

# The Effect Of Promotion, Transfer, And Demotion On Work Motivation And Personnel Performance Of West Nusa Tenggara Regional Police

Bayu Eko Pandu Winoto<sup>1</sup>, Surati<sup>2\*</sup>, Sri Wahyulina<sup>3</sup>

<sup>1</sup>Master of Management, Faculty of Economics and Business, University of Mataram, Mataram, Indonesia

<sup>2\*,3</sup>Management, Faculty of Economics and Business, University of Mataram, Mataram, Indonesia

<sup>1</sup>thanmustbyyou21@gmail.com, <sup>2\*</sup>drsurati2013@gmail.com, <sup>3</sup>ssriwahyulina@gmail.com

## ABSTRACT

This study aims to analyze the effect of promotion, transfer, and demotion on the work motivation of the West Nusa Tenggara Regional Police personnel and to analyze the effect of work motivation on personnel performance. This type of research is causal associative research. The data collection method is the census method. Respondents in this study were all personnel performance of West Nusa Tenggara Regional Police who had rotated positions as many as 60 people. The data collection tool used is a questionnaire. The data analysis tool uses SEM-PLS analysis. The study's conclusions are (1) Promotion has a positive and significant effect on Work Motivation. (2) Transfer has a positive and significant effect on Work Motivation. (3) Demotions have a negative and significant effect on Work Motivation. (4) Motivation has a positive and significant effect on performance.

Keywords: Promotion, Transfer, Demotion, Work Motivation, Personnel Performance

## INTRODUCTION

Competition in the increasingly fierce global era causes agencies to be required to work more effectively and efficiently. In addition, agencies are also required to improve competitiveness to maintain the institution's survival. Achieving effective and efficient performance requires quality human resources in supporting the tasks that are the organization's responsibility (Baharuddin, et al., 2013:57). Therefore, the organization's success in achieving the goals that have been set can be seen from the performance of the people in the organization. This is following Mahda's opinion (2015: 2), which says that determining the goals of each organizational unit, whether government or private, is a strategy for improving performance.

According to Rivai (2011: 549), employee performance is an essential thing in the company's efforts to achieve goals. Performance, according to Sedarmayanti (2011: 206), means the work of a worker, a management process, or an organization as a whole, where the results of the work must be shown concrete evidence and can be measured (compared to predetermined standards). According to Simamora (2004:21), performance is the result of work that can be achieved by a person or group of people in an organization, following their respective authorities and responsibilities, to achieve the organization's goals legally violating the law and following morals and ethics.

According to Wibowo (2013), performance can be interpreted more broadly, not only fixated on work results but also related to completing the work completed. Meanwhile, Armstrong

and Baron (1998) define performance as the output of work closely related to organizational goals, satisfaction, and a real impact on economic change. Therefore, performance can be said to be closely related to the process and achievement of work results. Furthermore, according to Mangkunegara (2010), the definition of performance is the result of an employee's work, both of which can be measured in quality and quantity following their roles and functions within the organization.

Every organization expects each of its members to have optimal performance in carrying out their work. One of them is the Police of the Republic of Indonesia, West Nusa Tenggara (Polda NTB). However, in implementing work targets, the NTB Police can still not have optimal performance. This can be seen from the results of the organization's work achievement on average below 70%.

Individual performance can describe organizational performance. Therefore, of course, this achievement shows that organizational performance is still low. This low achievement can be influenced by work motivation. According to Gibson, Donnelly, James, Ivancevich, Konopaske (2012), motivated employees tend to produce work with high criteria and quality. In other words, the achievement of one's performance can be influenced by motivational factors.

In addition, Mathis and Jackson (2015) argue that the main factors that affect individual performance, one of which are the drive that employees have at work. Motivation is the drive that a person has within himself, which moves him to work and produce something. This understanding shows that motivation can show how a person directs himself.

Some of the research results conducted by Zubir (2018) found that motivation can have a significant effect on individual performance. Similar research results were also found by Kurniawan, Fitrijanti, and Irawady (2020), who found that motivation significantly affected individual performance. Research by Zubir (2018) and Kurniawan, Fitrijanti, and Irawady (2020) found that motivation significantly affects performance.

The findings differ from the research conducted by Dhermawan, Sudibya, and Utama (2012), which found that motivation had no significant effect on individual performance. Likewise, researchLuhur (2014) found that work motivation has a negative and insignificant effect on employee performance.

To maintain and maintain motivation, an organization can rotate positions. Job rotation is carried out with the aim of refreshing. The basis for the implementation of job rotation is based on organizational planning according to the policies and regulations that have been established and outlined in the application guidelines. Job rotation is based on the principle of the right man on the right job, meaning that job rotation is carried out to place employees in the right positions.

