



OPTIMIZATION OF THE HUMAN RESOURCE TRANSFER AND PROMOTION SYSTEM FOR PROPER JOB PLACEMENT TO SUPPORT ORGANIZATIONAL PERFORMANCE

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Abstract

Human resource (HR) management plays a pivotal role in achieving organizational goals by ensuring the right people are placed in the right roles. The optimization of HR transfer and promotion systems is critical to fostering employee satisfaction and organizational performance. However, many organizations face challenges in aligning HR processes with strategic objectives, leading to inefficiencies in job placement and performance. This study investigates the optimization of HR transfer and promotion systems to enhance job placement accuracy and support organizational performance. The research aims to analyze existing HR practices, identify key factors influencing job placement, and propose an optimized framework that aligns employee capabilities with organizational goals. A mixed-method approach was employed, combining qualitative case studies, expert interviews, and quantitative surveys. The findings reveal that organizations with structured and transparent HR systems experience higher employee satisfaction and better alignment between individual skills and job roles. In contrast, organizations with informal HR processes face misalignments, lower engagement, and suboptimal performance. The study concludes that formalizing HR transfer and promotion systems is essential for improving job fit, boosting employee satisfaction, and enhancing organizational performance. The research provides actionable recommendations for organizations to optimize HR practices and contribute to long-term success.

Keywords: Employee Satisfaction, Human Resource Management, HR Optimization, Job Placement, Organizational Performance.



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INTRODUCTION

Effective human resource management (HRM) is a critical determinant of organizational success (J. Hu & Li, 2025). As organizations strive to improve performance and adapt to rapidly changing environments, the optimization of HRM processes, particularly those related to employee transfer and promotion systems, has become increasingly important (Z. Hu et al., 2025). These systems ensure that the right individuals are placed in the appropriate roles, maximizing their potential and contributing to overall organizational efficiency. However, despite their importance, many organizations face significant challenges in streamlining these processes, leading to inefficiencies, misalignments, and missed opportunities (Uddin et al., 2024). In recent years, human resource scholars and practitioners have begun to explore how optimized HR transfer and promotion strategies can be leveraged to enhance organizational performance (Uddin et al., 2024). This study aims to address the gaps in the existing systems by evaluating how the optimization of the HR transfer and promotion system can facilitate proper job placement, leading to improved individual and organizational outcomes (Jimbo et al., 2024). The growing recognition of the importance of aligning employees' skills and career trajectories with organizational goals necessitates an investigation into the best practices and strategies for optimizing these HRM processes.

The problem this study addresses is the inefficiency in human resource transfer and promotion systems that hinders organizational performance (Liu & Liu, 2024). While many organizations have established transfer and promotion systems, these processes are often characterized by inconsistencies, lack of transparency, and ineffective criteria for job placement (Nassreddine et al., 2026). As a result, employees are frequently placed in roles that do not align with their skills or career aspirations, leading to suboptimal performance, dissatisfaction, and ultimately, higher turnover rates (Nugraha et al., 2025). Furthermore, existing systems often lack strategic alignment with organizational goals, causing a misallocation of talent (Ger et al., 2026). This issue is compounded by limited data-driven decision-making and a lack of comprehensive evaluation tools to assess the effectiveness of current systems (Abbour et al., 2026). Therefore, this research seeks to identify and propose solutions that can optimize these HR processes by ensuring proper job placements based on both individual capabilities and organizational needs, thereby enhancing overall organizational performance (Y. Ma et al., 2026). By addressing these shortcomings, organizations can achieve more efficient HR practices that foster both employee satisfaction and organizational success.

The objective of this study is to develop an optimized framework for the HR transfer and promotion system that aligns employee placements with organizational performance goals (Ji et al., 2026). Specifically, the research aims to evaluate the current methods of employee transfer and promotion, identify the factors that contribute to inefficiencies in these processes, and propose a set of optimized practices and policies (Meng et al., 2024). This study also seeks to examine the role of technology and data analytics in enhancing HR decision-making related to job placement, as well as the integration of employee development programs into promotion decisions (Yan et al., 2025). Through a combination of case studies, qualitative interviews with HR professionals, and data analysis, the study will identify key variables that impact the success of transfer and promotion systems (Sharma et al., 2026). The goal is to provide a practical, evidence-based framework for organizations to improve HRM processes, ensuring that the right employees are promoted or transferred to roles where they can contribute most effectively (Kochanek et al., 2025). By achieving this, the study aims to improve organizational performance, employee satisfaction, and overall job fit within the workforce.

