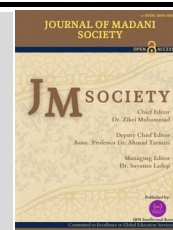




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Review Article

The Factors that Influence Job Transfer and Its Impact on Organizational Performance: Mini-Review Approach

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Abstract: Job transfer is a way for an individual to obtain more experience and exposure. Because fewer individuals inhabit each successive layer as they ascend the organizational hierarchy, it is frequently more available than a promotion. Various strategies for implementing activities continue to be developed by Human Resources (HR) practitioners and researchers who regulate the organizational structure, human capital, employee performance, employee satisfaction, and task execution. Many studies have been conducted to identify the factors that influence employee transfer positions. This study aims to provide an overview of other factors that can encourage the success of job transfer. This study explicitly analyzes the content and context of the relationship between job transfer and organization, resources, learning and development, rewards, and employment relationships. This study uses a qualitative method by reviewing 27 journals from previous researchers. This study showed an association between variables such as organization, resources, learning and development, remuneration, and employee relations in transferring positions directly or indirectly through motivation as an intermediate variable. Furthermore, this study found that organization, resources, learning and development, remuneration and employment relations, and remuneration and employment relations directly or indirectly affect the transfer of positions. Thus, we expected to provide a new theory for predicting employee performance improvement through job transfers for improving organizational performance.

Keywords: resources, learning and development, remuneration, employee relations, job transfer, organizational performance



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1. Introduction

Human resources play a vital role in the growth of a business (Febrian & Saputra, 2021). Human beings who have been identified as organizational assets should participate in a prepared, observable, rational, and competent manner to further the organization's vision, mission, and goals (Feby et al., 2019). As a company asset, human resources must

be managed through a human resource management process that begins with selection, training, and competency testing and is geared toward enhancing the quality of an organization's employees' results (Kell & Motowidlo, 2012). Human resources management (employees) encompasses work success, which is researched academically as part of industrial and organizational psychology (Febrian & Saputra, 2021); (Kell & Motowidlo, 2012); (Sonnentag et al., 2008). Employees have made a major contribution to the economy of an enterprise and a nation today. Therefore, human resources are one factor in ensuring the organization's performance. Many strategies are developed and implemented to keep an organization running well. The strategies could be organizational structure, human capital, employee performance, employee satisfaction, task execution, etc. One of the strategies is employee transfer the job transfer. Job transfer defines as the horizontal or lateral movement of an employee from one job, section, department, shift, plant, or position to another at the same or another place where his salary, status, and responsibility are the same. This strategy is hypothesized to increase job performance. Therefore, we will trace and analyze several studies and articles to learn about a job transfer.

On the other hand, employees do not have a work-life balance in their daily lives, such as social, work, and family (Ibrahim et al., 2021). Also, many workers are suffering from depression, anxiety, and tension because of their workload. It also influences the well-being of workers and their job performance. Job performance determines whether or not a person does a good job. Organizational results and progress are strongly affected by efficiency (Kamaruddin, 2017). Several researchers have recently described the counterproductive performance as voluntary (non-task) activity that negatively impacts an organization's well-being (Dunlop & Lee, 2004; Rotundo & Sackett, 2002). Job performance refers to patterns of actions that are specifically involved in the development of products or services and behaviours that indirectly help the organization's core technological processes. Person actions that are not specifically linked to their key task role but are relevant because they shape the organizational, social, and psychological context that serves as a crucial stimulus for task activities and processes are referred to as contextual results (Werner, 2000).

Employees engage in contextual success when they support others in completing an assignment, collaborate with their superiors, or recommend enhancing organizational processes (Van Scotter et al., 2000; Van Scotter, 2000). When the importance of understanding the effect of supportive, cooperative, and creative job performance actions on organizational and individual outcomes increases, so does the importance of understanding its impact on organizational and individual outcomes (Van Scotter, 2000). Most previous studies have focused on internal and external factors (supportive, cooperative, and creative), which aim to achieve organizational and individual outcomes. However, the study focuses on employee job performance by considering psychological factors and limited employees' well-being. In light of employee concerns, the current research aims to review the literature on employee well-being, psychological influences, and their effect on job performance from various sources, summarize the results, and draw conclusions based on the findings.

This mini-review gives us previous research about the relationship between job performance and job transfers. Eguchi (2005) stated it's difficult to measure workers' performance caused job transfer due to the difficulty of measuring the incentive payment schemes. It is observed in bank employees, journalists, and bureaucrats. Also, Eguchi (2005) added that many studies on job transfer have many benefits for workers and firms, such as job transfer is helpful to determine the suitability of workers for certain jobs. It means a firm can observe the performance of each worker in the workshop and then assign the worker to the most appropriate job based on the worker's skills and characteristics. Furthermore, job transfer benefits from allowing workers to learn multiple skills and outlooks. Therefore, it isn't easy to measure work performance, but this job transfer can benefit workers and firms. Muslichah (2021) stated that job transfer encourages employees to work better in achieving higher careers and stimulates employees to improve job performance. However, other researchers found that job transfer did not affect job performance. It indicates that other variables influence job performance, i.e., work motivation and job satisfaction.

