BIBLIOMETRIC ANALYSIS OF RESEARCH PUBLICATION TRENDS ON JOB ROTATION SATISFACTION

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ABSTRACT

Objective: Advances in data analysis tools enable the analysis of a large body of literature in the ever-growing study of Job Rotation. With the help of the Vosviewers application, you can answer research questions: the status of Job Rotation articles published in the selected journals from January 2014 – December 2023 and whether the number of Job Rotation articles has increased or decreased, and the main research topics studied in this article from 2014 to 2023, and whether it has shifted over the last 10 years.

Design/methodology/approach: The method used in this research is qualitative research with a literature study approach. As for the data found, 233 documents were obtained and analyzed. This dataset was converted to CSV format and imported for Bibliometrix in analysis using VOSviewer and analysis included publication distribution year, country, keywords, and authors.

Findings: The findings in this research show that 2023 will be the year with the highest number of research publications on the Job Rotation theme. The United States was identified as the country that made the largest contribution to the publication of this research. Kapellusch, J.M. is the author who contributed the most in terms of number of publications. Furthermore, the topics of work performance, motivation, talent management, and occupational safety provide great opportunities for further research to investigate these dimensions in more depth. This research also underlines the importance of bringing new contributions to the understanding of Job Rotation through further exploration of these topics.

Research limitations/implications: The main limitation of the research should be considered the use of data derived only from the Scopus database.

Originality/value: The paper reveals research trends and key research subject areas of research over the past 10 years. The results can help scholars to quickly understand job rotation research. This paper also provides an alternative approach to conducting literature reviews with computer-assisted analysis programs. The future focus for future research is towards a more thorough understanding of Job Rotation, as well as its implications in the context of human resource management and increasing organizational productivity.

Keywords: Bibliometric Approach, Job Rotation, Job Satisfaction, Performance, Scopus.

ANÁLISE BIBLIOMÉTRICA DE TENDÊNCIAS DE PUBLICAÇÃO DE PESQUISAS SOBRE SATISFAÇÃO COM RODÍZIO DE TRABALHO

RESUMO

Objetivo: Os avanços nas ferramentas de análise de dados permitem a análise de uma grande quantidade de literatura no estudo cada vez maior da rotação de empregos. Com a ajuda do aplicativo Vosviewers, você pode responder questões de pesquisa: o status dos artigos de Job Rotation publicados nas revistas selecionadas de janeiro

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de 2014 a dezembro de 2023 e se o número de artigos de Job Rotation aumentou ou diminuiu, e os principais temas de pesquisa estudados neste artigo de 2014 a 2023 e se mudou nos últimos 10 anos.

**Desenho/metodologia/abordagem:** O método utilizado nesta pesquisa é a pesquisa qualitativa com abordagem de estudo bibliográfico. Quanto aos dados encontrados, foram obtidos e analisados 233 documentos. Este conjunto de dados foi convertido para o formato CSV e importado para Bibliometrix para análise usando VOSviewer e a análise incluiu ano de distribuição da publicação, país, palavras-chave e autores.

**Resultados:** Os resultados desta pesquisa mostram que 2023 será o ano com maior número de publicações de pesquisas sobre o tema Job Rotation. Os Estados Unidos foram identificados como o país que mais contribuiu para a publicação desta pesquisa. Kapellusch, J.M. é o autor que mais contribuiu em termos de número de publicações. Além disso, os tópicos de desempenho no trabalho, motivação, gestão de talentos e segurança ocupacional oferecem grandes oportunidades para futuras pesquisas que investiguem essas dimensões com mais profundidade. Esta investigação sublinha também a importância de trazer novos contributos para a compreensão da Rotação de Emprego através de uma maior exploração destes tópicos.

**Limitações/implicações da pesquisa:** A principal limitação da pesquisa deve ser considerada a utilização de dados derivados apenas da base de dados Scopus.

**Originalidade/valor:** O artigo revela tendências de pesquisa e principais áreas de pesquisa nos últimos 10 anos. Os resultados podem ajudar os estudiosos a compreender rapidamente a pesquisa de rotação de cargos. Este artigo também fornece uma abordagem alternativa para a realização de revisões de literatura com programas de análise assistidos por computador. O foco futuro da investigação futura é uma compreensão mais aprofundada da rotação de funções, bem como das suas implicações no contexto da gestão de recursos humanos e do aumento da produtividade organizacional.