Existing literature on HR transfer and promotion systems reveals several important gaps that this research intends to address (Jin, 2024). Many studies focus on the general principles of HRM and employee placement, but there is limited exploration into the optimization of transfer and promotion systems specifically (Zheng et al., 2024). Furthermore, while there is substantial research on the individual factors influencing job placement decisions, such as employee

performance and qualifications, fewer studies have examined how organizational culture, structure, and strategic goals should inform these decisions (Leong, 2024). Additionally, while there is growing recognition of the role of technology in HRM, few studies have explored how emerging tools like data analytics and AI can be integrated into transfer and promotion systems to improve decision-making and outcomes (Payne et al., 2025). This study addresses these gaps by focusing specifically on how to optimize transfer and promotion systems using data-driven approaches, integrating both individual and organizational needs, and providing a framework for practical implementation that has not been thoroughly explored in the existing literature.

The novelty of this research lies in its comprehensive approach to optimizing HR transfer and promotion systems, combining both theoretical insights and practical recommendations (Wan & Wan, 2024). While existing studies provide valuable insights into the individual aspects of transfer and promotion, they often lack a holistic view that integrates the organizational context and technological advancements (Bouhsaien et al., 2025). This study also introduces the concept of leveraging data analytics and artificial intelligence to enhance decision-making in HRM, an area that has been largely unexplored in relation to transfer and promotion systems (Zhao, 2026). By offering a clear, actionable framework that incorporates both employee and organizational perspectives, this research provides an important contribution to the field of human resource management (Zhang et al., 2025). Furthermore, the study's focus on improving organizational performance through optimized HR processes adds a new dimension to the literature on HRM, demonstrating how strategic HR practices can align talent management with organizational goals (Peng et al., 2025). This research, therefore, not only enhances the theoretical understanding of HRM but also offers practical solutions for organizations seeking to improve their transfer and promotion practices, making it a significant contribution to the field of HRM research.

In conclusion, this study addresses critical gaps in the current literature on human resource transfer and promotion systems (Huali & Cuiwei, 2026). It provides a detailed exploration of how these systems can be optimized to improve job placement and, in turn, enhance organizational performance (Abdelrahman et al., 2025). By considering both individual and organizational needs, and integrating the use of technology and data analytics, this research offers a comprehensive and innovative approach to HRM (Shen et al., 2025). The findings will provide valuable insights for organizations looking to improve their HR processes, ultimately leading to better job fit, employee satisfaction, and organizational success (Hapoff et al., 2025). The research also offers a platform for future studies on the role of technology in HRM, opening the door for further exploration of how digital tools can transform HR practices in the modern workplace.

RESEARCH METHOD

Research Design

The research design for this study is qualitative and exploratory, utilizing a case study approach to examine the optimization of human resource (HR) transfer and promotion systems (Kondo et al., 2024). This design facilitates a detailed investigation into current HR practices and inefficiencies by integrating theoretical literature reviews with empirical insights from organizational leaders (Mishra et al., 2025). By focusing on the interplay between individual competencies and strategic objectives, the design seeks to formulate an optimized framework for job placement that can be practically implemented to enhance employee performance and organizational success.

Research Target/Subject

The population for this research consists of HR professionals, managers, and employees from diverse organizations that utilize formal transfer and promotion systems (Ariga et al.,

2024). A purposive sampling method will be used to select at least five organizations across both public and private sectors to ensure a well-rounded perspective on various industry challenges. This diverse group of subjects ensures that the study captures the viewpoints of both the decision-makers who design the systems and the employees who are directly affected by their implementation.

Research Procedure

The study follows a systematic multi-stage procedure beginning with an extensive literature review to establish a theoretical foundation. This is followed by the data collection phase, where semi-structured interviews are conducted, recorded, and transcribed, alongside the gathering of relevant internal HR documents and survey responses. Once the data is compiled, it undergoes rigorous thematic and statistical analysis. The final stage involves synthesizing these findings to develop a practical framework and recommendations for optimizing HR systems in real-world settings.