Takii et al., (2020) proposed a new theory of the transition across jobs based on the assumption that each job consists of tasks and requires specific skills. Then, they analyze how a firm can minimize the reallocation cost from the lateral transfer of promoted employees. Then, Gibbons & Waldman (2004) also proposed an interesting conjecture about the principle of career paths; namely, those promotion paths should be structured to minimize the underutilization of task-specific human capital when promotion occurs. Therefore, there is so much interest in this topic. We collected about 27 articles from many journals to analyze objectives, results, and future recommendations. The mini-review is organized as follows: section 2 is the table of summarised and analyzed articles, section 3 result and discussion, and section 4 is a conclusion.

2. Materials and Methods

A mini-review was conducted by reading and analyzing 27 peer-reviewed journal articles related to a job transfer. This article is summarized in the table below. The first table provides journal articles regarding the title, author, publisher, and publication year. The second table explains the journal to get the information about the article's objective, its findings, the result, and future work.

Table 1. Journal and Publisher Distribution

No.	Article Name	Author(S)	Journal	Year
1.	Task-Specific Human Capital	Michael Waldman, Robert Gibbons	American Economic Review	2004
2.	Job Transfer and Influence Activities	Kyota Eguchi	Journal of Economic Behavior & Organization	2005
3.	How General Is Human Capital? A Task-Based Approach	Christina Gathmann, Uta Schönberg	IZA Discussion Papers	2007
4.	Quick job entry or long-term human capital development? The dynamic effects of alternative training schemes	Aderonke Osikominu	Review of Economic Studies	2012
5.	The Impact of the Worker: How Social Capital and Human Capital Influence the Job Tenure of Formerly Undocumented Mexican Immigrants	Michael Bernabé Aguilera	Sociological Inquiry	2003
6.	The measurement of human capital as an alternative method of job evaluation for purposes of remuneration	Wojciech Koziol & Anna Mikos	Central European Journal of Operations Research	2020
7.	Motivation, time management and work performance among female workers in Malaysia	Siti Nor Adawiyah Azzahra Kamaruddin, Khatijah Omar, Mohd Shaladdin Muda, Jumadil Saputra, Siti Aishah Ismail	International Journal of Advanced and Applied Sciences	2017
8.	The Role of Organizational Justice in Determining Work Satisfaction and Commitment among Civil Servants in Aceh, Indonesia	Feby Milanie, Munandar, Jumadil Saputra, Ilham Satria, Muammar Khaddafi, Zainuddin Iba, Zikri Muhammad	International Journal of Innovation, Creativity and Change	2019
9.	Role of Supply Chain Management on the Job Control and Social Support for Relationship between Work-Family Conflict and Job Satisfaction	R Zirwatul Aida R Ibrahim, Jumadil Saputra, Azlina Abu Bakar, Mazidah Mohd Dagang, Siti Nazilah Mat Ali, Md Aris Safree Md Yasin	International Journal of Supply Chain Management	2019
10.	Transformational Leadership and Teacher's Performance: The mediating role of motivation and commitment	Nor Zanariah Talib, Norhannan Binti Ramli, Zaharah Binti Hussin, Shahrir Bin Jamaluddin, Jumadil Saputra	Article on Opcion	2019
11.	The Relationship between Self-Employed Motivation and Individual Work Performance among Online Drivers in West Java, Indonesia	Lidia Mayangsari, Triani Restianti, Jumadil Saputra, Raden Aswin Rahadi	International Journal of Innovation, Creativity and Change	2020

No.	Article Name	Author(S)	Journal	Year
12.	A Review of Contributing Factors on Job Satisfaction and Employees' Turnover Literature: Mini-Review Approach	Aprison, Mohd Yusoff Yusliza, Jumadil Saputra and Zikri Muhammad	Annual International Conference on Industrial Engineering and Operations Management	2021
13.	Analyzing the Effect of Job Satisfaction, Work Discipline, Motivation and Competency on Employee Performance: An Evidence from Indonesia Fire Department	Wenny Desty Febrian, Jumadil Saputra	Annual International Conference on Industrial Engineering and Operations Management	2021
14.	Psychosocial Work Environment and Teachers' Psychological Well-Being: The Moderating Role of Job Control and Social Support	R Zirwatul Aida R Ibrahim, Wan Zaleha Mohd Zalam, Bob Foster, Teuku Afrizal, Muhamad Deni Johansyah, Jumadil Saputra, Azlina Abu Bakar, Mazidah Mohd Dagang, and Siti Nazilah Mat Ali	International Journal of Environmental Research and Public Health	2021
15.	Human capital flows: using context-emergent turnover (CET) theory to explore the process by which turnover, hiring, and job demands affect patient satisfaction	Greg Reilly, Anthony J. Nyberg, Mark Maltarich, Ingo Weller	Academy of Management Journal	2014
16.	What attracts human capital? Understanding the skill composition of interregional job matches in Germany	Melanie Arntz	Regional Studies	2010
17.	Impact of Human Capital Management Practices on Employees' Job Performance	Ali Zeb, Nor Hazana Abdullah, Mudaser Javaid, Muhammad Asad khan	International Post Graduate Conference on Applied Science & Physics	2018
18.	Firm-Specific Human Capital: A Skill-Weights Approach	Edward P. Lazear	NBER Working Paper 9679	2003
19.	Putting Tasks to the Test: Human Capital, Job Tasks and Wages	David H. Autor and Michael J. Handel	NBER Working Paper	2009
20.	Synchronized job transfer and task-specific human capital	Katsuya Takii, Masaru Sasaki, Junmin Wan	Journal of The Japanese and International Economies	2020
21.	Horizontal Transfer and Promotion: New Evidence and a Horizontal Transfer and Promotion: New Evidence and an Interpretation from the Perspective of Task-Specific Human Capital	Masaru Sasaki, Katsuya Takii, Junmin Wan	OSIPP Discussion Paper	2012
22.	Horizontal transfer, vertical promotion, and evolution of firm organization	Kenn Ariga	Journal of Japanese and International Economies	2006
23.	Do employment promotion policies affect employment or	Mingyu Jiang	Ageing and Society	2021

