | ,393                        | ,072       | ,504                      | <b>5,461</b> | <b>,000</b> |

a. Dependent Variable: Development.Career.Y

Source: SPSS processing results

After looking at the results of the SPSS calculations, we obtained the probability value of the independent variables, namely Position Promotion ( $X_1$ ) of **4,931**, and Mutation ( $X_2$ ) is **2,946**, and Organizational Climate ( $X_3$ ) is **5,461** at the  $\alpha = 5\%$  test level. Meanwhile, the t table value (df=nk) or (df =45-4) at the 0.05 test level is known to be **2.01954**. Based on a comparison of the calculated t value with t table, the calculated t value for Position Promotion = 4.931 and t table = 2.01954. Thus, the calculated t value is  $4.931 > t \text{ table } 2.01954$ , which means that there is an influence of the position promotion variable on career development.

Based on a comparison of the calculated t value with the t table, the calculated t value for Mutation = 2.946 and t table = 2.01954. Thus, the calculated t value is  $2.946 > t \text{ table } 2.01954$ , which means that there is an influence of mutation variables on career development. Based on a comparison of the calculated t value with the t table, the calculated t value for organizational climate = 5.461 and t table = 2.01954. Thus, the calculated t value is  $5.461 > t \text{ table } 2.01954$ , which means that there is an influence of organizational climate variables on career development.

The results of multiple linear regression analysis can be written as a multiple regression model equation for the influence of job promotions, transfers and organizational climate on career development as follows.

**Table 12. Multiple Regression Test Results**

| Model |                         | Coefficients <sup>a</sup>   |            |                           | t     | Sig. |
|-------|-------------------------|-----------------------------|------------|---------------------------|-------|------|
|       |                         | Unstandardized Coefficients |            | Standardized Coefficients |       |      |
|       |                         | B                           | Std. Error | Beta                      |       |      |
|       | (Constant)              | <b>19,841</b>               | 5,231      |                           | 3,793 | ,000 |
|       | Promotion.Position.X1   | <b>,261</b>                 | ,053       | ,458                      | 4,931 | ,000 |
|       | Mutation.X2             | <b>,194</b>                 | ,066       | ,270                      | 2,946 | ,005 |
|       | Climate.Organization.X3 | <b>,393</b>                 | ,072       | ,504                      | 5,461 | ,000 |

a. Dependent Variable: Development.Career.Y

Source: SPSS processing results

Regression equation  $Y = a + b_1x_1 + b_2x_2 + b_3x_3$  or  $= 19.841 + 0.261 X_1 + 0.194 X_2 + 0.393 X_3$  of 0.261, which means that the greater the employee's opportunity for *promotion* in working by one unit, it will increase career development by 0.261. Furthermore, the regression coefficient for the *mutation variable* is 0.194, indicating that the greater the chance of employee *mutation* by one unit, the greater

the increase in career development by 0.194. Next, the regression coefficient for the *organizational climate variable* of 0.393, indicating that the higher the condition and atmosphere of the *organizational climate* of one unit will cause an increase or increase in career development of 0.393. In general, it shows that open and transparent promotions will be followed by increased career development; that transparent transfers will be followed by increased career development; that the organizational climate an organization has will improve career development.

#### 4. CONCLUSION

Based on the results of the analysis and discussion presented in the previous chapter related to position promotions, transfers and organizational climate on employee career development at the Bulakamba District Office, Brebes Regency, can be concluded as follows. The contribution of the influence of the independent variables, namely promotions, transfers and organizational climate to the dependent variable, namely employee career development at the Bulakamba District Office, Brebes Regency, is 66.20%, while the remainder (100% - 66.20% = 33.80%) is influenced by other variables outside the equation regression or variables that are not studied. The career development of employees at the Bulakamba District Office, Brebes Regency is influenced by the dominant influencing factors, the first of which is variables Organizational climate ( $X_3$ ) is 0.393, the next factor is the position promotion variable ( $X_1$ ) is 0.261, and finally the mutation factor ( $X_2$ ) is 0.194. Job promotions have a positive and significant influence, both partially and simultaneously, on employee career development at the Bulakamba District Office, Brebes Regency. Organizational climate has a positive and significant influence, both partially and simultaneously, on employee career development at the Bulakamba District Office, Brebes Regency. Mutations have a positive and significant influence, both partially and simultaneously, on the career development of employees at the Bulakamba District Office, Brebes Regency.

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