

[[APPENDIX TABLE]]

Table A.1.

Results from Multinomial Logit: Full Table

Panel A: Employee level variables					
	<i>Internal horizontal transfer</i>	<i>External horizontal transfer</i>	<i>External promotion</i>	<i>Internal demotion</i>	<i>External demotion</i>
Education					
Years of education	−0.02 (−0.30)	−0.03 (−0.56)	0.07 (0.92)	0.16* (2.33)	0.16 (1.79)
Years of education ²	0.01* (2.55)	0.01** (2.93)	−0.00 (−0.86)	0.01** (2.72)	0.01** (2.86)
Work experience					
Experience up to one year (reference)					
2–5 years	0.47*** (6.71)	0.48*** (5.20)	0.00 (0.02)	0.52*** (4.56)	0.66*** (4.61)
6–15 years	1.07*** (10.32)	1.11*** (8.95)	−0.00 (−0.04)	1.67*** (12.00)	1.69*** (10.54)
16–25 years	1.66*** (12.91)	1.68*** (11.50)	−0.04 (−0.26)	2.70*** (15.96)	2.41*** (12.74)
More than 25 years	1.85*** (12.99)	1.84*** (11.47)	−0.34* (−2.11)	3.21*** (17.25)	2.57*** (12.39)
Number of job functions to date	0.11*** (3.56)	0.06 (1.71)	−0.03 (−0.65)	0.07* (2.04)	0.19*** (4.09)
Number of employers to date	−0.06 (−1.51)	0.16* (2.42)	0.18** (3.11)	0.08 (1.58)	0.21** (3.01)
Years at function so far	−0.04*** (−5.80)	0.02* (2.11)	−0.00 (−0.29)	0.01 (1.13)	0.04*** (3.35)
Years at level so far	0.01 (1.56)	0.01 (0.74)	0.02 (1.85)	−0.03*** (−3.47)	−0.04* (−2.43)
Firm tenure					
Tenure up to one year (reference)					
2–5 years	−0.25* (−2.22)	−0.14 (−0.66)	−0.12 (−0.73)	−0.19 (−1.66)	−0.11 (−0.59)
6–10 years	−0.26* (−2.09)	−0.31 (−1.34)	−0.30 (−1.56)	−0.14 (−1.05)	−0.33 (−1.77)
11–15 years	−0.08 (−0.55)	−0.10 (−0.41)	−0.52* (−2.50)	0.03 (0.21)	−0.12 (−0.54)
More than 15 years	−0.20 (−1.27)	−0.44 (−1.49)	−0.94*** (−3.90)	−0.28 (−1.65)	−0.72** (−2.83)
Prior performance					
Performance	−0.43*** (−5.24)	−0.97*** (−6.41)	−0.77*** (−5.47)	−0.95*** (−8.85)	−1.08*** (−7.29)

Performance $t-1$	0.19**	0.17	0.29***	0.17*	0.25*
	(2.84)	(1.37)	(3.73)	(2.08)	(2.17)
No prior promotions (reference)					
1 prior promotion	0.96***	0.92***	-0.02	1.86***	1.80***
	(16.47)	(13.46)	(-0.26)	(22.38)	(17.31)
More than 1 prior promotion	1.45***	1.55***	-0.07	3.04***	3.11***
	(12.03)	(12.71)	(-0.52)	(22.48)	(18.27)
No prior demotions (reference)					
1 prior demotion	-0.60***	-0.77***	0.06	-1.19***	-1.30***
	(-7.44)	(-11.63)	(0.41)	(-10.47)	(-10.61)
More than 1 prior demotion	-1.20***	-1.47***	-0.03	-1.99***	-2.50***
	(-8.21)	(-12.64)	(-0.17)	(-11.27)	(-11.75)
Other					
Relative wage	-0.12***	-0.09***	-0.01	-0.25***	-0.21***
	(-11.11)	(-9.08)	(-1.17)	(-18.33)	(-15.43)
Relative wage growth	-0.03**	-0.03	-0.03*	-0.03	-0.04*
	(-3.13)	(-1.69)	(-2.52)	(-1.55)	(-1.99)
Female	-0.64***	-0.61***	-0.06	-1.12***	-1.04***
	(-14.41)	(-12.57)	(-0.77)	(-13.84)	(-11.86)