**Palavras-chave:** Abordagem Bibliométrica, Job Rotation, Satisfação no Trabalho, Desempenho, Scopus.

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**ANÁLISIS BIBLIOMÉTRICO DE LAS TENDENCIAS EN PUBLICACIONES DE INVESTIGACIÓN SOBRE SATISFACCIÓN POR ROTACIÓN LABORAL**

**RESUMEN**

**Objetivo:** Los avances en las herramientas de análisis de datos permiten el análisis de una gran cantidad de literatura sobre el estudio cada vez mayor de la rotación laboral. Con la ayuda de la aplicación Vosviewers, puede responder preguntas de investigación: el estado de los artículos de Job Rotation publicados en las revistas seleccionadas desde enero de 2014 hasta diciembre de 2023 y si el número de artículos de Job Rotation ha aumentado o disminuido, y los principales temas de investigación estudiados. en este artículo de 2014 a 2023, y si ha cambiado en los últimos 10 años.

**Diseño/metodología/enfoque:** El método utilizado en esta investigación es una investigación cualitativa con un enfoque de estudio de la literatura. En cuanto a los datos encontrados, se obtuvieron y analizaron 233 documentos. Este conjunto de datos se convirtió al formato CSV y se importó para Bibliometrix en el análisis utilizando VOSviewer y el análisis incluyó el año de distribución de la publicación, el país, las palabras clave y los autores.

**Hallazgos:** Los hallazgos de esta investigación muestran que 2023 será el año con mayor número de publicaciones de investigación sobre el tema de la Rotación Laboral. Estados Unidos fue identificado como el país que hizo la mayor contribución a la publicación de esta investigación. Kapellusch, J.M. es el autor que más contribuyó en cuanto a número de publicaciones. Además, los temas de desempeño laboral, motivación, gestión del talento y seguridad ocupacional brindan grandes oportunidades para futuras investigaciones que investiguen estas dimensiones con mayor profundidad. Esta investigación también subraya la importancia de aportar nuevas contribuciones a la comprensión de la rotación laboral a través de una mayor exploración de estos temas.

**Limitaciones/implicaciones de la investigación:** La principal limitación de la investigación debe considerarse el uso de datos derivados únicamente de la base de datos Scopus.

**Originalidad/valor:** el artículo revela tendencias de investigación y áreas temáticas clave de investigación durante los últimos 10 años. Los resultados pueden ayudar a los académicos a comprender rápidamente la investigación sobre la rotación laboral. Este artículo también proporciona un enfoque alternativo para realizar revisiones de literatura con programas de análisis asistidos por computadora. El enfoque futuro para futuras investigaciones es
1 INTRODUCTION

Human resources (HR) are necessary capital for an organization or company. The existence of reliable employees is seen as a driving force for every company activity. Good management is needed to achieve the company's desired goals, especially in managing human resources (Papsiene, 2024). Human Resource Development is a way for organizations to maintain the work existence of all organization components. A mature development so that the human resources owned by an organization are used as needed. HR development can be done in various ways, one of which is through job rotation. With job rotation, employees do not feel bored, so they can produce high output (Anwar & Abdullah, 2021). Human Resources is the power of human thinking and work that is still stored within him, which needs to be fostered, explored, and developed to be utilized as well as possible for the welfare of people's lives (Kasa et al., 2023).