Job rotation can be done through promotions, transfers, and demotions. However, in its implementation, it must be based on an objective assessment and based on the achievement index achieved by members. According to Hasibuan (2007: 108), promotion is a move that increases the authority and responsibility of employees to higher positions within an organization so that their obligations, rights, status, and income are getting bigger.

In addition, job transfers are also part of job rotation to maintain the work motivation of members. According to Simamora (2012: 640), Transfer is the movement of an employee from one job to another whose salary, responsibilities, and or organizational level are relatively the same. Nitisemito (2012: 74) definition of Transfer is Transfer is a routine activity of a company to implement the principle of "The Right Man In The Right Place" or "the right person in the right place"; thus, Transfers are carried out by the company so that their work can be carried out. More effectively and efficiently.

In addition to promotion as an award/gift for employees who have high achievements and job transfers, there is also demotion (demotion) for members considered to have low work performance. Demotion is a kind of sanction/punishment for members whose work performance is considered low by management. The definition of demotion is a move within an organization from

one position to another that involves a decrease in authority, responsibility, status, facilities, and even the employee's salary (Hariandja, 2002: 48).

## LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Motivation is a concept used to describe the impulses that arise in or within an individual that drive and direct behavior. The concept of motivation is used to explain differences in the intensity of behavior and indicate the direction of action.

To keep and maintain motivation, an organization can rotate positions. Job rotation is carried out with the aim of refreshing. The basis for the implementation of job rotation is based on organizational planning according to the policies and regulations that have been established and outlined in the application guidelines. Furthermore, job rotation is based on the principle of the right man on the right job, meaning that job rotation is carried out to place employees in the right positions. In addition, job rotation can be done through promotions. According to Hasibuan (2007: 108), promotion is a move that increases the authority and responsibility of employees to higher positions within an organization so that their obligations, rights, status, and income are getting bigger.

The results of research conducted by Zanaria (2018) found that promotion affects Work Motivation. Likewise, Asaari, Desa & Subramaniam (2019) found that Promotion affects Work Motivation. In addition, Saharuddin and Sulaiman (2016) found that Promotion affects Work Motivation.

H1: Promotion has a significant positive effect on Work Motivation.

Motivation is defined as an attitude (attitude) of leaders and employees towards the work situation (situation) in the organizational environment. Those who are positive (pro) towards their work situation will show high work motivation and vice versa. Conversely, if they are negative (con) towards their work situation, they will show low work motivation. The working situation in question includes, among others, work relations, work facilities, work climate, leadership policies, work leadership patterns, and working conditions” (Davis in Mangkunegara, 2010: 67).

According to Simamora (2012: 640), Transfer is the transfer of an employee from one job to another whose salary, responsibilities, and or organizational level are relatively the same. Meanwhile, according to Sastrohadiwiryono (2014: 247), Transfers are employment activities related to transferring the functions, responsibilities, and employment status of workers to certain situations with the aim that the workers concerned obtain deep job satisfaction and can provide maximum work performance. To the organization.

Transfers are part of job rotation as an effort to maintain the work motivation of members. According to Simamora (2012: 640), Transfer is the transfer of an employee from one job to another whose salary, responsibilities, and or organizational level are relatively the same. The research results conducted by Almadina (2018) found that Transfers have a significant effect on work motivation. Likewise, the results of research conducted by Zanaria (2018) found that Transfers affect Work Motivation.

H2: Transfers have a significant positive effect on Work Motivation.

Managers can motivate employees negatively so that employees can carry out their work by demotion. Demotion is a kind of sanction/punishment for members whose work performance is considered low by management. The definition of demotion is a move within an organization from one position to another that involves a decrease in authority, responsibility, status, facilities, and even the employee's salary (Hariandja, 2002: 48).

The research results conducted by Zanaria (2018) found that Demotion harms work motivation. The research conducted by Rochmah (2017) found that Demotion Position has a

significant negative effect on work motivation. In addition, Josten and Schalk (2010) research found that Demotion has a significant effect on work motivation.

H3: Demotion has a significant negative effect on work motivation.

According to Wibowo (2010:4), Performance is the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation, and interests. How the organization values and treats its human resources will affect its attitudes and behavior in carrying out performance.

Motivation is a concept used to describe the impulses that arise in or within an individual that drive and direct behavior. The concept of motivation is used to explain differences in the intensity of behavior and indicate the direction of action. For example, managers prefer to motivate employees positively so that employees can carry out their work. According to Gibson et al. (2008:185), motivated employees will produce work that has high quality.