No.	Article Name	Author(S)	Journal	Year
	job transfer among older adults? Evidence from Japan			
24.	Job Transfer During Organizational Downsizing: A Comparison of Promotion and Lateral Transfers	Marjorie Armstrong-Stassen	Group & Organization Management	2003
25.	The effect of job transfer on employee performance motivation and job satisfaction as intervening variables	Muslichah & Achmadi	Journal of economics, finance, and management studies	2021
26.	Job transfers and incentives in complex organizations: thwarting the ratchet effect.	Barry W. Ickes and Larry Samuelson	The Rand Journal of Economics	1987
27.	Lateral Moves, Promotions, and Task-specific Human Capital: Theory and Evidence	Xin Jin, Michael Waldman	The Journal of Law, Economics, and Organization	2020

Table 1 summarizes the article name, author (s), journal, publisher, and year collected from various influencing factors on a job transfer and its impact on organizational performance.

Table 2. Articles Category Based on the Subject

No.	Article	Objectives	Findings	Results/ Conclusion	Recommendations (Future Research)
1.	Task-Specific Human Capital	To describe some of the other implications of task-specific human capital for the design and operation of organizations.	Based on data and findings collected, this study predicts that there is a low wage upon entry when more workers enter the firm in the lower job levels, and it is the low skill acquisition (or the lack of transferability of skills acquired in the low job) that affects wages years later, and how the standard path that a worker takes when a promotion occurs.	The concept of task-specific human capital is potentially very important for understanding job design, job assignment, and job sequencing. Much human-capital acquisition involves becoming more proficient at the task or tasks being performed. This concept can explain cohort effects and provides an important perspective regarding job-design issues.	Consider the variety of other important applications, including applications to labour mobility, labour demand, and even business strategy.
2	Job Transfer and Influence Activities	To consider the relationship between workers' performance	The research shows that the difficulty of measuring workers'	Workers who have been assigned to a job for a long time, they will learn the necessary skills and	In this paper, skill accumulation is not considered explicitly, for further research skill.

No.	Article	Objectives	Findings	Results/ Conclusion	Recommendations (Future Research)
		<p>measurement errors and the duration of job assignments when workers can engage in influence activities. Job transfer plays a significant role in preventing workers' influence activities for private benefits</p>	<p>performance leads to frequent job transfers. This result is consistent with the jobs of bank employee, journalist, bureaucrat, and others (real world experience) whose private job performances are difficult to observe.</p>	<p>the merits of specialization occur. It is intuitive to consider the effect of job specific skill accumulation.</p>	
3	<p>How General Is Human Capital? A Task-Based Approach</p>	<p>Propose the concept of task-specific human capital to measure the transferability of skills empirically</p>	<p>The findings on mobility and wages suggest that human capital is empirically more transferable than previously considered, and that individuals are much more likely to move to similar occupations than suggested by undirected search and turnover models. It also shows that wages and tenure in the last occupation have a stronger effect on wages in the new occupation if the two occupations require similar skills and it shows that task-specific human capital is an important source of individual wage growth, in particular for university graduates</p>	<p>The results on occupational mobility and wages show that labor market skills are more portable than previously considered. Workers are much more likely to move to occupations that require similar skills and that the distance of occupational moves declines over the life-cycle. Furthermore, wages and occupation tenure at the source occupation have a stronger impact on current wages if workers switch to a similar occupation.</p>	<p>The results in this paper are difficult to reconcile with a standard human capital model with either fully general or firm (or occupation) specific skills. The findings also contradict undirected search models of turnover where the current occupation has no effect on future occupational choices, and skills are not transferable across occupations.</p>

