

A Bibliometric Analysis of Job Rotation on Employee Experience

Raysha Naya Putri Fadillah

Department of Management & Jaya Launch Pad, Universitas Pembangunan Jaya, South Tangerang 15413 and
raysha.nayaputri@student.up.ac.id

ABSTRACT

Job rotation has gained increasing attention as an effective strategy to enhance employee experience and career development. This study uses bibliometric analysis to examine the evolution of job rotation research, identifying key publication trends, influential journals, and important contributors in this field. Data was collected from Google Scholar, covering publications from 1951 to 2025. The findings reveal that job rotation is important in skill enhancement and organizational productivity. However, adaptation stress and decreased motivation require structured implementation and supportive training programs. The study also highlights the interdisciplinary nature of job rotation research, linking it to employee well-being, organizational behavior, and human resource development. The results of this study provide insights for organizations looking to optimize job rotation policies to improve workforce adaptability and engagement.

Keywords: *Job Rotation, Employee Experience, Bibliometric Analysis, Workforce Development, Organizational Behavior*

1. INTRODUCTION

In the dynamic world of work, organizations are constantly looking for strategies to enhance employee experience and engagement. One strategy that is receiving increasing attention is job rotation. Job rotation is done intentionally to support team development initiatives [1].

Job rotation is the transfer of employees to various positions within a specific period. This phenomenon occurs so that employees can go from one job, department, or assignment to another after spending some time in a particular job, assignment, or department to allow employees to acquire more skills [2].

Job Rotation increases employees' productivity through increased competence and skills [3]. In addition, job rotation enhances employee experience, creates opportunities for employees to explore alternative career paths, and prevents work stagnation and boredom [4].

Some research suggests that job rotation is considered an administrative control to limit employees' overall exposure to stressful or tiring work [5]. The phenomenon of job rotation implementation is growing in various industries, especially in manufacturing, banking, and technology. Major companies such as Google, Unilever, and Toyota have implemented job rotation systems to develop talent and increase job satisfaction.

The approach can significantly benefit research on "Job Rotation on Employee Experience." Bibliometric analysis was used to review publications related to the study's scope to enable the mapping of publication trends, identification of influential journals and authors, and understanding of the necessary keywords [6].

In the context of job rotation and employee experience, this method can reveal the evolution of research, patterns of scholarly contributions, and gaps that are still not widely discussed. In addition, by examining the type of publications and the distribution of fields of study, this research can understand how job rotation is studied. Bibliometric analysis also helps identify author

collaborations in developing insights into this topic. By utilizing visualization tools such as VOSviewer to help see the relationship between job rotation and other variables.

This approach enriches the research's theoretical basis and ensures its relevance to recent scholarly developments. Therefore, applying bibliometric analysis in this study will help generate more comprehensive insights to support collaboration.

This study aims to design a biometric profile on employee experience in the context of job rotation by identifying distinctive patterns in biometric indicators that reflect variations in employee experience levels. This profile is expected to serve as a detection method to identify the effects of job rotation and provide guidance for more effective interventions.

2. METHODS

This study applies bibliometric analysis to evaluate and thoroughly understand the research landscape in "Job rotation on employee experience." Bibliometric analysis is a quantitative method for analyzing bibliographic data contained in an article. This study applies bibliometric analysis to evaluate and thoroughly understand the research landscape in "Job rotation on employee experience." Bibliometric analysis is a quantitative method for analyzing bibliographic data in an article or journal.

This analysis is used to investigate the references of scientific articles cited in a journal, map the scientific field of a journal, and group scientific articles that correspond to a field of research [2].

2.1 Data Collection

Due to its wide coverage, Google Scholar was chosen as the primary source for obtaining relevant scientific publications. The search was conducted systematically using the keywords "Job rotation on employee experience" to identify documents related to the topic. Specific publications from 1951 to 2025 were analyzed to understand the historical development of research in this area.

2.2 Bibliometric Indicators

This research evaluates the development by analyzing the publication trend over a specific period. The study used the number of publications per year to examine patterns, gaps, and changes in research focus. Different types of publications, such as journal articles, book chapters, and reviews, are then categorized to understand the variation in research results.