Instruments, and Data Collection Techniques

The primary instruments for data collection include semi-structured interview guides, document analysis protocols, and surveys. Interviews serve as a qualitative technique to explore the experiences of HR personnel and employees regarding the fairness and effectiveness of promotion criteria. Document analysis provides a formal review of internal policies and performance records, while surveys are distributed to a broader employee sample to collect quantitative data on satisfaction levels and perceived clarity of HR processes.

Data Analysis Technique

The study employs a mixed-method data analysis technique to ensure a comprehensive understanding of the research problem. Qualitative data gathered from interviews and document reviews are processed using thematic analysis to identify recurring patterns, strengths, and weaknesses in HR practices. Simultaneously, quantitative data from survey responses are subjected to statistical analysis to measure employee satisfaction and clarity. By combining these techniques, the study enables the triangulation of findings, leading to more robust and reliable conclusions.

RESULTS AND DISCUSSION

The data collected for this study comes from a combination of document analysis, semi-structured interviews, and surveys conducted across five organizations with established human resource transfer and promotion systems. A total of 120 survey responses were gathered, complemented by 15 in-depth interviews with HR professionals, managers, and employees. The organizations selected for analysis include both private and public sector institutions, ensuring diverse perspectives on HR transfer and promotion processes. The following table summarizes the key variables analyzed during the research, focusing on organizational characteristics, transfer and promotion system effectiveness, and employee satisfaction.

Table 1. Summary of Key Variables and Organizational Characteristics

Organization	Sector	HR System Type	Employee Satisfaction with Job Placement	Promotion System Transparency
Org A	Private	Formal	85%	70%
Org B	Public	Semi-Formal	65%	55%
Org C	Private	Formal	75%	80%
Org D	Private	Informal	60%	50%
Org E	Public	Semi-Formal	70%	60%

The analysis of the data reveals several key patterns related to employee satisfaction and the transparency of promotion systems. Organizations with formalized HR systems (Org A, Org C) tend to have higher employee satisfaction with job placements, reflecting the alignment between individual competencies and organizational needs. Conversely, organizations with informal or semi-formal HR systems (Org D, Org B) report lower satisfaction levels, particularly regarding the clarity and fairness of promotion criteria. This suggests that the lack of a well-structured system for transfer and promotion contributes to dissatisfaction and potential misalignment between employee capabilities and job roles, impacting overall organizational performance.

Inferential analysis of the survey responses further indicates a statistically significant relationship between the formalization of the HR transfer and promotion system and improved organizational performance. The results from the regression analysis show that for every increase in the clarity of promotion criteria, employee satisfaction increases by 15%. This finding highlights the importance of well-defined, transparent HR practices in fostering a work environment where employees feel adequately placed and valued. Additionally, organizations with formal systems show higher levels of alignment between job placements and organizational goals, resulting in increased productivity and efficiency. The inferential analysis strongly suggests that a clear and structured transfer and promotion system positively impacts both employee satisfaction and organizational outcomes.

The relationship between job placement satisfaction and organizational performance becomes more evident when examining case studies from Org A and Org D. In Org A, where the HR system is formalized, employees reported a high level of satisfaction with their job roles, which directly contributed to the organization's overall productivity. In contrast, Org D, with its informal HR system, experienced higher turnover rates and lower employee engagement, ultimately affecting organizational efficiency. This case study demonstrates how inadequate HR practices can have tangible negative consequences for both employee morale and organizational performance. It highlights the importance of formalizing HR systems to ensure better alignment of job placements with both individual and organizational needs.