No.	Article	Objectives	Findings	Results/ Conclusion	Recommendations (Future Research)
4	<p>Quick job entry or long-term human capital development? The dynamic effects of alternative training schemes</p>	<p>To investigate and compare the dynamic causal effects of short-term, job-search oriented training and long-term, human capital-intensive training schemes</p>	<p>Empirical analysis uses rich administrative data for Germany and find that participating in short-term training reduces the remaining time in unemployment and has moderate positive effects on subsequent job stability. Long-term training programs initially prolong the remaining time in unemployment, but once the scheduled program end is reached participants exit to employment at a much faster rate than without training. Moreover, participants in long-term training benefit from substantially more stable employment spells and higher earnings.</p>	<p>The result is possibility of improving the efficiency of long-term training programs through a careful targeting. Long-term training programs seem well effective in supporting the occupational advancement of very heterogeneous groups of people. Fiscal perspective only the low-cost short-term training schemes are on average cost efficient in the short run. In fact, while the shorter programs may appeal for their cost efficiency the longer programs seem more effective in tackling structural deficits</p>	<p>Future research can be more in depth from a conceptual that time is an important dimension of program evaluation not appropriately accounted for in conventional static and experimental research designs</p>
5	<p>The Impact of the Worker: How Social Capital and Human Capital Influence the Job Tenure of Formerly Undocumented Mexican Immigrants</p>	<p>The contribution is analyzed how formerly undocumented Mexican immigrant workers' attributes and social networks influence their job tenures. In general, increases in human capital are associated</p>	<p>Findings for Employment Characteristics: the majority of the research examining job tenure proposes that native workers maintain jobs due to their satisfaction with employment characteristics. Findings for Individual and</p>	<p>The increases in human capital are associated with shorter job tenure, apparently to improve employment conditions, while the use of social capital is positively related with job tenure. It appears that acquiring employment is a social process, and</p>	<p>Consider economic adaptation and the relationship between these variables (<i>English-language ability, formal job training, US education, foreign work experience, and labor-market outcomes</i>)</p>

No.	Article	Objectives	Findings	Results/ Conclusion	Recommendations (Future Research)
		<p>with shorter job tenure, apparently in an effort to improve employment conditions, while the use of social capital is positively related with job tenure</p>	<p>Human Capital Characteristics: among formerly undocumented Mexican immigrant workers who are average in terms of the other independent variables, Measures of human capital not significantly related with job tenure include English-speaking ability, formal training, US education, and job experience in Mexico (English-language ability is not statistically related with job tenure). Findings for Social Capital: Those using personal networks to find their most recent jobs are much more likely to remain at those jobs for longer periods of time than those who do not use personal networks.</p>	<p>those using personal networks find longer lasting jobs. Although prior studies have minimized the role of supply-side characteristics such as employees' skill level and social networks in influencing job tenure, this research confirms the significance of workers and the resources they bring to the labor market.</p>	
6	<p>The measurement of human capital as an alternative method of job evaluation for purposes of remuneration</p>	<p>The aim of the article is to present the method of human capital measurement as a conceptual base of job evaluation aimed at improving the remuneration system in the</p>	<p>Based on data, estimate range of learning rate depending on specificity of performed job. That findings are fundamental for explanation and estimation of learning rate. In practice of the measurement of</p>	<p>This method (model of human capital measurement and remuneration) allows an objective measurement in monetary units the necessary qualifications of the employees to perform work on most traditional jobs. As a result, it</p>	<p>The model of measuring and remuneration of human capital proposed in this paper does not fully solve all the problems and doubts related to the problem of job evaluation. The limitation of presented method of job evaluation is the</p>

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		organization.	human capital, the organization must implement individual procedures to ensure the implementation of accounting principles (i.e.) true and fair view principle). For example, the procedures for estimating the learning rate would be an element of such a policy. As an example, one can specify an amortization and depreciation policy that defines internal rules for estimating depreciation rates for fixed assets	is possible to provide a pay standard for such a job. The supplement to the considerations is to provide an example application of the described model to several selected workplaces and a comparison with the existing solution in the company	inability to use the model for evaluating work at highly specialized job positions with a large amount of creative activities. It allows to determine the value of human capital necessary for performing given job. The model makes it possible to meet the theoretical condition stating that systemic remuneration solutions should lead to fair and equitable remuneration
7	Motivation, time management and work performance among female workers in Malaysia	To investigate the relationship between motivation, time management and job performance among the female workforce in Malaysia	Many factors were found to have influenced female employees' work performance. The study used the survey design in the form of a questionnaire. Based on the results demonstrated by both models, motivation has a significant positive relationship with job performance among female workers in Malaysia. It also found that there is a positive, significant relationship	Time management and motivation have a significant, positive relationship with job performance among female workers in Malaysia. These results seem to provide a signal to employers the importance of providing benefits and pay packets that are most desirable in the eyes of their employees. The results really support that motivation directly affects female employees' work performance in	-

No.	Article	Objectives	Findings	Results/ Conclusion	Recommendations (Future Research)
			<p>between intrinsic and extrinsic motivation and job performance among teachers in the Kimaanya Kyabakuza division in Uganda.</p>	<p>Malaysia. As for the time management, frequent trainings on effective time management can make employees appreciate their working time and make them more productive especially for women who carry multi responsibilities as mothers, wives and employees</p>	
8	<p>The Role of Organizational Justice in Determining Work Satisfaction and Commitment among Civil Servants in Aceh, Indonesia</p>	<p>To examines the effect of organizational justice which consists of procedural, distributive and interactional justices on job satisfaction and affective commitment and recommends a model for government agencies to increase the satisfaction and performance of civil servants in Aceh province</p>	<p>The study showed that organizational justice which is represented by procedural, distributive and interactional justices, has positive and significant effect on job satisfaction and affective commitment among civil servants in Aceh. Meanwhile, job satisfaction has significant effect on affective commitment. In addition, the level of affective commitment of employees is affected by job satisfaction. Further, as to distributive justice, employees consider remuneration as a significant influence. Leaders need to assess any changes associated with rewards by</p>	<p>The implementation of the three-justice (procedural, distributive and interactional) approach, possibly in conjunction with other policies such as the increase of work facilities, work environment and conducive working arrangements to have greatest effect on employee satisfaction</p>	