Global contributions to this research were analyzed to see the distribution of publications across different countries and determine which parties are most influential in this field. Collaborations were also analyzed to understand the patterns of cooperation between researchers.

VOSviewer was used as a bibliometric analysis tool to visualize the relationship between research themes. Interrelated themes were identified to see interdisciplinary patterns in the research.

2.3 Data Visualization

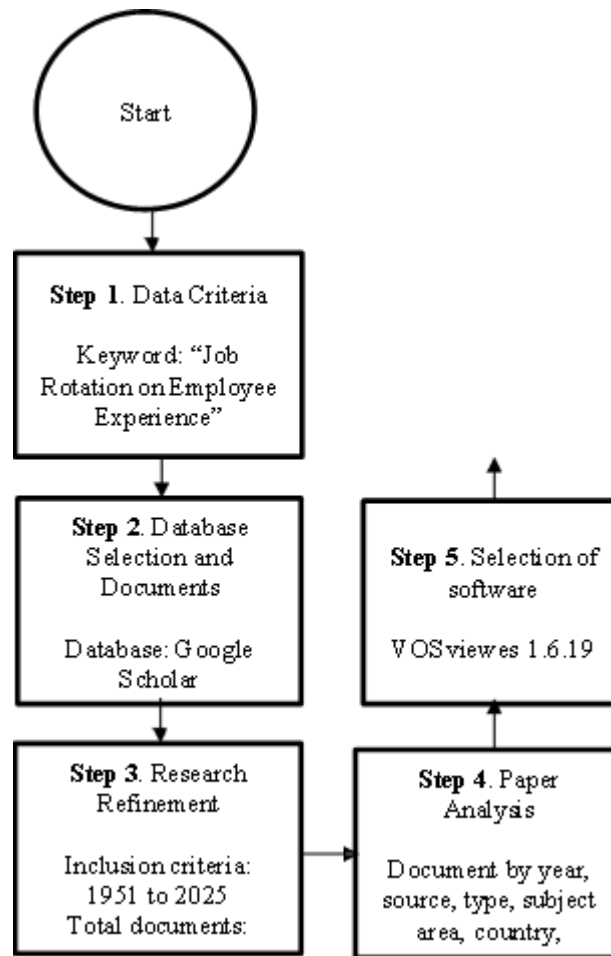
The database used is Google Scholar, the primary source for retrieving relevant scientific publications and its wide coverage of academic literature. This search used the keyword "Job Rotation Employee Experience" from 1951 to 2025.

2.4 Interpretation and Implications

A publication trend analysis was conducted to identify periods of high interest, uncover research gaps, and look at changes in study focus. Mapping publications by country and institution provides insights into the global contribution of this research. Meanwhile, thematic analysis helped to identify interrelationships between topics, cross-disciplinary cooperation, and opportunities for future research development.

2.5 Stages of Bibliometric Analysis

The steps involved in the bibliometric analysis paper are illustrated in Figure.



3. RESULTS AND DISCUSSION

The search for "Job Rotation on Employee Experience" in the Google Scholar database resulted in 750 documents covering the publication period from 1951 to 2025. The documents can be seen in Table I regarding (1) research location, (2) research objectives, (3) research methodology, and (4) findings presented in previous studies.

"Some previous research with the publication "Job Rotation Employee Experience"

No.	Author (s)	Research Objectives	Location	Methodology	Findings
1.	[7]	To know, analyze, and explain the work rotation system in Karawang employment.	Indonesia	The method used is descriptive qualitative, relying on data collection methods through interviews and observations to understand and analyze the phenomenon of job rotation and improve employee performance.	The study found that job rotation is beneficial for relieving each employee's boredom and increasing their knowledge in the new job so that they can be developed. In this case, job rotation is expected to reduce monotony or boredom in the workplace, set up better work