Job rotation is a job design and human resource development policy that can potentially improve employee performance through job satisfaction (Kampkötter et al., 2018). Job rotation is a policy implemented by a company to move an employee's duties from one field of work to another within a certain period. This is done when employees show signs that their tasks are no longer challenging, so it is necessary to change work functions, usually with the exact requirements and level (Sutrisno et al., 2023). The position rotation strategy in the company is an effective way to refresh employees' atmosphere and work environment, which in turn can improve their mood and performance (Al-Romeedy, 2019). A position rotation policy can provide new enthusiasm for work, especially for employees who have been in one field or work position for a long time (Oldham & Jimeno-Ingrum, 2020). Policies regarding job rotation in the world of work often reap complaints from employees regarding the length of time given before rotation is carried out, inequality in providing rotation, and difficulties that arise for employees in interacting and adapting to new environments. Therefore, a company must pay attention to employee job satisfaction in implementing job rotation (Lee & Lee, 2018).
Job satisfaction is a feeling towards work, work situations, and coworkers. Therefore, job satisfaction is essential for an employee and can be carried out correctly and according to company goals (Tahar et al., 2023). Job satisfaction can be defined as a pleasant state or positive feeling that arises when someone evaluates one's job or work experience (Nguyen & Ha, 2023). Job satisfaction can be derived from how employees perceive how well their jobs provide them with essential things (Yang & Hu, 2023). Job satisfaction is individualized; each person's satisfaction may differ depending on the value system. The higher the rating, the more satisfied with the performance. With increased job satisfaction, it is expected that employees will feel comfortable in the company and employees will work better and develop themselves (Marcella & Ie, 2022). Job satisfaction felt by employees is related to their psychological maturity (Canzio et al., 2023). Employees' psychological maturity influences how they think positively about their work. This causes them to appreciate their work more and carry out tasks with pleasure and comfort, resulting in good performance. A mature spirit of thinking encourages employees to try to do their best in every task they are given (Shahiri et al., 2023). Apart from that, employee mental maturity also contributes to a sense of satisfaction with the results obtained, such as the salary provided by the company and the rotation of positions experienced (Shahiri et al., 2023). The three main factors determining job satisfaction are the work environment, individual employee conditions, and company policies (Ramirez-Lozano et al., 2023). Therefore, the position rotation policy applied to employees will influence their job satisfaction level.

Several studies on job rotation have been conducted, including research conducted by (Warman et al., 2022) which discusses The Role of Organizational Justice and Job Rotation in Job Satisfaction and Work Attitudes: An Exploratory Study in Indonesia. Organizations are advised to pay attention and consider developing organizational justice throughout the job rotation program to develop a sense of job satisfaction and positive work attitudes and retain talent. Research from (Suleman et al., 2022) discusses Job Rotation Practices and Employee Performance: Job Satisfaction and Organizational Commitment Matter. When implementing a job rotation policy, organizational resource management must consider satisfaction and employee commitment. This will significantly help minimize job rotation's possible shortcomings and ensure its maximum effectiveness. Then, research from (Kampkötter et al., 2018) discusses Job rotation and employee performance evidence from a longitudinal study in the financial services industry. Indicates that companies should focus their job rotation programs on high-performing employees and not expect that low-performing companies will obtain performance improvements when rotated to other functions. Job rotation provides more
opportunities for employees to expand their knowledge, develop new skills, and understand the operation of different business units. They also view job rotation as a learning opportunity for their current tasks.

Based on this explanation, job rotation benefits the organization indirectly because more flexible employees provide more input to management when planning work. Job rotation can also positively affect employees because it can prevent boredom or boredom with the work performed. Therefore, it is interesting to map global scientific publications on job rotation to capture trends and topics of relevance. The opportunity to conduct further research on the topic.

This study aims to determine the development of research on the theme of job rotation. This research uses bibliometric analysis with VOSviewer software. VOSviewer software is one of the research analysis techniques used to assess the performance of a researcher, research group, institution, country, or journal. This analysis is essential to consider because it provides insights that go far beyond the journal's scope.

2 LITERATURE REVIEW

Employee performance is defined as the ability of employees to do something with specific skills (Alhempi et al., 2024). Employee performance is essential because it shows how long the employee has been able to carry out the tasks assigned to him. Therefore, it is necessary to establish clear and measurable criteria and compile them as reference materials (Karunia et al., 2023). Employee performance is how well they meet job requirements and organizational commitment. Organizations prefer affective commitment because it reflects the attachment built through the individual's personality fit with the organization (Palupi & Tjahjono, 2016). Employee performance is the degree to which employees achieve job requirements. From the description above, performance results from work carried out by employees oriented towards company goals. Every activity must be evaluated to determine the extent to which the activity has been achieved.