No.	Article	Objectives	Findings	Results/ Conclusion	Recommendations (Future Research)
			involving all stakeholders, conducting simulations and discussing with the regent		
9	Role of Supply Chain Management on the Job Control and Social Support for Relationship between Work-Family Conflict and Job Satisfaction	To examines the direct and moderating effects of job control and social support on work-family conflict and job satisfaction relationship.	The results (with majority of respondents were married or had children who raised the responsibility for juggling the demands from both family and work domains regardless of gender) suggest that work-family conflict was a significant stressor to Malaysian as well as to Western workers. The findings indicated that social support was associated with work job satisfaction	Issues such as work-family conflict experienced by employees must be severely dealt with as they affect the well-being of workers, the roles of knowledgeable counsellors, psychologists and human resource managers are essential in assisting employees in achieving a work-life balance	
10	Transformational Leadership and Teacher's Performance: The mediating role of motivation and commitment	To examines the psychological mechanisms (i.e., motivation and commitment) that might underlie the relationship between transformational leadership and job performance	Motivation directly associates to transformational leadership and mediates the relations between transformational leadership and performance as well. The leader's orientation (i.e., transformational leadership) operate at multiple levels, and relates to a teacher's performance via	The study supports the proposition that leadership makes the most important contribution to teachers' performance and also as predicted, work performance among school teachers is associated positively with motivation and commitment	Encourage researchers to seek out further insights into these important relationships in various structural and cultural contexts as future research progresses

No.	Article	Objectives	Findings	Results/ Conclusion	Recommendations (Future Research)
			motivation and commitment		
11	The Relationship between Self-Employed Motivation and Individual Work Performance among Online Drivers in West Java, Indonesia	To investigate the relationship between self-employed motivation and individual work performance	The data was analysed using the descriptive statistics and simple linear regression analysis by assisting the SPSS-25. The results of analysis found that the self-employed motivation has a significant positive relationship on individual work performance. In conclusion, self-employed motivation can increase the individual performance of online drivers in West Java, Indonesia.	This study is important for related parties that work on optimizing the potential of the self-employment approach in facing the high uncertainty of the workplace environments	Some recommendations for future researchers: (1) develop this research by testing other variables such as self-efficacy, the status of the account, satisfaction to compensation, ability to work, satisfaction with the systematic system, and length of work experience. (2) using other methods such as qualitative methods by observation and in-depth interviews with expectations can better understand the characteristics of these online drivers. (3) Separating the object of research between the two-wheeled and four-wheeled drivers, because the difference between these two objects affects the motivation for performance so that it will see more clearly the performance produced.
12	A Review of Contributing Factors on Job Satisfaction and Employees' Turnover Literature: Mini-Review Approach	To provide an overview of other factors that can drive individual job satisfaction and analyses explicitly the relationship between job satisfaction through	With a qualitative method by reviewing 33 journals from previous researchers, this study shows a correlation between time management variables, years of service, salary,	There is a positive and significant influence of time management variables on job satisfaction either directly or through motivation as a mediator. Likewise, it can be concluded that tenure has a significant effect on	

No.	Article	Objectives	Findings	Results/ Conclusion	Recommendations (Future Research)
		<p>elements that can significantly affect employee job satisfaction, such as time management, tenure, salary, reward and motivation.</p>	<p>and reward on job satisfaction either directly or through motivation. This study is expected to provide a new theory in predicting employee job satisfaction to control high turnover in the company</p>	<p>employee motivation and job satisfaction. Also, salary and reward, directly and indirectly, affect work ageing and work motivation as a moderating variable</p>	
13	<p>Analysing the Effect of Job Satisfaction, Work Discipline, Motivation and Competency on Employee Performance: An Evidence from Indonesia Fire Department</p>	<p>To analyze the relationship of job satisfaction, work discipline, motivation, and work competence on employee performance of the Fire Department at West Java, Indonesia.</p>	<p>By using the path regression analysis (Partial Least Square), the data analysed and it found that job satisfaction, work discipline, motivation, and work competence have a positive and significant relationship with the Fire Department's employee performance at West Java, Indonesia.</p>	<p>The study has successful analyzing the factors that affect employee performance. The three selected variables have a positive and significant effect on employee performance. Thus, it is crucial to the government as the public services department's primary stakeholder to emphasize job satisfaction, work discipline, motivation, and work competence to increase employee performance</p>	
14	<p>Psychosocial Work Environment and Teachers' Psychological Well-Being: The Moderating Role of Job Control and Social Support</p>	<p>To investigate the determinants of psychological well-being (depression, anxiety and stress) from the psychosocial work environment (job control, job demands and social support), and examined</p>	<p>The design of this study was quantitative research through a survey questionnaire. With the sample consisted of 335 high school teachers (23.3%—male; 76.7%—female), the data were analyzed using</p>	<p>This study has successfully identified the significant predictors of teachers' psychological well-being and the role of job control and social support as a moderating variable to teachers' psychological well-being in</p>	<p>Involve various occupations rather than investigating a specific occupation. In addition, reliance on self-reported measures is another concern of bias in which the generalizing perceptions of demands, control, and support at the individual level and it</p>