					management, and improve employee performance.
2.	[8]	The effect of job rotation on employee performance can be analyzed by exploring how jobs can improve performance but can also reduce work motivation. Therefore, job rotation planning needs to be done carefully and supported by adequate training programs.	Indonesia	The method used is quantitative, with a survey consisting of primary and secondary data.	Fluctuations in employee performance often occur, which are influenced by the implementation of job rotation. Job rotation moves employees to new positions in the organization to overcome boredom, but it can also cause stress and adaptation difficulties for employees.
3.	[9]	To determine the role of job rotation, more specifically with the determining factors in the effectiveness of job rotation.	Somaliland	This study uses descriptive research methods with a non-probability sampling approach determined using the solvent formula to ensure statistical significance and to show that job rotation has a significant effect.	Job rotation has been widely recognized as an important aspect of corporate environments worldwide. It is an effective method for organizations to develop the skills of employees, managers, and executives. Through job rotation, employees can improve their problem-solving abilities and better understand various tasks, which increases team efficiency.
4	[8]	To see the effect of job rotation on job performance in BKPSDM Solok regency by implementing work operational standards.	Indonesia	This research involves a quantitative approach with questionnaire data collection to see the Simultaneous effect	This finding shows that job rotation is standard for companies for employees who have been working for a long time. With job rotation, employees start new tasks, functions, and workplaces.
5	[10]	This study aims to explore the impact of job rotation systems in Chinese state-owned enterprises and identify the challenges and benefits of implementing them.	Malaysia	The research involves an exploratory literature review approach and longitudinal analysis of research over the last 10 years, 2013-2023, using several theories, namely human capital theory.	The article discusses that job rotation was found to increase job satisfaction. It inspires employees to achieve higher performance because it sustains continuous growth in work, knowledge, and skills.

6	[9]	This study describes the process of developing a mutation or job rotation model to improve employee performance.	Indonesia	This research involves a quantitative research type with purposive sampling, which examines a number of employees through a semi-structured in-depth process.	This study explains that employee rotation is sometimes also interpreted as job rotation, because this activity is related to employment which involves the process of transferring functions, responsibilities and employment status to a certain status with the aim that the workforce concerned gets deep job satisfaction and is able to show maximum performance to the organization. Get deep job satisfaction and be able to show maximum performance to the organization.
7	[1]	This study investigates the effect of job rotation on employee performance and analyzes the mediating role of skill variation and job satisfaction in the relationship between job rotation and performance	Iran	This study used applied research with a survey of 218 employees from 30 bank branches in Keshavarzi in Gilan Province, Iran.	The findings argue that Job rotation is a process of planned replacement of employees between jobs within a period of time for one or more purposes to gain skills and job independence to increase motivation, job performance and productivity.
8	[11]	This study was made to determine the work rotation on employee motivation, employee performance, whether there is a relationship related to the work rotation.	Indonesia	The method used in this study is quantitative by examining respondents who are employees of the production and packaging department who have experienced job rotation.	the findings explain that job rotation creates job diversity for employees and allows them to change jobs periodically, by moving them from one task to another. With job rotation, employees can use their interests and skills at work, especially in determining the right job position. Implementing job rotation in groups is a good way to educate employees and to encourage their
10	[5]	This study analyzes the effect of job rotation on employee performance by also analyzing the benefits, obstacles, challenges, limitations, and disadvantages of	Sudan	This research uses a Quantitative descriptive research method through a questionnaire survey of employees to see the involvement of each relationship from	Job rotation is a strategy employed by organizations both private and public to improve employee performance and productivity. Job Rotation is a method of designing

		implementing job rotation.		job rotation.	jobs in which employees acquire work skills from different and by making some changes in tasks, fatigue and boredom caused by repetitive job tasks will be reduced. resulting from repetitive job tasks will be reduced.
11	[11]	This study aims to assess staff attitudes towards job rotation and identify factors that influence these attitudes.	Rwanda	This study conducted descriptive quantitative research with structured questionnaires and scheduled interviews.	This research describes job rotation as the placement of employees to enable on-the-job training. During training, employees are exchanged through several jobs at regular intervals.
12	[12]	This study aims to see the impact of training and development on employee job performance on job rotation.	Uni Emirat Arab	In this research, the methods used outline include a descriptive qualitative approach and are included from the results of previous relevant research to explain the relationship.	Job Rotation: this method involves moving an employee from one official duty to another or department to another, so that the employee can become acquainted with different aspects of the work process or through job expansion. In this process, employees are also given additional responsibilities to those employees who have been additional responsibilities to employees who have been appointed as a result of the acquisition of additional skills or knowledge or knowledge.
13	[13]	To explore the relationship between job rotation and employee performance in manufacturing companies in Rivers State. The study wanted to find out how employee engagement through job rotation affects productivity, as well as how skill development relates to the level of employee innovation.	Nigeria	This study used a cross-sectional survey approach. Data were collected using a structured questionnaire consisting of three sections, including participant profiles, questions related to job rotation, and questions about employee performance.	Job rotation is a process of systematically moving employees between different jobs and tasks within an organization, this process is recognized as a strategic approach to improving employee performance and organizational effectiveness.