Job rotation is one-factor affecting employee performance (Susanto et al., 2023) Job rotation is an action taken by moving the workforce to a position based on the skills and desires concerned so that excellent or maximum performance can be obtained to improve organizational performance (Park & Park, 2023). Employment activities are related to transferring functions, responsibilities, and job status of certain conditions; the aim is for the workforce concerned to get deep job satisfaction and provide the organization's highest possible performance (Ali et al., 2023). Rotation is a form or way of staffing (Sebt & Ghasemi, 2021).
To change jobs is because repetitive tasks or monotonous work can cause boredom and reduce employee productivity. Job rotation encourages employees to achieve better results because the process increases employee knowledge and skills, reduces employee fatigue, encourages correct employee placement, and challenges employees more (Shahiri et al., 2023). Job rotation done in the name of expertise and competence improves the quality and quantity of employee work. Similarly, changing jobs out of boredom makes employees more independent and engaged. Companies should pay attention to the development of their human resources, i.e., employee development and job rotation are essential factors to attention to, as they can increase the effectiveness and efficiency of employee work in the organization (De Anchieta Messias et al., 2022).

Job satisfaction can be defined as an individual's feelings and reactions to the work environment (Tahar et al., 2023). Job satisfaction is the enjoyment a person experiences from roles and jobs in an organization (Morris & Mo, 2023). Job satisfaction is the most critical indicator of an individual's work success, which is achieved by maintaining the relationship between himself and the work environment, which consists of internal and external satisfaction (Pita & Torregrosa, 2023). Job satisfaction depends not on how hard or healthy one works but on how much one enjoys a particular job. Job satisfaction refers to feelings or attitudes about the job, salary, promotion or training opportunities, supervision, coworkers, workload, and more (Canzio et al., 2023). Some people assume that employees or workers who are satisfied are productive. Thus, a person's job satisfaction will affect their performance (Purnama et al., 2020). Measuring and defining Job satisfaction can be challenging because it relates to employee attitudes, the ability to complete the required tasks, communication within the organization, and how companies treat their employees (Nanda & Tjahjono, 2022). Based on the above understanding, job satisfaction is a person's feeling towards his job, meaning that job satisfaction can be seen as an employee's interaction with his work environment.

3 METHOD

Bibliometric analysis is an approach to highlight critical insights generated from scientific literature supplied annually by researchers from different countries around the world (Martinho, 2021). This study refers to a literature review conducted on the Scopus Database, one of the most extensive journal databases in the world, which can provide scientific and academic information (Kulsum et al., 2022). Articles retrieved from Scopus in this literature review come from 233 journals downloaded from Scopus with the format TITLE-ABS-KEY
format (Job Rotation) AND TITLE-ABS-KEY format (Job satisfaction) AND PUBYEAR >2014 AND PUBYEAR < 2023 AND ( LIMIT-TO ( DOCTYPE, "ar" ) AND ( LIMIT-TO ( SRCTYPE, "j" ) ) AND ( LIMIT-TO ( LANGUAGE, "English" ) ) AND ( LIMIT-TO ( SUBJAREA, "BUSI" ) ) OR LIMIT-TO ( SUBJAREA, "ECON" ) ) OR LIMIT-TO ( SUBJAREA, "SOCI" ) ). The journals from Scopus are then saved in the form of RIS files. This research uses VOSviewer analysis to visualize and analyze trends in the form of bibliometric maps (van Eck & Waltman, 2010). VOSviewer can also create publication maps, country maps, or journal maps based on co-citation networks or create keyword occurrence networks (Nurmandi et al., 2021). VOSviewer also creates bibliometric maps in research based on important themes and data (Nurmandi et al., 2021).

**Figure 1**

*PRISMA method procedure detailing the steps in document unit identification and selection*
4 RESULTS AND DISCUSSION

The analysis of 233 scientific publications from the Scopus database revealed diverse and varied data. Scientific publications related to Job Rotation from 2014 to 2023 display diverse viewpoints from various researchers worldwide. This study analyzed and classified the data by document year and identified exciting trends and patterns from the publications. In addition, the analysis also highlights certain countries' contributions to scientific publications, the most widely used journal sources, the most prolific authors on the topic, and the institutions actively involved in the research. The diversity of data found in this study provides a deep insight into research dynamics in the Job Rotation domain. This helps us understand the development of this research over time and allows us to see how various related aspects interact with each other and influence future research directions. The figure shows the number of document publications per year, from 2014-2023, on the theme of work rotation indexed by Scopus.