No.	Article	Objectives	Findings	Results/ Conclusion	Recommendations (Future Research)
		<p>the moderating role of job control and social support in the relationship between job demands and psychological well-being among teachers</p>	<p>two statistical methods, namely descriptive and inferential statistics. Job demands, job control and social support significantly predicted teachers' psychological well-being. Teachers who experience high job demands, low job control and low social support were more likely to report high levels of depression, anxiety and stress. Social support only moderated the relationship between job demands and anxiety and the relationship between job control and depression. Teachers who receive high social support are less affected by negative emotional effects and can create a positive work environment as well as help teachers effectively in tasks and learning</p>	<p>Malaysia, the level of job control, job demands, and social support categorized as medium.</p>	<p>would be more valuable when future studies could explain how respondents' (Muslim) "culture" as a form of social support in the study coped (or not) with job demands</p>
15	<p>Human capital flows: using context-emergent turnover (cet) theory to explore</p>	<p>To examine hiring rates and employee transfer rates as distinct system</p>	<p>The sample examined consists of 12 nursing units in a large hospital over 72 monthly</p>	<p>The rates of turnover, transfers, and hiring, as well as job demands, all comprise a</p>	<p>Attempt to quantify the quality of the human capital resource involved in these relationships.</p>

No.	Article	Objectives	Findings	Results/ Conclusion	Recommendations (Future Research)
	<p>the process by which turnover, hiring, and job demands affect patient satisfaction</p>	<p>components that work alongside voluntary turnover rates to affect job demands, and ultimately patient satisfaction and to explores this dynamic system of interrelated constructs, and explains and compares their mutual causality over time</p>	<p>observations, with patient satisfaction as the measure of unit performance. It shows the effects of management responses to human capital resource outflows by replacing workers through hires and transfers-in, which differ in their timing and effects. It indicates that managers react to turnover rates in a variety of ways, including reducing workflows, transferring replacement employees from other parts of the organization, and increasing hiring rates</p>	<p>dynamic, evolving system that singularly and collectively influence patient satisfaction</p>	<p>Similarly, measuring firm-specific knowledge, and the social integration of interdependent work units, may produce insights that add nuance to the present work. Other further research is needed to shed light on the regularities between contexts and how unique aspects alter the relationships among the constructs investigated here.</p>
<p>16</p>	<p>What attracts human capital? Understanding the skill composition of interregional job matches in Germany</p>	<p>To explain the skill composition of interregional job matches in Germany and provides insights on how policy can affect the spatial allocation of human capital to promote convergence between regions such as eastern and western Germany</p>	<p>These findings imply that it is mainly economic conditions that drive the skill composition of job flows in Germany, although amenity differentials may also contribute to the reallocation of human capital. Currently, eastern wages are still a quarter below the western wage level and unemployment rates are almost twice as high as in western Germany while differences in observable</p>	<p>Interregional income differentials affect the skill composition of job flows because high-skilled job movers are more responsive to interregional variation in the wage level than their less-skilled counterparts. Interregional unemployment differentials only exert a significant effect on the migration behavior of less-skilled job seekers. Higher amenity valuations of job-to-job movers</p>	<p>Extended to single females and first-time job entrants such as university graduates</p>

No.	Article	Objectives	Findings	Results/ Conclusion	Recommendations (Future Research)
			<p>amenity indicators are small or even to the advantage of the eastern regions. A policy approach to attract human capital to eastern Germany should thus focus on economic conditions and create productivity-enhancing conditions that, at the same time, allow for increasing wages and stable or falling unemployment rates</p>	<p>compared to job movers after unemployment seem to contribute weakly to skill sorting across space. High-skilled job movers seem to face lower migration costs so that the proportion of high-skilled migrants strongly increases with migration distance and more responsive to pull factors than all other subgroups.</p>	
17	<p>Impact of Human Capital Management Practices on Employees' Job Performance</p>	<p>To analyze the relationship between the human capital management (HCM) practices which include training and development, recruitment and selection, Performance appraisal and employee's job performance in the telecom sector of Pakistan and to find the influence of HCM practices on employee's job performance within telecom sector of Pakistan</p>	<p>Descriptive statistics, correlation and regression analysis have been used. The Training programs should conduct in order to increase the level of learning and new effective method must be introduced to evaluate the effectiveness of training programs. Training equipment's such as techniques and process need to enhance according to latest environment. Employee's performance will be increase positively when performance appraisal is</p>	<p>The overall results support that HCM practices have prominent and indispensable role in the performance level of employees; knowledge and skill through training and development, compatibility and competence through recruitment and selection, confidence and morale through performance appraisal. HCM practices are highly correlated with each other and also correlated with employee's job performance</p>	