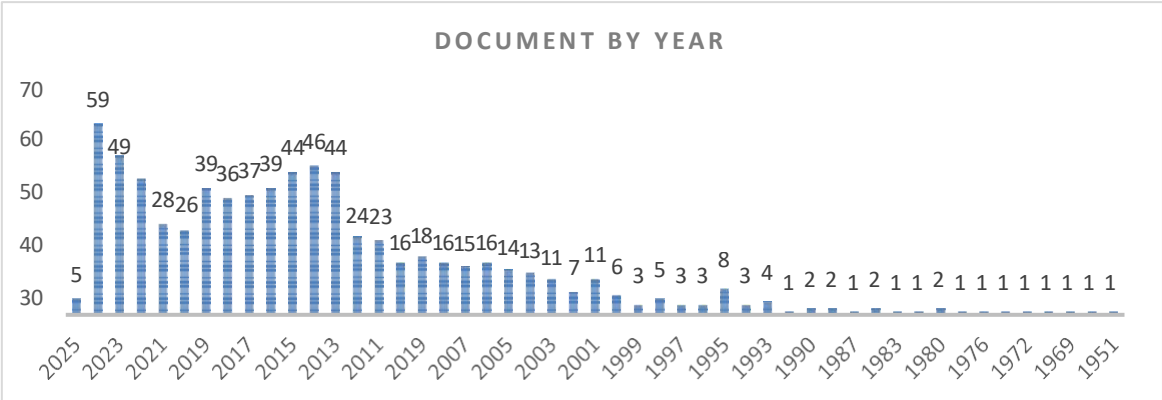


Figure 2. Publication tren by year

Figure 2. illustrates that "Job Rotation Employee Experience" publications are categorized over time. The first discussion on this topic was in 1951, which was then published again in 1969 with one publication. Subsequent publications occurred in 1971-1976, consistently yearly, with one publication each. No publications were recorded in 1978-1979, but 1980-1983, one publication was recorded each year. Then, from 1984 to 1985, no recorded publications were published, but consistent publications were published from 1986 to 1999. Entering 2000-2005, publications experienced a revival because each year, publications published 6-20 publications per year with a total of 52 publications. From 2007 to 2012, publications continued to increase and show interest in this research. It is noted that publications from 2013 to 2017 are constantly increasing; this topic of discussion continues to have interest every year. Entering 2017-2021, it is noted that the increase still occurs every year, but the interest in publications has decreased compared to previous publications.

Furthermore, from 2021 to 2025, the publication of this topic has increased compared to the previous year. This is fluactive because the pattern shows a shift in published publications that affected attention in 1951-1969 due to inconsistent publication. During the following periods, it caused an increase every year even though it was not consistent. Publications increased significantly from 2000 to 2013, indicating that the importance of "Job Rotation Employee Experience" received renewed attention due to the drastic increase in the number of publications published during these years. The consistent number of publications in recent years (2011-2024) indicates that this topic is sustainable for further investigation.