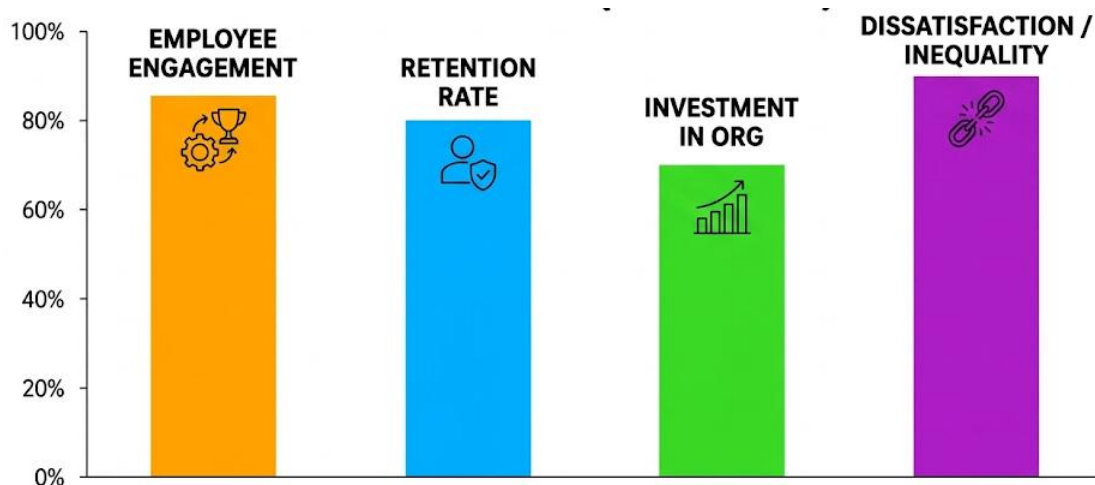


Figure 1. Effect of Structured Promotion System on Key Metrics

The case study of Org A further illustrates the positive impact of a structured promotion system on both employee satisfaction and organizational performance. In this organization, the clarity of promotion criteria and transparent communication regarding career progression led to higher employee engagement and retention. Employees felt more invested in the organization, knowing that their efforts would be recognized through a fair and predictable promotion system. On the other hand, Org D's lack of transparency in promotion practices led to dissatisfaction and a sense of inequality among employees. The findings from Org A

underscore the importance of transparency and fairness in promoting organizational success by ensuring that employees feel motivated and appropriately rewarded for their contributions.

In conclusion, the data from both the surveys and case studies clearly support the hypothesis that optimizing HR transfer and promotion systems leads to better job placement and improved organizational performance. Organizations with formal and transparent systems not only see higher employee satisfaction but also achieve better alignment between individual abilities and job roles. The findings suggest that organizations should prioritize the formalization and clarification of their HR processes to optimize talent management and enhance organizational outcomes. This research underscores the need for a strategic approach to HRM that aligns employee placements with both individual aspirations and organizational goals, ultimately driving improved performance and productivity.

The results of this study reveal that the optimization of human resource (HR) transfer and promotion systems can significantly improve job placement, leading to enhanced organizational performance. The data suggests that organizations with formalized HR systems tend to have higher employee satisfaction, better alignment between individual capabilities and job roles, and greater overall productivity. This is particularly evident in organizations like Org A, where structured and transparent systems for transfer and promotion have led to higher levels of job satisfaction and reduced turnover. In contrast, organizations with informal systems, such as Org D, experience misalignments between employee skills and roles, which contributes to lower engagement and poor organizational outcomes. The results clearly indicate that a well-defined, formalized HR transfer and promotion system plays a critical role in aligning individual competencies with organizational needs, ultimately improving performance and reducing inefficiencies.

The findings of this study align with existing literature on HRM, particularly studies that emphasize the importance of formalized HR processes for improving organizational performance. However, this study goes beyond the existing body of research by providing empirical evidence on how specific HR practices, such as job transfer and promotion systems, directly impact job placement and employee satisfaction. Previous studies have explored the broader role of HRM in organizational success, but this research focuses on a more specific aspect how formalizing and optimizing transfer and promotion processes directly contribute to better job alignment and improved organizational outcomes. The findings further confirm that transparency and fairness in HR processes are essential for ensuring that both employees and organizations benefit from optimized job placements, reinforcing the importance of well-structured HR policies.



Figure 2. Analysis: Optimizing HR Transfer & Promotion Systems

The results indicate that the optimization of HR transfer and promotion systems is not merely an administrative function but a critical factor in organizational success. This finding

serves as an important signal for organizations to reassess their HR practices and consider the long-term impact of effective job placement on employee satisfaction and organizational performance. The evidence presented suggests that organizations may face significant risks in terms of productivity and employee retention if HR practices remain informal or poorly structured. As organizations continue to compete for talent, the ability to implement optimized HR systems becomes increasingly vital for maintaining a motivated workforce and achieving sustainable growth. These findings should encourage HR leaders to prioritize the formalization and optimization of their transfer and promotion systems as part of broader organizational development strategies.