Motivation is defined as an attitude (attitude) of leaders and employees towards the work situation (situation) in the organizational environment. If they are positive (pro) towards their work situation, they will show high work motivation and vice versa. On the other hand, if they are negative (con) towards their work situation, they will show low work motivation. The working situation meant includes, among others, work relations, work facilities, work climate, leadership policies, work leadership patterns, and working conditions” (Davis in Mangkunegara, 2010: 67).

According to Gibson, Donnelly, James, Ivancevich, Konopaske (2012), motivated employees tend to produce work with high criteria and quality. In other words, the achievement of one's performance can be influenced by motivational factors.

According to Mathis and Jackson (2006:113), the main factors that affect individual performance are the individual's ability to do the job, the level of effort devoted, and organizational support. In the description, it appears that motivation affects performance. In addition, according to Gibson et al. (2008:185), motivated employees will produce work that has high quality.

The research results conducted by Zubir (2018) found that Work motivation has a positive and significant effect on performance. Likewise with the research results conducted by Kurniawan, Fitrijanti, and Irawady (2020).found that Work motivation has a positive and significant effect on performance.

H4: Work Motivation has a significant positive effect on Personnel performance.

## METHOD

This research is a type of quantitative research; in terms of explanation, this research is causal associative research. This study involved 60 NTB Police personnel who have been rotated during the 2020 period.

Measurement demotion sourced from Carrel (1995) with 5 indicators, job Transfers sourced from Malay (2004) as many as 5 indicators, promotion is sourced from Bambang Wahyudi (2011) with 5 indicators, Public employees work motivation comes from James (in Mas'ud, 2009), and Individual Performance comes from Afandi (2018) with 9 measurement items.

The questionnaires comprised two sections: Section A, the pre-test session, was conducted to review ambiguous and unclear items (Memon, Ting, Ramayah, Chuah, & Cheah, 2017). Section B comprises questions related to the three variables examined in this study. Data obtained from self-administered questionnaires. Data that has been collected with a response rate of 100% percent analyzed using Structural Equation Model (SEM) Partial Least Square (PLS).

## RESULT

### Partial Least Squares Structural Equation Modeling

The Partial Least Squares Structural Equation Modeling (PLS-SEM) method using SmartPLS3.0 (Ringle, Wende, & Becker, 2015) was employed to test the hypothesized model. PLS-SEM is highly recommended for complex modeling, mediating models in particular (Nitzl, Roldan, & Carrion, 2016). Given that the present study was set to examine the role of motivation between job rotation (promotion, Transfer, and demotion) and performance, PLS-SEM was considered a suitable method of data analysis. Therefore, a two-stage approach, including measurement model (internal consistency reliability and convergent validity) and structural model (hypothesis testing), was adopted to test the prescribed hypotheses (Anderson & Gerbing, 1988; Ramayah, Cheah, Chuah, Ting, & Memon, 2018).

### Measurement Model Assessment

The measurement model is confirmed through internal consistency reliability and convergent validity (Hair, Hult, Ringle, & Sarstedt, 2017). Internal consistency reliability indicates whether the items used in the study are reliable, can be confirmed through composite reliability (CR) (McNeish, 2017). A CR value of 0.7 and above is considered satisfactory (Ramayah, Cheah, Chuah, Ting, & Memon, 2016). The results point out that all constructs have achieved satisfactory results; Performance (0.908), Motivation (0.912), Job Promotion (0.851), Job Transfer (0.831), and Job Demotion (0.803).

Next, convergent validity (CV) is determined through the average variance extracted (AVE). CV assesses the “extent to which a measure correlates positively with alternative measures of the same construct” (Hair, Hult, Ringle, & Sarstedt, 2014). A construct must show AVE 0.5 (50%) or at least 0.4 (40%) (Hair et al., 2017). Although the first run of analysis does not achieve threshold value, excluding items with low loadings results in the desirable results. The results indicate Performance (0.730), Motivation (0.859), Big Five Personality (0.500), thus confirming the CV of the model (Table 1).

**Table 1:** Results of Measurement Model

Variable	AVE	Composite Reliability	Convergent Validity
Job Promotion	0.490	0.851	Yes
Job Transfer	0.500	0.831	Yes
Job Demotion	0.579	0.803	Yes
Motivation	0.637	0.912	Yes
Performance	0.556	0.908	Yes

### Structural Model Assessment

Upon confirmation of the measurement model, the assessment of the structural model is used to assess the theoretical relationships between the latent constructs. The coefficient of determination (R2) is evaluated. Bootstrapping method using 60 resamples employed to confirm the significance of the relationships. R2 assesses the explanative power of the model (Hair et al., 2017). R2 values 0.26, 0.13, and 0.02 are considered substantial, moderate, and weak, respectively (Cohen, 1988). The results show that job rotation, Transfer, and Demotion explain the 67.1% variance (R2 = 0.671) in Motivation. Further, the Motivation explains moderate to a substantial level of variance in Performance (R2 = 0.145). Overall, it confirms an adequate explanative power of the model.

