



Impact of Job Rotation on Organizational Development

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ABSTRACT

Job rotation is an important human resource management strategy used by organizations to improve employee skills, motivation, and overall organizational performance. This study examines the impact of job rotation on organizational development, employee satisfaction, and employee performance. The research was conducted among employees using a structured questionnaire to collect primary data. A sample of 35 respondents was selected using purposive sampling. The collected data were analyzed using percentage analysis. The findings of the study indicate that job rotation enhances employee skill development, reduces work monotony, and improves job satisfaction. The results also show that employees generally have a positive attitude toward job rotation and believe that it contributes to their professional growth. The study concludes that job rotation plays a significant role in improving organizational efficiency and employee engagement. Proper planning and implementation of job rotation programs can help organizations develop a skilled and flexible workforce.

Keywords: Job Rotation, Organizational Development, Employee Performance, Job Satisfaction, Human Resource Management

INTRODUCTION

Human resources are the most valuable assets of any organization. The success and sustainability of an organization largely depend on the efficiency and performance of its employees. Therefore, organizations continuously adopt different strategies to enhance employee performance and improve productivity. One such strategy is job rotation.

Job rotation refers to the planned movement of employees from one job position to another within the organization. It is widely used as a training and development method to provide employees with diverse work experiences. Through job rotation, employees gain new skills, knowledge, and exposure to different departments. In modern organizations, employees often face monotony due to repetitive tasks. This monotony can reduce motivation and productivity. Job rotation helps reduce boredom and encourages employees to learn new tasks. It also enhances teamwork and communication among employees. Another important advantage of job rotation is that it prepares employees for higher responsibilities. By gaining experience in different roles, employees develop a better understanding of organizational operations. This helps organizations in succession planning and leadership development. Despite its advantages, job rotation may also involve challenges such as training costs and temporary productivity loss. However, many organizations consider job rotation as an effective strategy for improving organizational development and employee performance. This study aims to analyze the impact of job rotation on organizational development and employee satisfaction.

REVIEW OF LITERATURE

Several researchers have studied the relationship between job rotation and organizational performance.

According to **Herzberg (1966)**, job satisfaction is influenced by motivational factors such as achievement, recognition, and responsibility. Job rotation can enhance these factors by providing employees with new learning opportunities.

Allen and Meyer (1996) explained that organizational commitment consists of three dimensions: affective commitment, continuance commitment, and normative commitment. Job rotation can strengthen employees' commitment by increasing their engagement and involvement in organizational activities.

Locke (1976) defined job satisfaction as a positive emotional response resulting from job experiences. Job rotation contributes to job satisfaction by providing employees with opportunities to develop their skills and knowledge.

Fægri et al. (2010) stated that job rotation improves employees' problem-solving skills and enhances their understanding of organizational functions.

Similarly, **Oparanman and Nwaeke (2015)** found that job rotation positively influences employee productivity and job performance.

However, **Hsieh and Chao (2004)** suggested that in highly specialized industries, job specialization may sometimes provide better performance outcomes than job rotation.

Overall, previous studies indicate that job rotation contributes to employee development, job satisfaction, and organizational effectiveness.

Research Design

Research design refers to the overall plan or structure used to conduct the research study. It provides a framework for collecting, measuring, and analyzing data. The present study adopted a **descriptive research design** to examine the impact of job rotation on organizational development. Descriptive research design is appropriate because it helps in describing the characteristics of employees and their perceptions regarding job rotation practices within the organization.

This design allows the researcher to gather detailed information about employees' attitudes, opinions, and experiences related to job rotation. It also helps in identifying patterns, relationships, and trends that exist within the organization.

Area Of Study

The research was conducted among employees of **BESMAK Components Private Limited, Chennai**. The organization operates in the manufacturing sector and employs individuals with different roles and responsibilities. The company has implemented job rotation practices in certain departments to enhance employee skill development and operational efficiency.

The study focuses on understanding employees' perceptions of job rotation and its influence on their job satisfaction, work performance, and organizational development.

Population Of the Study

The population refers to the entire group of individuals who are relevant to the research study. In this study, the population consists of employees working at **BESMAK Components Pvt Ltd** who have experience or exposure to job rotation practices. However, due to time and resource limitations, it was not possible to collect data from the entire population. Therefore, a sample of employees was selected to represent the population.

Sample Size

The sample size of the study consisted of **35 employees** from the organization. These respondents were selected to obtain relevant information about job rotation practices and their impact on employees. The selected sample size was considered adequate for analyzing employee perceptions and drawing meaningful conclusions for the study.