Figure 2

*Global trends in publications on Job Rotation from 2014 to 2023 and Average article citations per year*

Based on the figure above, we can see the trend of research publications with the theme of Job Rotation from 2014 to 2023. In 2014, there were 12 published documents successfully indexed by Scopus, and then in 2015, the number of documents increased to 16. Furthermore, 2016 and 2017 showed 27 documents, indicating a good start for understanding this topic.
However, 2018 saw a very noticeable decrease to 13 papers. Meanwhile, 2019 showed a further increase to 27 papers. However, in 2020, there was a decrease to 25 papers, then in 2021, there was an increase to 29 papers, and in 2022, the number of documents dropped to 23. In 2023, the number of documents peaked at 34 papers. This trend shows the variation in research publications on Job Rotation over the observed period. While there is variation in the number of documents from year to year, a significant increase occurred in 2021 and 2023, while a reasonably drastic decrease occurred in 2018 and 2022. This shows the complex dynamics in research interest in this topic over the observed period.

The figure shows that the journal documents with the highest number of citations were primarily published in 2016, reaching 466 citations, followed by 2017 with 387 citations, and 2020 to 2022 with 328 citations. The analysis illustrates the citation trends over the past ten years, highlighting the changes in research interest and focus within the field observed. Nonetheless, further research may be needed to explore the factors influencing such trends and compare the distribution of citations with the number of publications per year to provide a more comprehensive insight into the dynamics of research in the observed period.

Figure 3

Most Contributing Countries in the Field of Job Rotation

Figure 3 shows the top 5 countries that contributed the most to research publications on Job Rotation from 2014 to 2023, indexed by Scopus. The United States has the highest number of contributions in scientific research publications on Job Rotation, with 32 papers emphasizing
its dominance in this contribution. India followed them in second place with 19 papers, significantly contributing. Furthermore, China, Iran, and Italy each played an active role, contributing 14 papers illustrating these countries' critical role in developing knowledge in this field.

Furthermore, this study found that the United States was the country that contributed the most to research publications with the theme of job rotation from 2014 to 2023, indexed by Scopus. This finding aligns with data stating that the academic research world in the United States is very safe. One of the keys to the success of the United States as a developed country is progress in the world of research.

Figure 4
Most Contributing Authors in the Field of Job Rotation

Figure 4 reveals the overwhelming dominance of author Kapellusch, J.M. in the scholarly research on Job Rotation indexed by Scopus from 2014 to 2023. In this period, Kapellusch, J.M. has contributed 7 significant documents in this field, demonstrating his consistent and vital role in shaping and enriching our understanding of Job Rotation. Additionally, Garg A. has also shown a significant impact by contributing 6 documents during the same period. Furthermore, several other researchers have a meaningful presence in this domain, such as Bao, S.S., Haegmann, K.T., and Mathiassen, S.E., who contributed 5 scholarly research documents related to Job Rotation. This data confirms that several researchers have contributed substantially to developing insights and understanding of Job Rotation during the observed period.
Figure 5

Network Mapping Based on Keywords

Figure 5 shows a keyword-based network of Scopus-indexed Job Rotation research from 2014 to 2023. Analysis using VOSviewer resulted in 7 clusters marked with color. Each cluster has a different color, which aims to make it easier to recognize this keyword network. Colors indicate clusters, while image labels indicate keywords or terms that appear frequently. Clustering is used to gain insight into bibliometric groupings, while image mapping is used to gain an overall picture of the bibliometric network. Figure 5 shows several clusters matched with different colors. Cluster 1 is red, cluster 2 is green, cluster 3 is blue, cluster 4 is yellow. Furthermore, cluster 5 is purple, cluster 6 is light blue, and cluster 7 is orange. Cluster 1 (red): building industry, construction industry, job performance, perception, task execution, work and work capacity. Cluster 2 (green): Human resource management, industry management, job analysis, job rotation, performance, productivity, talent management, and workers. Cluster 3 (blue): job satisfaction, occupational accidents, risk factors, performance, labor, and working conditions. Cluster 4 (yellow): industrial workers, job design, manufacturing industry, physical workload, work environment, work experience, and working time. Cluster 5 (purple): work rotation scheduling, manufacturing industry, work organization, work schedule tolerance, and workload balancing. Cluster 6 (light blue): Work, motivation, and employment. Cluster 7
(orange): leadership, organization, and procedures. The keywords in clusters 2 and 3 have many occurrences and total link strengths.