**Table 2:** Results of Measurement Model

Latent Construct	R2
Motivation	0.671 Substantial
Organizational Performance	0.145 Moderate



The coefficients that represent the hypothesized relationships are then assessed. As depicted in Table 3, the results indicate that job rotation and Transfer have a positive impact on motivation, job rotation demotion harms motivation, and motivation has a positive impact on performance, thus concluding that H1, H2, H3, and H4 are statistically significant and supported.

**Table 3: Results of Structural Model**

Hypotheses	Beta	t-value	Sig.	Decision
H1	0.620	6,192	0.000	Supported
H2	0.164	1,693	0.048	Supported
H3	-0.147	1,686	0.049	Supported
H4	0.486	6.008	0.000	Supported

## DISCUSSION

### The Effect of Job Promotion on Work Motivation

Research result shows that Promotion has a positive and significant effect on Work Motivation. In the Polri institution, one form of HR management used is the rank system. Officers are the highest level in the ranks of the National Police, who are the driving force of the institution. This officer level is occupied by leadership elements consisting of 3 sub-levels, namely high-ranking officers, middle officers, and first officers. Meanwhile, the non-commissioned officer level is the implementing elements of the police task. And the enlisted level is a supporting element for implementing police duties. Both enlisted and non-commissioned level personnel can advance to a higher level if they meet the requirements and have complied with the applicable regulations regarding the police's career development arrangements.

This ranking system applied within the Polri organization refers to the Regulation of the Head of the State Police of the Republic of Indonesia Number 9 of 2016 concerning the Career Development System for Members of the Indonesian National Police (hereinafter referred to as the Regulation of the Chief of the National Police of the Republic of Indonesia No. 9 of 2016). This regulation stipulates that the career development system as the application of members of the National Police includes several things, namely the pattern of rotation, rank, position, and up to assignments.

At the same time, the career stages of the Polri organization are the stages of fostering Polri members to form a career promotion path and show relationships and compatibility from after carrying out formation education, positions, ranks to entering the retirement stage. Furthermore, the Regulation of the National Police Chief No. 9 of 2016 also regulates the National Police's career patterns, which are divided into careers of officers, non-commissioned officers, and private police officers. In the National Police Chief's Perkap No. 9 of 2016 concerning the Career Development System for Members of the National Police of the Republic of Indonesia in Article 6 has regulated the career pattern of Polri members which reads: "The career pattern of Polri officers as referred to in Article 5 letter a starts from the assignment at the rank of Inspector of Police Two to with the Police General through structural or functional levels, both inside and outside the organizational structure of the Police". Based on the regulation of the National Police Chief No. 9 of 2016, it is regulated that officers who have met the requirements are given positions.

The position placement system applied in the Polri institution is basically the same as the rank-in-person system. Conceptually, the rank-in-person system applied to the public sector (including the military) in the planning stage of HR management has criteria that are oriented towards: a) looking for young people with high potential who are relatively inexperienced to start a career at an early level. ; b) selecting individuals based on their long-term potential and ability to perform at various levels through a career; c) have flexible assignments that change periodically. In

this case, training is often included as part of changing assignments to provide newly needed skills. Individuals must remain available for any geographic or functional assignment (Shafritz, 2001).

In anticipating the need for human resources for Polri organizations, placement activities include transfers, promotions, and demotions. Placement activities in the form of promotions are a separate encouragement in HR management within the Polri organization, making them motivated to work. Hasibuan (2013:113) argues the general purpose of giving a promotion is to stimulate employees to be more passionate about work, have high discipline.

Several previous researchers who support the results of this study include research conducted by Zanaria (2018), which found that Promotion affects work Motivation. Likewise, Asaari, Desa & Subramaniam (2019) found that Promotion affects Work Motivation. In addition, Saharuddin and Sulaiman (2016) found that Promotion affects Work Motivation.

### **The Effect of Transfer on Work Motivation**

Research result shows that Transfers have a positive and significant effect on the Work Motivation of personnel who have been rotated. On the other hand, if personnel continuously from year to year hold the same position, it will cause boredom and boredom. The person concerned is trapped in the work routine and lowers his passion and enthusiasm for work. For this reason, it is necessary to continue to strive for renewals. With the Transfer, it is hoped that there will be a suitable relationship between the employee and the position of "The Right Man In The Right Place" to work efficiently and effectively in that position. according to Malayu Hasibuan (2013:102), among others, namely: The principle of employee transfer in an organization must adhere to the principle of "transferring employees to the right position and the right job, so that performance increases."