Sampling Technique

The study used **purposive sampling**, which is a type of non-probability sampling technique. In purposive sampling, respondents are selected based on specific characteristics relevant to the research objectives. Employees who had experience with job rotation or were familiar with the organization's work structure were chosen as respondents. This method helped the researcher collect more accurate and relevant data related to job rotation practices.

Sources Of Data

The study used both **primary data** and **secondary data** to obtain comprehensive information about the research topic.

Primary Data

Primary data refers to the original data collected directly from respondents for the specific purpose of the research study. In this study, primary data were collected from employees using a **structured questionnaire**. The questionnaire included several questions related to employee demographics, job satisfaction, work stress, and perceptions of job rotation.

The use of a questionnaire allowed the researcher to collect standardized responses from all respondents, making it easier to analyze and interpret the data.

Secondary Data

Secondary data refers to information that has already been collected and published by other researchers or institutions. In this study, secondary data were collected from various sources such as:

- Academic books
- Research journals
- Online articles
- Websites related to Human Resource Management
- Previous studies on job rotation and organizational development

Secondary data helped the researcher understand existing theories, concepts, and research findings related to the study topic.

Tools Of Data Collection

The main instrument used for collecting primary data in this study was a **structured questionnaire**. The questionnaire was designed to gather information about employees' personal details, work experience, job satisfaction, and their views on job rotation practices within the organization.

The questionnaire consisted of **close-ended questions**, which allowed respondents to choose answers from predefined options. This format made it easier to analyze the responses using statistical methods.

Data Analysis Tools

The collected data were analyzed using **percentage analysis**. Percentage analysis is a simple statistical method used to describe and interpret data in terms of percentages.



The responses obtained from the questionnaires were classified and tabulated. The percentage of respondents for each category was calculated to identify patterns and trends related to job rotation and organizational development.

The results of the analysis were presented in the form of **tables and charts** to make the findings clear and easy to understand.

Limitations Of the Study

Every research study has certain limitations that may affect the results. The main limitations of this study include:

1. The sample size was limited to **35 respondents**, which may not represent the entire organization.
2. The study was conducted within a **limited time period**.
3. The research was confined to **one organization**, which may limit the generalization of the findings.
4. The accuracy of the data depends on the **honesty and understanding of the respondents**.

Despite these limitations, the study provides valuable insights into the role of job rotation in organizational development.

Demographic Profile of Respondents (N = 35)

S.No	Variable	Category	Frequency	Percentage
1	Age	25–27	4	11.4%
		27–30	4	11.4%
		30 & Above	27	77.2%
2	Gender	Male	0	0%
		Female	35	100%
3	Marital Status	Married	27	77.2%
		Unmarried	8	22.8%
4	Educational Qualification	UG with B.Ed	13	37.2%
		PG with B.Ed	22	62.8%
5	Economic Status	10–15	7	20%
		15–20	19	54.3%
		20 & Above	9	25.7%
6	Number of Dependents	3	14	40%
		4	19	54.3%
		Others	2	5.7%



7	Type of Family	Nuclear	33	94.3%
		Joint	2	5.7%

Interpretation

The table shows that the majority of respondents (77.2%) are above 30 years of age. All respondents are female employees. Most respondents are married (77.2%) and possess postgraduate qualifications with B.Ed (62.8%). More than half of the respondents belong to the income group of 15–20 (54.3%). The majority of respondents live in nuclear families (94.3%) and have four dependents (54.3%).

Employment Characteristics of Respondents (N = 35)

S.No	Variable	Category	Frequency	Percentage
1	Occupation	Government Employee	12	34.3%
		Private Employee	19	54.3%
		Own Business	4	11.4%
2	Salary Adequacy	Yes	21	60%
		No	14	40%
3	Transport Facilities	Yes	13	37.2%
		No	22	62.8%
4	Working Days per Week	5 Days	0	0%
		6 Days	35	100%
5	Work Experience	5–10 Years	7	20%
		11–15 Years	16	45.7%
		15 & Above	12	34.3%
6	Working Hours per Day	6 Hours	16	45.7%
		7 Hours	19	54.3%
7	Job Permanency	Yes	19	54.3%
		No	16	45.7%

Interpretation

The table indicates that the majority of respondents are private employees (54.3%). Most respondents (60%) reported that their salary is adequate. A large proportion of employees work six days per week (100%). Nearly half of the respondents have 11–15 years of work experience (45.7%). More than half of the employees work seven hours per day (54.3%), and 54.3% reported that their jobs are permanent.