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			<p>equally conducted for booth managers and subordinates. Performance appraisal will be done in such a way which is highly result oriented</p>		
18	<p>Firm-Specific Human Capital: A Skill-Weights Approach</p>	<p>To provide implications of the skill-weights approach that go beyond those of the traditional view of firm specific human capital that can be tested and verified or refuted</p>	<p>In the skill-weights approach, tenure effects should be smaller in thick markets than in thin markets. When a worker leaves a large firm, tenure effects should be large. The more idiosyncratic is a firm's skill-weights, the larger is the loss associated with a move. Firms are more likely to pay for general training in industries and occupations where tenure effects are largest. Firms are more likely to pay for general training in industries and occupations where tenure effects are largest, and the tenure effects should be largest at the time that a separation occurs and should die out over time.</p>	<p>There are a number of implications of the skill-weights approach that go beyond those of the traditional view of firm specific human capital and some that can distinguish between the two</p>	
19	<p>Putting Tasks to the Test: Human Capital, Job</p>	<p>To offer a conceptual framework that</p>	<p>No significant differences in average task input</p>	<p>Estimated 'returns to tasks' negatively covary within</p>	<p>Consider the relationship between race, sex and job</p>

No.	Article	Objectives	Findings	Results/ Conclusion	Recommendations (Future Research)
	Tasks and Wages	makes explicit the causal links between human capital endowments, occupational assignment, job tasks, and wage	between males and females once condition on a full set of occupation effects. The tasks that workers perform on the job are significant predictors of their hourly wages, while workers can hold multiple jobs, they can supply tasks to only one job at a time	occupations, which is a necessary condition for self-selection to occur; absent this negative covariance, a single occupation might conceivably offer the highest return to all tasks, and thus attract the entire labor force	tasks runs largely through occupational assignment and further refinement and rigorous testing of this conceptual and empirical approach is a promising avenue for future study
20	Synchronized job transfer and task-specific human capital	To proposes a new theory of the transition across jobs based on the assumption that each job consists of tasks and that each of these tasks requires specific skills	Synchronization of promotion and lateral transfer occurs if and only if the reallocation cost function with respect to promotion and lateral transfer is submodular. This theory predicts that a firm synchronizes locational, functional, and hierarchical job transfers because doing so reduces the reallocation costs involved in transferring to employees the new task-specific skills required for a new position	Firms synchronize the promotions and lateral transfers of their employees to reduce the cost of transferring to the employee those task-specific skills required for a new position	Construct an alternative hypothesis and empirically investigate the relative importance of task-specific human capital compared with the alternatives
21	Horizontal Transfer and Promotion: New Evidence and a Horizontal Transfer and Promotion: New Evidence and an	To provide new evidence about horizontal transfer and promotion using the largest available personnel panel	a robust correlation between the timing of promotion and horizontal transfer,	It showed theoretically that task-specific human capital can naturally generate such synchronization. This suggests that top managers need	

No.	Article	Objectives	Findings	Results/ Conclusion	Recommendations (Future Research)
	Interpretation from the Perspective of Task-Specific Human Capital	data in Japan and interprets this evidence from the perspective of task-specific human capital	Firms synchronize their employees' promotion and horizontal transfers, and that the directors in an accounting department have the highest probability of being promoted to become board members, while those in a research department have the lowest.	a balanced skill set, in which allocative skill is relatively important We construct a model that shows that the synchronization of promotion and horizontal transfer occurs if and only if the reallocation cost is strictly submodular with respect to vertical promotion and horizontal transfer This suggests that top managers need balanced skill sets, in which their allocative skills are relatively more important	
22	Horizontal transfer, vertical promotion, and evolution of firm organization	To investigate interactions among horizontal transfers, promotions across ranks, and creation and destruction of jobs inside a large Japanese manufacturing firm	Job creation and destruction accounts for the majority of horizontal transfers of employees within the firm. Units and jobs are constantly created and destroyed at this firm and that individual career paths are far more dynamic and state and path dependent than the popular perception would suggest	Transfers to functionally similar units which enable employees to acquire multiple skills do enhance promotion probability. we find that the promotion probability for some types of employees is significantly higher for those transferred from sections that had been eliminated, and also for those transferred into newly created sections the impact of section destruction is quantitatively more important and statistically significant for	

No.	Article	Objectives	Findings	Results/ Conclusion	Recommendations (Future Research)
				<p>workers with longer tenure, older age, and higher rank. This result is not consistent with the view that the information generated by lateral transfers can be interpreted as a signal about the time-invariant and unknown ability of each employee</p> <p>Our results do not offer any conclusive evidence to favor one over another. We found, however, that the impact of section destruction is quantitatively more important and statistically significant for workers with longer tenure, older age, and higher rank. This result is not consistent with the view that the information generated by lateral transfers can be interpreted as a signal about the time-invariant and unknown ability of each employee</p>	
23	Do employment promotion policies affect employment or job transfer among older adults? Evidence from Japan	To examine labor supply responses to the increasing pension eligibility age and labor demand responses to company expansion and	even though older adults continue to be employed, they faced a job transfer problem. Therefore, in the future, to solve this problem, companies should provide job training from	The revision led to a continuous employment increase with job transfers and resignations among older adults	This study only analyzed the impact on men, and it remains to be seen whether the revisions affect women