A leader in transferring employees must have a strong basis not to feel alienated or feel sanctioned by the institution. Still, the transfer of employees must be based on employee transfer principles following the institution's applicable regulations. As stated by Hasibuan (2013: 103), the basis for employee transfers is according to regulations, meaning that Transfers are to seek the right people in the right places, employee Transfers should not be felt like punishment, employee transfers are to create healthy competition. And employee transfers as a direct effort to increase enthusiasm and enthusiasm for work.

Job transfer is a common phenomenon in the world of organizations or institutions. The change in the position referred to is still at the same level and is also not followed by changes in authority, responsibility, status, power, and income. What changes in the Transfer is only the field of duty. Implementing the transfer of positions in the ranks of the Regional Police of West Nusa Tenggara is one of the steps that are expected to bring about the development of a better organization with integrity and progress. Following personnel's response to the highest item, the Police, in carrying out a job transfer program for its personnel, has placed members following their skills, abilities, and fields.

Procedures related to implementing job transfers, PERKAP No. 16 of 2012, are used as a reference and basic guideline in transferring duties/job transfers. In practice, the leaders involved in special meetings in the context of this transfer of positions conduct polls and consider the performance and personnel to be transferred.

The main consideration is the presence of Competence. Competence, in this case, is about the ability of the personnel to carry out the duties and responsibilities assigned to the organization. This is also the main consideration in determining the shift in the duties of personnel (Transfer). In terms of competency aspects related to the implementation of job transfers, each member/personnel can be basically capable of being a member of the police and has different advantages. Every member/personnel, since taking basic education as a member of the Police, has certainly received training related to developing their competence as a protector of the community.

The results of this study are following the concept proposed by Almadina (2018) found that Transfers have a significant effect on work motivation. Likewise, the results of research conducted by Zanaria (2018) found that Transfers affect Work Motivation.

### **The Effect of Demotion on Work Motivation**

Research result shows that Demotion has a negative and significant effect on work motivation. If a worker commits a violation or cannot show good performance, the transfer can be used as a means of punishment, namely by lowering the position or position or job to a lower level (demotion). However, the act of decreasing the position or position or job is usually followed by a decrease in income. Therefore, this must be done as carefully and as carefully as possible. This needs to be done because if the consideration is not careful, it can decline the work spirit of the person concerned.

According to Manullang (2012: 110), demotion occurs in an organization or company mainly because of its negative influence on the employee's morale. It can affect the performance and morale of other employees in the organization. Therefore, the reduction in authority, facilities, status, and even salary is a punishment for the employee to learn to improve his quality and performance so that it is expected to be better during the period of imposition of the demotion sanction.

The purpose of the demotion of the member concerned is for coaching and learning for the member. If management considers stillexistenceIf the employee hopes to improve himself, demotion is given as a sanction that educates the member in a better direction. In addition to learning objectives, the imposition of demotion sanctions is also intended to avoid greater losses due to having wrongly placed members in their positions (wrong man in the wrong place).

According to Law no. 2 of 2002, the main tasks of the National Police are to maintain security and public order, enforce the law, and provide protection, protection, and services to the community. In carrying out their main duties, there are still members who take disciplinary action. Disciplinary actions carried out by members of the Police, for example, the number of cases of misuse of firearms by members of the Police, the presence of members of the Police who were involved in criminal acts, arbitrary actions of members, and many other cases that illustrate the lack of discipline of members make them have to be prepared for mutated.

Demotion is the main means of taking disciplinary action. The demotions are contained in the Disciplinary Regulations for Police Members. This disciplinary punishment aims to correct and educate members of the Indonesian National Police who commit disciplinary violations.

The results of this study are in line with the results of research conducted by Zanaria (2018) found that Demotion harms work motivation. Furthermore, the research conducted by Rochmah (2017) found that Demotion Position has a significant negative effect on work motivation. In addition, Josten and Schalk (2010) research found that Demotion has a significant effect on work motivation.

### **The Effect of Work Motivation on Personnel Performance**

Research result shows that Work motivation positive and significant effect on Personnel Performance. Motivation is giving employees the excitement of working. Providing motivation is intended to provide incentives to the employee concerned so that the employee works with all his power and efforts to encourage motivation. It is important to do to increase work passion. The importance of motivation because motivation is the thing that causes, distributes, and supports human behavior so that they are willing to work hard and enthusiastically to achieve optimal results. Motivation is increasingly important because managers/leaders distribute work to their subordinates to be done well and integrated into the desired goals. People usually act for one reason, namely to achieve goals. By providing the right motivation,

The results of this study are following the concept put forward by Mathis and Jackson (2006:113) that the main factors that affect individual performance are the individual's ability to do



the job, the level of effort devoted, and organizational support. Thus, in the description, it appears that motivation affects performance. In addition, according to Gibson et al. (2008:185), motivated employees will produce work that has high quality.