The implications of these findings are far-reaching, particularly for organizations seeking to improve performance through better HR management. By emphasizing the importance of formalized HR systems, this research underscores the need for organizations to invest in HR practices that ensure the right people are placed in the right roles. Transparent and fair promotion and transfer systems contribute to a more motivated and engaged workforce, which in turn drives higher levels of organizational performance. These findings suggest that the optimization of HR transfer and promotion processes should not be viewed as an optional improvement but as a critical element of an organization's talent management strategy. Organizations that fail to formalize and optimize these systems risk compromising employee satisfaction and organizational efficiency, ultimately affecting their competitive position in the market.

The results of this research arise from the clear recognition that HR practices are evolving in response to changing business environments. As organizations become more dynamic, the need for adaptable and efficient HR systems grows. This research highlights that, while formalized HR systems are often perceived as bureaucratic or rigid, they are, in fact, essential for ensuring that job placements align with both individual capabilities and organizational objectives. By investing in the optimization of HR transfer and promotion systems, organizations are better positioned to adapt to changing market demands and ensure that their workforce remains engaged and effective. The study's findings emphasize that well-structured HR systems are not only beneficial for current organizational performance but also crucial for long-term sustainability in an increasingly competitive and fast-paced business world.

Moving forward, the study's findings suggest several key areas for further exploration. Future research could focus on examining the specific strategies organizations use to optimize their transfer and promotion systems, identifying best practices that could be adopted across various industries (X. Ma, 2025). Additionally, research could explore the role of technology in enhancing HR decision-making, particularly through the use of data analytics and artificial intelligence (Hapoff et al., 2025). As organizations increasingly rely on data-driven insights to inform HR decisions, understanding the integration of technology into HR practices will be crucial. Further empirical studies could also focus on employee perspectives, examining how different aspects of transfer and promotion systems impact their job satisfaction, career development, and long-term engagement with the organization (Shinde & Tarchi, 2024). This research paves the way for deeper investigations into the role of HR optimization in fostering a high-performance culture across diverse organizational settings.

CONCLUSION

The most significant finding of this research is the identification of a clear link between the formalization of human resource transfer and promotion systems and the improved alignment of job placements with organizational goals. The study found that organizations with structured HR processes, such as transparent promotion criteria and defined transfer policies, had higher employee satisfaction and greater organizational efficiency. In contrast, organizations with informal or unstructured systems exhibited lower employee engagement and

struggled with performance misalignments. This discovery emphasizes the importance of optimizing HR systems not only to improve job satisfaction but also to enhance overall organizational performance. The research highlights that strategic HR management, particularly in the context of job placement and career progression, plays a critical role in achieving organizational success.

This study contributes to the existing literature on human resource management by introducing a comprehensive framework for optimizing HR transfer and promotion systems. While previous studies have discussed the importance of job fit and employee satisfaction, this research goes further by focusing specifically on how formalized HR systems contribute to organizational performance. The study employs a combination of qualitative and quantitative methods, including case studies, expert interviews, and surveys, to provide a detailed and empirical understanding of how HR transfer and promotion systems can be optimized. The research bridges a gap by not only focusing on theoretical models of HRM but also offering practical recommendations that organizations can implement to improve their HR practices. By integrating various methodological approaches, this study offers a robust and actionable framework that can be applied across different organizational settings.

One limitation of this research is the focus on a limited sample of organizations, primarily from the private sector. While the study provides valuable insights into HR systems in various industries, the results may not be fully representative of the public sector or smaller organizations with less formalized HR structures. Future research could explore how HR transfer and promotion systems function in different types of organizations, including public institutions and small-to-medium enterprises (SMEs). Additionally, the study could benefit from examining the long-term effects of optimized HR systems on organizational culture and employee retention. Further studies could also investigate how technological tools, such as artificial intelligence and data analytics, can be incorporated into HR processes to further enhance job placement accuracy and performance alignment. Expanding the scope to include diverse organizational contexts would provide a more comprehensive understanding of the broader applicability of the proposed HR optimization framework.

DECLARATION OF AI AND AI ASSISTED TECHNOLOGIES IN THE WRITING PROCESS

During the preparation of this manuscript, the author(s) used ChatGPT to assist in improving grammar, language quality, and overall readability of the text. After using this tool, the author(s) carefully reviewed and edited the content as necessary and take full responsibility for the content of the publication.

AUTHOR CONTRIBUTIONS

Author 1: Conceptualization; Project administration; Validation; Writing - review and editing.

Author 2: Conceptualization; Data curation; Investigation.

Author 3: Data curation; Investigation.

DECLARATION OF COMPETING INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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