No.	Article	Objectives	Findings	Results/ Conclusion	Recommendations (Future Research)
		the abolition of the employee selection mechanism	middle age to update the skills of their employees.9 In addition, companies should also develop positions so that older adults can find jobs that are more suitable for them without the need for job transfer		
24	Job Transfer During Organizational Downsizing: A Comparison of Promotion and Lateral Transfers	To examine job transfers in a federal government department undergoing major downsizing	The job transfer involve promotion result in more positive reactions and better adjustment than job transfers involving lateral moves. The researchers examining job transfer need to differentiate between job transfer involving promotion and those involving a lateral move.	There are three condition in this paper. T1 is initial stages of downsizing, T2 is 1 year later, and T3 is 1 year after that. The result is there were no significant differences among the three groups at T1. At T3, the promoted group reported significantly higher future career succes expectancy, job security, coping effectiveness, and procedural justice than the laterally transferred group.	Research suggest that pretransfer factor play a significant role in the post transfer adjustment of job transfer. Because the emergence of significant differences among the transfer status group prior to any job transfer.
25	The effect of job transfer on employee performance motivation and job satisfaction as intervening variables	To provide empirical evidence of the effect of job transfer on employee performance with motivation and job satisfaction.	There is no direct effect of job transfer on employee performance, motivation does not mediate the impact of job transfer on employee performance, and job satisfaction mediates the impact of job transfer on	Result showed the job transfer did not affect employee performance, motivation did not mediate the effect of job transfer on employee performance but the job satisfaction does mediate. The study also result as practical to provide benefit for the directorate	The next study is research related to job transfers, motivation, job satisfaction, and employee performance in the context of public organizations.

No.	Article	Objectives	Findings	Results/ Conclusion	Recommendations (Future Research)
			employee performance.	general of taxes to consideration improving employee performance through job transfer.	
26	Job transfers and incentives in complex organizations: thwarting the ratchet effect	To explain that regular job transfer maybe part of an optimal incentive scheme in organization plagued by ratchet effect. To examies the tradeoff between providing more effective incentives via job transfers and the accompanying sacrifice of job specific human capital.	The routine job transfer may be part of an optimal incentive scheme, despite the fact that they sacrifice job-specific human capital.	Job transfer may allow an employee to gain familiarity and experience with a variety of aspects of an organization operation.	Evaluation the theory with empirical test. Futher work is to test hypothesis: job transfers more likely if there is significant uncertainty concernng job productivity, if there is relatively little job specific human capital, if there are large marginal gains to high effort, and if there is intermediate marginal disulity of high effort.
27	Lateral Moves, Promotions, and Task-specific Human Capital: Theory and Evidence	To evidence theoretical lateral moves into a job assignment model with task-specific human capital accumulation.	The empirical evidence supports the theoretical predictions and shows the importance of lateral mobility in individual career and wage dynamics.	The workers who are laterally moved in one period are more likely to be subsequently promoted and experience larger wage growth compared with workers who are not laterally moved. Workers with very high levels of education are less likely to be laterally moved compared with workers with lower levels of education	

Table 2 above displays the summary of article names, objectives, findings, and recommendations collected from various influencing factors on a job transfer and its impact on organizational performance.

3. Results and Discussion

This study reviews previous research on the relationship between job transfer and organization and collected from various related sources (Gibbons & Waldman, 2004) explained that task-specific human capital plays as important as

general-purpose and firm-specific human capital. The research explains job design, job assignment, and job sequencing (Eguchi, 2005) added that influence activities are based on the regular job and related. It means the worker will learn the necessary skills and qualified specialization if the workers are assigned to a job for a long time. (Gathmann & Schönberg, 2010) measured the transferability of skills based on concept task-specific human capital. The workers are more likely to switch to other occupations but require similar skills. The switch occupation will decline over the life-cycle. Many researchers have in conclusion job transfers provide benefits for workers. (Ariga, 2006) the probability of promotion was significantly higher for some types of employees who had been job transferred. Then, job transfer impacts the employee to acquire multiple skills compared to promotion with lateral transfer during organizational downsizing (Armstrong-Stassen, 2008). The result shows that promotion groups have better job security, coping effectiveness, and higher future careers during organizational downsizing than the laterally transferred. (Ickes & Samuelson, 1987) explained that the effect ratchet on regular jobs to an optimal incentive scheme. This research concludes that job transfer influences employees to gain familiarity and experience with various aspects of the organization. (Jin & Waldman, 2019) proved that the worker who laterally moved was likely promoted and got larger wages than those not moving. Besides that, (Muslichah, 2021) showed that job transfer only affects employee job satisfaction.

4. Conclusion

In conclusion, there is a positive and significant influence between job transfer and the variables or factors that affect job transfer, including organization, resources, learning and development, remuneration, and employee relations on job transfer directly or indirectly through motivation as an intermediary variable. It can also be seen that job satisfaction and work experience, directly and indirectly, affect job transfer success as moderating variables. Thus, the results of this study are expected to provide a new theory in predicting an increase in employee performance through job transfer to improve organizational performance.

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