Working as a police officer is the hope and dream of most children in Indonesia. The advantages of working as a police officer are: (1) Carrying out State Duties. Police is a noble job because it carries out state duties and protects and protects the community. Therefore, serving the country is part of the ideals of some people who work as police. (2) Profession with a High Position. As mentioned above, the police is a profession that many children aspire to in Indonesia. In this case, the police become a job with a high position as the most sought-after profession. (3) Have a firm and disciplined attitude. Police officers need such a personality, so they must be educated and trained hard. Some of the advantages in carrying out these tasks can be a driving force for personnel to make achievements in their work.

The results of this study are in line with the results of research conducted by Zubir (2018) found that Work motivation has a positive and significant effect on performance. Likewise, with the results of research conducted by Kurniawan, Fitrijanti, and Irawady (2020), work motivation has a positive and significant effect on performance.

## CONCLUSION

From the results of the research and discussion above, the conclusions from the research that can be drawn are:

- 1) Promotion has a positive and significant effect on the Work Motivation of West Nusa Tenggara Police Personnel who have rotated positions. The higher the promotion of the West Nusa Tenggara Police Personnel who have rotated positions, the higher the work motivation.
- 2) Transfers have a positive and significant effect on the Work Motivation of West Nusa Tenggara Police Personnel who have rotated positions. The higher the Transfer of the West Nusa Tenggara Police Personnel who have rotated positions, the higher their work motivation.
- 3) Demotion has a negative and significant effect on Work Motivation West Nusa Tenggara Police personnel rotated. The higher the Demotion of the West Nusa Tenggara Police Personnel, the lower their work motivation.
- 4) Motivation has a positive and significant effect on the performance of West Nusa Tenggara Police personnel who have been rotated. The higher the Work Motivation of the West Nusa Tenggara Police Personnel who have rotated positions, the higher the performance of the West Nusa Tenggara Police Personnel.

## Implication

The results of this study can be input and considerations for organizations in implementing Job Promotion, Transfer, and Demotion in improving Work Motivation and Performance of West Nusa Tenggara Police Personnel who have rotated positions. Practically, the results of this research can also be used as an evaluation material and development material for personnel est Nusa Tenggara Police personnel who have been rotated to continue to improve the ability and knowledge as a standard in the implementation of job rotation so that work motivation will increase and will ultimately improve personnel performance.

## Limitations and Future Research Directions

- 1) Research respondents were limited to a sample of West Nusa Tenggara Police Personnel who had rotated positions. Therefore, this research will show different results if applied to other personnel in the NTB Regional Police work area.

- 2) The variables of Job Promotion, Transfer, and Demotion studied as predictor variables in this study have been proven to have a huge role and influence, namely 67%. Therefore, for future researchers, the three predictor variables can be added with other variables to increase the variation in influence between variables.
- 3) This research can be developed by adding open-ended questions for each question item on the questionnaire. This aims to obtain more accurate information by filling honestly, which will enrich research data on Job Promotion, Transfer, Demotion and Work Motivation, and Personnel Performance.

## REFERENCES

Adikoeswanto, D., Eliyana, A., Hamidah, Sariwulan, T., Buchdadi, A. D., Firda, F., 2020, Quality of Work Life's Factors and Their Impacts on Organizational Commitments, A Multifaceted Review-Journal In The Field Of Pharmacy 450 Systematic Reviews in Pharmacy Vol 11, Issue 7, pp:450-461 July-Aug 2020

Afandi, P., 2018. Human Resource Management; Theories, Concepts and Indicators, 1st edition. Ed. Zanafa, Pekanbaru.

Almadina, A., (2018), The Effect of Transfer on Work Motivation and Judge Performance (Study at the Supreme Court of the Republic of Indonesia), thesis, Universitas Brawijaya. <http://repository.ub.ac.id/id/eprint/9705>

Arasi, D. A, and Aghdam, M. B. A., (2017), The relationship between job rotation and duty commitment of employees: A case study among employees of Islamic Azad University, District 13, International Journal of Organizational Leadership 5 (2016) 87-95.