Work Stress and Organizational Environment (N = 35)

S.No	Variable	Category	Frequency	Percentage
1	Work Stress	Yes	21	60%
		No	14	40%
2	Work Pressure During Extra Activities	Less	12	34.3%
		Medium	16	45.7%
		More	7	20%
3	Feeling Isolated at Work	Yes	15	42.8%
		No	20	57.2%
4	Management Treatment	Decently	35	100%
		Dominated	0	0%
		Torture	0	0%
5	Counseling Centre in Company	Yes	0	0%
		No	35	100%
6	Recreational Facilities	Yes	7	20%
		No	28	80%

Interpretation

The table shows that 60% of respondents experience work-related stress. Nearly half of the employees reported medium levels of work pressure during extra activities (45.7%). Most employees (57.2%) reported that they do not feel isolated at work. All respondents stated that management treats them decently. However, the company does not provide counseling centers, and the majority reported the absence of recreational facilities (80%).

Job Rotation and Employee Perception (N = 35)

S.No	Variable	Category	Frequency	Percentage
1	Attitude During Job Rotation	Very Friendly	7	20%
		Friendly	28	80%
2	Satisfaction with Job Rotation	Satisfied	35	100%
		Not Satisfied	0	0%
3	Crisis Situation in Company	Yes	0	0%
		No	35	100%



4	Gender Discrimination	Yes	0	0%
		No	35	100%

Interpretation

The findings show that the majority of employees (80%) reported a friendly attitude during job rotation. All respondents expressed satisfaction with job rotation practices. None of the employees reported gender discrimination or crisis situations within the organization.

RESULTS AND DISCUSSION

The analysis of the collected data provides insights into employee characteristics and their perceptions of job rotation. The majority of respondents were above 30 years of age. All respondents were female employees, and most of them were married. A large proportion of respondents possessed postgraduate qualifications with B.Ed. More than half of the employees reported experiencing work-related stress. However, employees expressed a positive attitude toward job rotation and believed that it helped them gain new knowledge and skills.

The findings also revealed that employees were satisfied with job rotation practices in the organization. Most respondents stated that management treated employees respectfully and maintained a positive working environment. However, the organization lacked counseling centers and recreational facilities for employees. Providing such facilities could further improve employee well-being and reduce work stress. Overall, the results indicate that job rotation contributes positively to employee development and organizational performance.

Findings

The major findings of the study are:

1. Majority of employees were above 30 years of age.
2. All respondents were female employees.
3. Most employees were married and well qualified.
4. A significant number of employees experienced work stress.
5. Employees showed a positive attitude toward job rotation.
6. Job rotation improved employee skill development and job satisfaction.
7. Employees reported that management treated them decently.
8. The organization lacked counseling and recreational facilities.

Suggestions

Based on the findings, the following suggestions are proposed:

1. Organizations should implement well-planned job rotation programs

Job rotation is the practice of moving employees between different roles or departments within an organization. A well-planned job rotation program helps employees gain experience in various tasks, which improves their skills and knowledge. It also reduces boredom and monotony in the workplace because employees get opportunities to learn new things. Additionally, job rotation increases flexibility in the organization since employees become capable of performing multiple roles when needed.



2. Training should be provided before employees are assigned new roles

Before employees are given new responsibilities, proper training is essential to help them understand the tasks and expectations of the new role. Training programs can include workshops, practical demonstrations, and guidance from experienced employees. This preparation helps employees build confidence, reduces mistakes, and ensures that work is performed efficiently. Well-trained employees can adapt quickly and contribute positively to organizational performance.

3. Counseling services should be introduced to support employee mental health

Counseling services are important for helping employees deal with work-related stress, personal issues, and emotional challenges. Professional counseling can provide guidance, support, and coping strategies for employees who may feel overwhelmed. When organizations offer counseling services, employees feel valued and supported, which improves their mental well-being. As a result, employees become more productive, motivated, and satisfied with their work.

4. Recreational facilities should be provided to reduce work stress

Recreational facilities such as sports activities, relaxation rooms, gym facilities, or social events help employees relax and refresh their minds. These activities allow employees to take breaks from their routine work and reduce stress levels. Recreational facilities also encourage social interaction among employees, which strengthens relationships and improves workplace morale. A relaxed and happy workforce is generally more creative and productive.

5. Management should encourage communication and teamwork among employees

Effective communication and teamwork are essential for the smooth functioning of any organization. Management should create an environment where employees feel comfortable sharing ideas, feedback, and concerns. Encouraging teamwork through group projects, meetings, and collaborative activities helps employees work together toward common goals. Good communication reduces misunderstandings, improves problem-solving, and strengthens cooperation among employees.

CONCLUSION

Job rotation is an effective human resource management strategy that enhances employee skills, motivation, and organizational performance. The findings of this study indicate that job rotation contributes to employee satisfaction and professional development.

Organizations that adopt job rotation practices can create a more flexible and skilled workforce. However, proper planning, training, and support systems are necessary for successful implementation.

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