**Figure 6**

*Portrait of the Development of Studies on Job Rotation (2014-2023)*

The data in Figure 6 reveals that from 2014 to 2023, the study of Job Rotation experienced a significant increase in recorded conversations and research. Several primary foci stand out in this study, which include Job Rotation, Job satisfaction, workplace, task performance, work performance, and work environment. A thorough analysis of these topics shows that researchers are increasingly interested in understanding the implications of Job Rotation on Job Satisfaction, Work Experience, and overall Organizational Performance. In particular, Job Rotation highlights the importance of shifting employees between positions to develop diverse skills and knowledge. Job satisfaction examines the level of satisfaction and satisfaction employees have with their jobs, while the workplace highlights the role of the work environment in shaping work experience. Task performance assesses an individual's ability to complete assigned tasks, while work performance looks at an employee's overall performance in achieving organizational goals. Finally, the work environment examines the physical and psychosocial factors in the workplace that influence employee well-being and productivity.
The increased scholarly publications and discussions during the observed period indicate that Job Rotation is a significant concern in organizational studies and human resource management. This shows the need for a deeper understanding of the dynamics of Job Rotation and its impact on overall organizational performance. Therefore, continuous and focused research in these aspects is crucial to enrich our understanding of the complexities of Job Rotation and its implications in human resource management.

**Figure 7**

*Visualization of Work Rotation overlay (2014-2023)*

Figure 7 is the result of the VOSviewer analysis using the Density visualization feature. Density analysis in VOSviewer is one of the methods used to identify topics often discussed in the scientific literature and still has the opportunity to be addressed further in research on the theme of Job Rotation. This approach allows researchers to explore topics that still require further exploration and can be the subject of future research in the field of Job Rotation. More specifically, when using density in VOSviewer, the yellow indicates the most frequently discussed topics in the literature. In contrast, the green color indicates topics that are less studied and, therefore, have the potential to be an exciting research focus. Thus, density analysis provides a more in-depth view of Work Rotation research and helps identify potential directions for further research.
Figure 7 shows the saturation level, where topics marked in yellow, such as Job Rotation, Job satisfaction, workplace, task performance, and work environment, indicate that they have been the main focus of Job Rotation research. The high saturation level in yellow indicates that these topics have received extensive attention in the scientific literature, confirming their significance in understanding Job Rotation. However, on the other hand, the green color that includes topics such as Work performance, motivation, talent management, and occupational safety indicates that these topics have yet to be widely explored in the context of Work Rotation research. As such, these areas are still open for further study. This creates opportunities for researchers to investigate these dimensions in greater depth and bring new contributions to understanding Job Rotation. Therefore, it is essential to broaden the scope of research to explore these lesser-understood aspects more thoroughly.

4.1 DISCUSSION

Job rotation is a technique used to reduce the monotony of routines performed by employees. Each company has its policy for implementing job rotation time; some are periodic (weekly, monthly, annual), and some are non-periodic (De Anchieta Messias et al., 2022). The advantage of job rotation is to develop an employee's abilities. Job rotation has indirect benefits for the organization because it can provide employees with broader skills. It can also allow organizations to schedule work flexibly and fill personnel vacancies (Susanto et al., 2023). Therefore, research on job rotation in recent years has become increasingly essential and received more intensive attention. This is due to the changing dynamics of an increasingly complex job market, paradigm shifts in human resource management, and the need for organizations to increase their flexibility and adaptability in the face of rapidly evolving challenges in a dynamic business environment. Therefore, this study was needed to shed light on such remarkable research trends, including the increase in the number of publications occurring each year, the contributions made by different countries, and the role of authors related to the theme of job rotation. In addition, narrative mapping and identifying topics that have the potential for further research are also reasons for the importance of this study. It is essential to find the common threads that connect the diverse yet relevant themes in the context of job rotation to provide a more comprehensive and detailed understanding of this phenomenon.