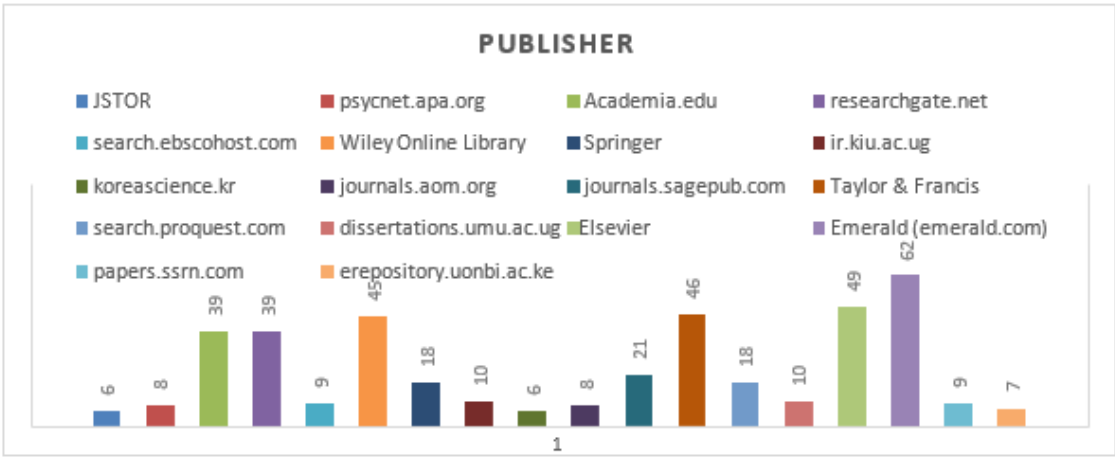


Figure 3. Publication Publisher

Figure 3, The largest publisher publication in this document comes from the Emerald publisher (emerald.com), which reaches 63 publications and is one of the academic research databases that is often used to find scientific journals in various fields of study. The second highest percentage is followed by Elsevier Publisher, with a total of 49 publishers, one of the academic publishers focusing on publishing scientific journals, academic books, and other publications. Then, one of the largest publishers is Taylor & Francis, which has 46 publisher. Researchgate.net, Academia.edu, and Wiley Online Library have 43-45 publishers. Several other publishers are in the dozens, namely search.proquest.com and Springer, one of the academic databases providing various reference sources, including scientific journals, business reports, newspaper articles, and e-books.

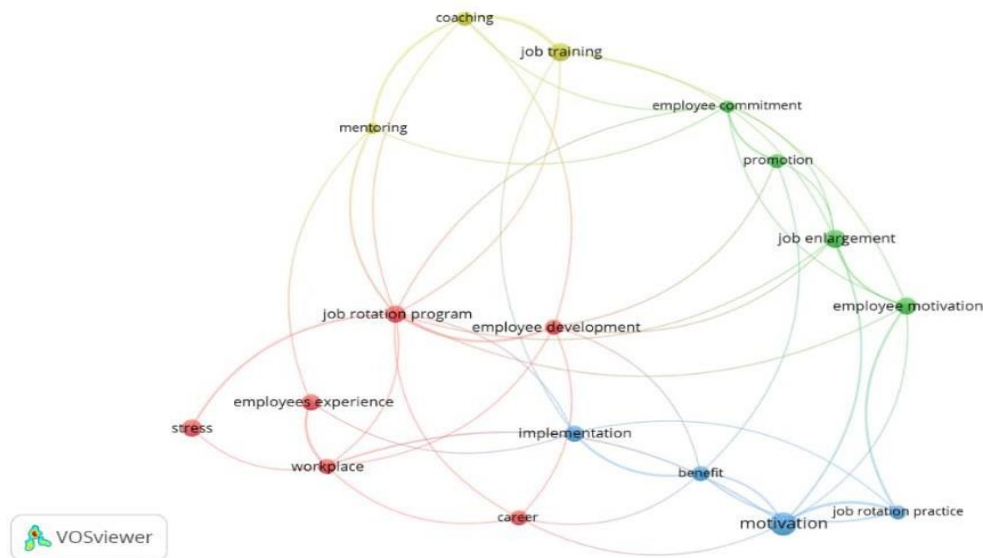


Figure. 4 Picture of VosViewers

3.1 Interconnected research themes

Figure 4, created using VOSviewer, visually represents the network for the “Job Rotation on Employee Experience” study. This visualization displays the linkages between the different studies to see how they are grouped. This network visualization shows that the themes related to “Job Rotation on Employee Experience” are interconnected. This shows the multidisciplinary nature of the research in this area.