Armstrong, M., and Baron, A., 1998, Performance Management – The New Realities. London: Institute of Personnel and Development

Asaari, M. H. A. H., Desa, M. N., & Subramaniam, L., (2019), Influence of Salary, Promotion, and Recognition toward Work Motivation among Government Trade Agency Employees, International Journal of Business and Management; Vol. 14, No. 4; 2019, ISSN 1833-3850 E-ISSN 1833-8119, Published by Canadian Center of Science and Education, pages 48-59.

Baharuddin et al. 2013, The Effect of Training, Compensation and Work Discipline on Employee Performance. Journal of the Faculty of Administrative Sciences Universitas Brawijaya Malang.

Bambang Wahyudi. 2011. Human Resource Management. Book 1, Third Printing, CV. Bandung: Difficult.

Dhermawan, Sudibya, and Utama, 2012. The Influence of Motivation, Work Environment, Competence, and Compensation on Job Satisfaction and Employee Performance in the Bali Provincial Public Works Office. Journal of Business Strategy Management and Entrepreneurship. Vol. 6, NO. 2.

Gibson, James L., Donnelly Jr., James H., Ivancevich, John M., Konopaske, Robert (2012). Organizational Behavior, Structure, Processes, Fourteenth Edition (International Edition). 1221 Avenue of The Americas, New York, NY 10020: McGraw-Hill.

Handoko, T. H, 2012, Personnel Management and Human Resources. Yogyakarta. BPFE.

Hanoi, H. P., and Phuong, N. N. D., 2017, Factors Affecting Employee's Intention to Stay through Organizational Commitment: Evidence from Big-Four Auditing Firms in Vietnam, Proceedings of the Annual Vietnam Academic Research Conference on Global Business, Economics, ISBN: 978-1-943579-61-7.

Hasibuan, M. S. P., 2007, Corporate Human Resources Management. Bandung, PT. Aksa Earth.

Hasibuan, M. S. P., 2013, Human Resource Management. Jakarta: PT. Earth Literature.

Hermawansyah, F. M. A., & Bimo, W. A., (2019), Job Promotion and Work Demotion on Employee Productivity, Journal of Management Science, Vol. 2, No. 1, March 2019, p. 39 - 47 <http://ejournal.uikabogor.ac.id/index.php/Manager/index>

Ivancevich, J. M., Robert, K., and Michael, T. M., 2007, Organizational Behavior and Management, Jakarta: Erlangga.

Josten, E., & Schalk, R., (2010), "The effects of demotion on older and younger employees," Personnel Review, Vol. 39 No. 2, pp. 195-209. <https://doi.org/10.1108/00483481011017417>

Kurniawan, H., & Fitrijanti, (2020). Effect Of Transfers, Motivation, And Competence On Auditor's Performance. Journal of SIKAP (Information Systems, Finance, Auditing, and Taxation). 4. 98. [10.32897/jsikap.v4i2.190](https://doi.org/10.32897/jsikap.v4i2.190).

Kurniawan, H., Fitrijanti, T., and Irawady, C., (2020), The Effect of Transfer, Motivation, and Competence on the Performance of Information System Auditors, Finance, Auditing and Taxation (SIKAP), Vol 4 (No. 2), 2020, Pages 98-106, p-ISSN: 2541-1691 e-ISSN: 2599-1876, <http://jurnal.usbypkp.ac.id/index.php/attitude>

Luhur, R. Y., (2014), The Influence of Leadership, Work Motivation and Work Environment on Employee Performance at the Supervision and Inspection Bureau of PT Bank Panin Tbk." Operations Excellence, vol. 6, no. 3, 2014.

Luturlean, B. S., Prasetyo, A. P., Saragih, R., (2019), The Effect of Human Resource Practice, Perceived Organizational Support and Work-Life Balance in Enhancing Employee's Affective Commitment, Journal of Management and Marketing Review, Volume 4 (4)

Mahda, L. T. G., et al., (2015), The Influence of Civil Servant Transfer Policy on Employee Performance Improvement at the Department of Education, Youth and Sports, Talaud Archipelago Regency, Journal of Office Administration, Vol.III, No.31, 2015.

Mangkunegara, A. P., 2010, Evaluation of HR Performance. Bandung: Refika Aditama.

Manulang, M., 2010, Human Resource Management. Publishing Department, Faculty of Economics, Gajah Mada University, Yogyakarta.

Mas'ud, F., (2009), Concept and Application Organizational Diagnostic Survey, Master of Management Program, Diponegoro University, Semarang: Diponegoro University.

Mathis and Jackson, 2015, Human Resource Management Edition 9, translated by Jimmy Sadeli and Bayu Prawira Hie, Jakarta: Salemba Empat.

Nitisemito, U. S. A., 2012, Management a Basis and Introduction, Arena. Science, Jakarta.