Another relevant study supporting the findings of this study was also conducted by (Susanto et al., 2023) which revealed that the higher the application of job rotation, the better...
the impact on improving employee performance. Thus, job rotation should increase employee commitment to the organization to encourage improved performance. Therefore, to achieve higher employee performance, management must support the practice of job rotation and ensure employee satisfaction and commitment to the practice. As revealed by this research, job satisfaction and organizational commitment will encourage employees to increase enthusiasm for achieving higher performance (Warman et al., 2022) revealed that the organization is advised to pay attention to and consider organizational justice in all job rotation programs. This aims to stimulate the development of a stronger sense of job satisfaction among employees, encourage the formation of positive work attitudes that can increase employee motivation and engagement, and strengthen the organization's ability to retain potential talent in the work environment.

Research from (Jackson et al., 2023) Explaining that job rotation can improve employee performance; each person has different interests, knowledge, and skills. Employees at a certain level will find learning to adapt to new things challenging. This can have an impact on employee performance when rotation is carried out. Therefore, in order to improve employee performance, motivation is necessary. This motivation is essential because the organization deals with employees with different backgrounds and knowledge. The process of good work and motivation will also produce sound employee performance output. In the process of work motivation, organizations can provide confidence to their employees in doing rotation work, which will not affect the income they will receive. So that employees feel comfortable and calm when working, even though there is job rotation; likewise, by understanding the learning process, employees will get when rotating. The understanding in question leads more to self-development after obtaining opportunities in job rotation.

If related to the theory of job rotation (Ondiba et al., 2021), it is the systematic movement of employees from one job to another at planned intervals. He further explains job rotation as the movement of employees between different tasks and positions that may have similar characteristics. Job rotation is considered a human resource practice that seeks to determine how it affects employee performance. This experience lets young employees understand each practical contribution to the organization's mission. Job rotation is also intended to enable qualified personnel to gain additional benefits in the company's engineering techniques to reduce boredom and increase work enjoyment through the company version. Job rotation benefits employees who participate in bicycling burnout, apathy, and exhaustion, ultimately increasing employee enjoyment and motivation (Gabriel et al., 2020). While the theory of (Shahiri et al., 2023) job rotation can improve workers' abilities, job rotation is usually more often associated with workers who have a shorter working period, receive extensive on-
the job training, and work in new industries. More importantly, the experience gained is more diverse than that of those with fewer job rotations. Therefore, this research reveals that the trend of publications regarding job rotation has shown a significant increase every year, with the highest peak occurring in 2023 in the last 10 years. This reflects the increasing interest of researchers and academics in this topic. Factors such as awareness of the importance of human resource management, changes in technology and industry dynamics, and demographic changes in the workforce have influenced interest in job rotation. The impact of globalization and increasingly fierce market competition has also encouraged further research in this field. All this shows that job rotation has become an exciting and relevant topic in human resource management in the modern era.

From 2014 to 2023, Scopus publications on Job Rotation show varying trends, as seen in Figure 2. This time span includes a period where the interest and research focus on job rotation experienced various changes. Factors such as developments in human resource management theory and practice, changes in the global economy, or paradigm shifts in understanding the importance of job rotation in managing the workforce have influenced publication trends during this period. Therefore, this period is essential for understanding the dynamics and factors influencing job rotation-related satisfaction in academic and research literature.

Apart from that, countries worldwide also contributed to scientific publications on Job Rotation from 2014 to 2023, which were indexed by Scopus. This study found that countries have relatively high contributions regarding Job Rotation. The United States is one of the countries that contributes the most scientific research publications indexed by Scopus with the theme of Job Rotation. This is reinforced by research from (Boyi et al., 2022) entitled "The Role of Social Relationships in Learning from Job Rotations," which explains that Job Rotation helps increase and expand employee knowledge about organizational business and, therefore, can be useful in succession planning. Specifically, the research suggests that developing good relationships with leaders facilitates the learning of employees who are rotated out of job rotation. Conversely, spending time and effort cultivating good relationships with team members will likely hinder learning. Therefore, this study recommends that organizations take necessary actions to help rotated employees develop relationships with leaders.