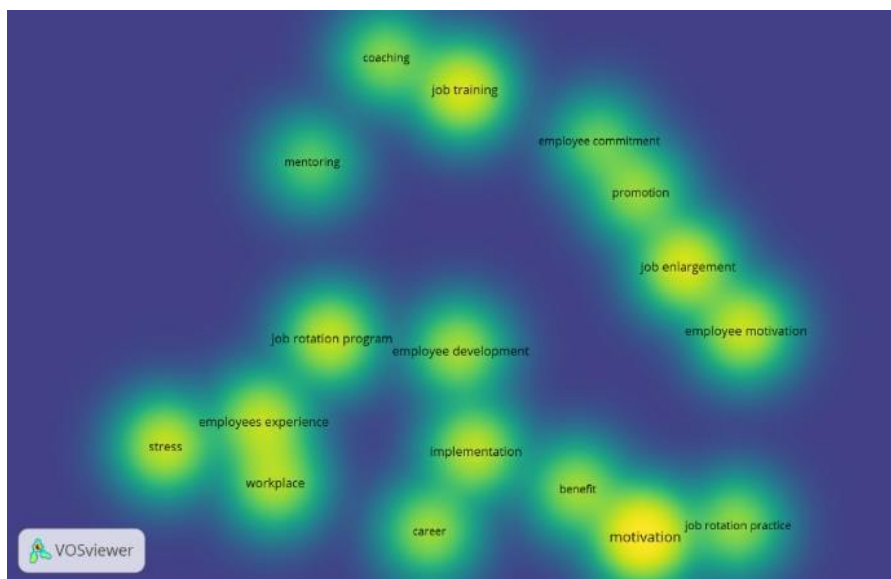


Figure 5.

Fig 5: This density visualization presents the global distribution and concentration of research on "Job Rotation on Employee Experience." This visualization Provides insight into the contribution of research in the topic, highlighting regions or aspects with more dominant research activity; lighter colors indicate areas of higher research intensity with more intense study focus. This visualization provides an overview of the global dynamics in understanding the impact of job rotation on employee experience.

Some of the results displayed from each cluster related to "Job Rotation"

No	Cluster	Shown
1.	Cluster 1: Red	Cluster 1, shows the grouping of research themes related to "Job Rotation on Employee Experience." Employee Depeloment, Employee Experience, Workplace, Career, and Stress. This indicates a cluster of research that discusses Job Rotation and the negative impacts, such as stress, that arise due to changes in the work environment.
2.	Cluster 2: Green	Cluster 2, shows the relationship between motivation and employee commitment, including job enlargement, employee motivation, and benefits.
3.	Cluster 3: Yellow	Cluster 3, shows the relationship between job training, coaching, and mentoring in improving the effectiveness of job rotation—the significance of training to reduce negative impacts such as stress and increase employee commitment.
4.	Cluster 4: Blue	Cluster 4, shows the relationship between implementation, benefits, motivation, and job rotation practice. Factors that determine the success of job rotation implementation in organizations.

CONCLUSION

This study examines the impact of job rotation on employee experience through bibliometric analysis. Findings suggest that job rotation significantly improves employee skills, engagement, and overall job satisfaction. Organizations can foster professional growth, improve adaptability, and enhance workforce competencies by exposing employees to different roles and responsibilities.

In addition, job rotation contributes to organizational flexibility and innovation by allowing employees to gain diverse perspectives and problem-solving abilities. Bibliometric analysis shows a growing academic interest in this topic, with many studies exploring the relationship between job rotation and employee experience.

Researchers highlight that a well-structured job rotation program will result in higher motivation, reduced burnout, and more excellent career development opportunities. However, challenges such as transition difficulties and potential resistance from employees must be overcome through effective planning and communication. In conclusion, job rotation is valuable for talent development and employee satisfaction. Organizations should implement a structured job rotation program to maximize benefits while mitigating challenges. Future research should explore industry-specific applications and the long-term effects of job rotation on employee retention and organizational performance.

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BIOGRAPHIES OF AUTHORS



Raysha Naya Putri Fadillah, I am currently a sixth – semester student in the Management Department at University Pembangunan Jaya.
Email: Raysha.nayaputri@student.upi.ac.id