Nurasnita, (2013), The Effect of Promotion and Employee Work Motivation on Employee Performance at PT. PLN (Persero) North Sumatra Region, Journal of Management and Business Science Research Plans Vol 13 (2): 112, May 2019, DOI: 10.24114/plans.v13i2.13314

Nursanti, E., Farida, N., Widayanto, (2014), The Effect of Job Rotation, Work Supervision and Compensation on Employee Performance Through Motivation as an Intervening Variable in a Company Benefits Group Semarang Regency (Case Study on Factory Employees in Flour Production Division), Diponegoro Journal Of Social And Political Year 2014, Pages 1-10, <http://ejournal-s1.undip.ac.id/index.php/>

Prabowo, B., Musadieg, M. A., and Ruhana, I., (2016), The Effect of Job Promotion on Work Motivation and Work Performance (Study on Employees of PT Telkom Indonesia Witel East Java, South Malang), Journal of Business Administration (JAB) | Vol. 32 No. March 1, 2016, |, pp 106-113

Rivai, Veithzal. 2011, Human Resource Management for Companies: from Theory to Practice, Jakarta: RajaGrafindo Persada

Rochmah, S. H., (2017), The Effect of Employee Placement on Employee Performance Through Motivation at PT. Bank Muamalat Indonesia, Tbk Jember Branch, Journal of Business and Management Vol. 11, No. 3 September 2017 Pg. 366 – 377.

Rochmah, S. H., (2017), The Effect of Employee Placement on Employee Performance Through Motivation at PT. Bank Muamalat Indonesia, Tbk Jember Branch, Journal of Business and Management Vol. 11, No. 3 September 2017 Pg. 366 – 377.

Robbins, S. P., & Timothy, A. J., 2008, Organizational Behavior, XII Edition, Jakarta: Salemba Empat.

Sadili, S., (2013), Human Resource Management. Bandung: CV. Faithful Library.

Saharuddin and Sulaiman, (2016), The Effect Of Promotion And Compensation Toward Working Productivity Through Job Satisfaction And Working Motivation Of Employees In The Department Of Water And Mineral Resources Energy North Aceh District, International Journal of Business and Management Invention ISSN (Online): 2319 – 8028, ISSN (Print): 2319 – 801X [www.ijbmi.org](http://www.ijbmi.org) || Volume 5 Issue 10 || October. 2016 || PP—33-40

Sastrohadiwiryono, S., (2014), Indonesian Manpower Management. Administrative and Operational Approach. Jakarta: Earth Literacy.

Sedarmayanti, (2011), Human Resource Management. Bureaucratic Reform and Civil Service Management, Fifth Edition, PT Refika Aditama, Bandung.

Setiawan, I. P. I., & Piartrini, P. S., (2018), The Effect of Employee Empowerment and Work Stress on Organizational Commitment of the Housekeeping Department Employees at Villa Ocean Blue, E-Jurnal Manajemen Unud, Vol. 7, No. 1, 2018: 164-191 ISSN: 2302-8912, DOI: <https://doi.org/10.24843/EJMUNUD.2018.v7.i01.p07>

Simanjuntak, P. J., 2011, Performance Evaluation Management, 3rd Edition, Jakarta: Faculty of Medicine UI

Simamora, Henry. 2012. Human Resource Management. Yogyakarta: YKPN College of Economics.

Subandi, (2019), Position Promotion, Transfer, and Achievement Motivation as an Effort to Improve Work Performance of State Civil Apparatus, REVITALIZATION: Journal of Management Science Vol. 8, Number 1, June 2019, pages 108-118

Wati, D., Kusuma, M., Arianto, T., (2020), The Influence of Work Experience, Promotion and Transfers on Employee Work Achievement, Entrepreneurial Journal and Science Management. Vol. 1 No. 1. January 2020 32-45

Wibowo, (2013), Performance Management, Jakarta: Rajawali Pers.

Hero, (2009), Performance Evaluation of Human Resources and Application Theory. Research. Jakarta. Publisher: Salemba Empat.

Zanaria, T. R., (2018), The Effect of Demotion, Transfer and Promotion on Employee Work Motivation at Bank Syariah Mandiri Palembang Branch Office, UIN Raden Fatah Palembang, available on <http://library.ac.id>

Zubir, M., (2018), Impact of Employee Motivation on Work Performance, Pusrawi International College of Medical Sciences, International Journal of Scientific and Research Publications, Volume 8, Issue 3, March 2018 295 ISSN 2250-3153, [HTTP:// dx.doi.org/10.29322/IJSRP.8.3.2018.p7544](http://dx.doi.org/10.29322/IJSRP.8.3.2018.p7544)