Panel B: Job and firm level variables

Job characteristics

Clerical and expert jobs (reference)					
Managerial and professional jobs	-2.13***	-2.25***	0.24	-4.55***	-4.41***
	(-21.81)	(-24.25)	(1.46)	(-31.08)	(-29.28)
Growing job (reference)					
Stable job	-0.09	-1.10***	-0.21	-0.12	-0.46***
	(-1.17)	(-7.66)	(-1.86)	(-1.16)	(-3.35)
Shrinking job	-0.05	-1.75***	-1.10**	-0.10	-0.70**
	(-0.35)	(-4.35)	(-2.76)	(-0.77)	(-2.90)
Research and development (reference)					
Business management and development	1.64***	0.71***	0.59**	0.99***	1.51***
	(7.32)	(3.35)	(2.71)	(3.67)	(3.74)
Quality control	0.61***	-0.07	0.18	0.35	0.04
	(4.11)	(-0.45)	(1.05)	(1.83)	(0.18)
Manufacturing	0.11	-0.06	-0.09	0.11	-0.02
	(0.68)	(-0.33)	(-0.48)	(0.63)	(-0.11)
Construction	-0.19	0.30	0.36	-0.17	0.03
	(-0.87)	(1.12)	(1.49)	(-0.58)	(0.12)
Transport and storage	0.43**	-0.54**	-0.11	0.10	-0.33
	(3.23)	(-2.58)	(-0.35)	(0.53)	(-1.38)
Information and communications technology	0.58***	-0.11	-0.13	-0.14	0.08
	(3.97)	(-0.50)	(-0.68)	(-0.75)	(0.30)
Maintenance and repair	0.42*	-0.12	0.14	0.36	0.25
	(2.26)	(-0.43)	(0.58)	(1.47)	(0.59)

Purchases	0.59***	−0.20	0.02	0.07	0.36
	(3.45)	(−1.22)	(0.09)	(0.27)	(1.50)
Sales and marketing	0.57***	0.15	0.02	0.58***	0.50*
	(3.99)	(1.06)	(0.11)	(3.73)	(2.52)
Communication	0.16	−0.13	−0.28	0.46	0.84*
	(0.66)	(−0.58)	(−1.18)	(1.55)	(2.26)
Law, insurance and tax affairs	−0.39	−0.46*	−0.01	−0.29	−0.34
	(−1.52)	(−2.22)	(−0.05)	(−0.74)	(−0.60)
Environmental management	1.13***	0.00	0.20	0.56	0.47
	(4.22)	(0.01)	(0.50)	(1.46)	(0.85)
Financial management	0.17	−0.03	0.43*	0.21	0.41
	(1.36)	(−0.16)	(2.39)	(1.05)	(1.90)
Administration services	−0.34*	−0.22	0.09	0.07	−0.07
	(−2.49)	(−1.25)	(0.37)	(0.32)	(−0.30)
Personnel management	0.30*	−0.05	0.45*	0.09	0.63**
	(2.26)	(−0.30)	(2.34)	(0.43)	(2.62)
Occupational health care and security	0.52	0.06	0.22	0.61	0.68
	(1.68)	(0.16)	(0.59)	(1.42)	(1.42)
Corporate security	0.61	−0.49	−1.01*	0.45	−0.07
	(1.92)	(−1.54)	(−2.10)	(1.28)	(−0.12)
Firm characteristics					
Firm size smaller than 50 (reference)					
51–100	0.06	0.17	−0.24	0.21	−0.10
	(0.36)	(0.78)	(−1.25)	(0.92)	(−0.45)
101–200	0.03	−0.20	−0.69***	−0.13	−0.45*
	(0.17)	(−0.88)	(−3.85)	(−0.67)	(−2.22)
201–500	0.44**	−0.32	−0.91***	0.10	−0.74***
	(3.05)	(−1.40)	(−4.85)	(0.50)	(−3.74)
501–1,000	0.73***	0.41	−0.74**	0.56*	−0.32
	(4.06)	(1.23)	(−2.86)	(2.09)	(−1.03)
1,001–2,000	0.20	−0.75	−1.91***	0.02	−1.76***
	(1.03)	(−1.91)	(−6.12)	(0.07)	(−6.19)
More than 2,000	0.44**	−1.04**	−2.10***	−0.34	−2.32***
	(2.64)	(−2.60)	(−5.96)	(−1.45)	(−6.94)
Industry indicators	Yes	Yes	Yes	Yes	Yes
Year indicators	Yes	Yes	Yes	Yes	Yes
Observations	86,563				

Notes: Estimated coefficients are reported, with *t*-statistics in parentheses. The baseline category of the dependent variable is internal promotion. The dependent variable is a transition between year *t* and *t*+1, and the individual-level variables are measured at year *t*. Relative wage and wage growth are calculated within job-function/level/firm/year-cells. The job and firm-level variables refer to the destination job (i.e., they are measured at year *t*+1). Growing, shrinking, and stable jobs are indicators for whether employment in the job function/level/firm-cell increases, decreases, or is unchanged between years *t* and *t*+1.

* $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$.