Additionally, the data show that Kapellusch, J.M. is the author who contributed the most to research publications on the theme of Job Rotation. This indicates that he is an expert researcher with a deep interest in the field of Job Rotation. One of the studies published in 2016 titled "Relationships between job organizational factors" explains that companies should focus...
their job rotation programs on high-performing employees. The expectation that low-performing employees perform better when rotated to different functions can be unrealistic. Focusing on high performers has multiple benefits. First, employees who perform well tend to have the ability and motivation to learn and adapt quickly to new tasks in work rotation. Second, providing rotation opportunities to high-performing employees helps maximize their potential, encourages more dynamic career development, and creates an attractive work environment for quality talent. Therefore, companies should focus on strengthening and supporting high-performing employees through job rotation programs while still considering the needs and development of low-performing employees through appropriate management approaches (Kapellusch et al., 2016).

Additionally, this study displays a visualization network based on keywords using co-occurrence analysis to identify research directions and popular themes, which has been shown to help track the progress of research and science programs (Gao et al., 2017). This research produced 7 clusters with different colors, where the colors indicate the groups, while the image labels indicate keywords or terms that frequently appear. Clustering techniques are used to obtain insight or a comprehensive picture of bibliometric networks (Liu et al., 2019). Thus, this research found that scientific publications on the theme of Job Rotation from 2014 to 2024 indexed by Scopus have a strong relationship with topics such as Job Rotation, Job satisfaction, workplace, task performance, work performance, and work environment. These findings indicate that job rotation is an essential topic in the scientific literature related to human resource management and has significant links to various aspects of work performance and the environment. This illustrates the complexity and importance of understanding the impact of job rotation on job satisfaction, task performance, and the overall work environment in the context of management research and practice.

In the context of density visualization using Vosviewer, we can visualize the density level or how much a problem is researched in a domain or field of study. This density visualization clarifies the research focus, trends, and interconnections between those topics or concepts. The more yellow nodes, the more research has been done on the problem. Conversely, the more green or knotted, the less research has been done on the topic. Therefore, this research also explains that work performance, motivation, talent management, and occupational safety still have a perfect opportunity to become research material related to job rotation because of their strong relevance. This suggests an excellent opportunity to dig deeper into the relationship between job rotation and other aspects of performance and human resource management and
the importance of paying attention to research trends to identify potential future research opportunities.

This research explains that job rotation is not just a policy but an essential strategy in human resource management whose main aim is to overcome the monotony of routines that employees often experience. Each company has a different approach to implementing job rotation, both on a periodic scale, such as weekly, monthly, or annually, and on a non-periodic scale, which is more flexible according to needs. The benefits obtained from job rotation not only impact the development of the employee's abilities but also indirectly contribute to the entire organization. For example, job rotation allows the development of broader skills for employees, thereby strengthening flexibility in work scheduling and being able to fill personal vacancies actively. Thus, job rotation not only plays a role in meeting individual needs but also supports broader management strategies in increasing the productivity and welfare of the organization.

5 CONCLUSION

The development of Job Rotation Satisfaction Research in the last ten years has been dynamic. From 2014 to 2023, there were 233 scientific publications discussing Job Rotation, indicating significant growth in interest and research on this topic. The positive trend in the number of publications reflects an excellent response to the importance of this topic. The United States is the most significant contributor, with 32 documents discussing various aspects of job rotation. Authors such as Kapellusch, J.M., and others make consistent contributions. Visual mapping shows that topics such as Job Rotation, Job satisfaction, workplace, task performance, work performance, and work environment are the main focus of Job Rotation research. However, several topics, such as Work performance, motivation, talent management, and occupational safety, are still open to further research. Research trends indicate an ever-increasing focus on critical aspects of Job Rotation, encouraging further development in this area. This research provides invaluable insight into the direction and development of Job Rotation research in the last ten years. The findings revealed great potential for further exploration of the various dimensions of this topic. By expanding the scope of research, we can dig deeper to understand the complexity of Job Rotation and its impact on multiple aspects of the work environment.

Although this research succeeded in providing a comprehensive overview of the research development regarding "Job Rotation," it must be acknowledged that this research has
limitations in the data sources used. The data analyzed was only taken from the Scopus database, while data from other sources, such as the Web of Science, was not used. These limitations may affect the overall representation of existing research on this topic. To overcome these limitations, further research development is expected to explore additional data sources such as the Web of Science or compare data from the two databases. In addition, software composition such as VOSviewer, which has not been used in this research, can also provide a more in-depth and holistic insight into the development of Job Rotation research. By expanding the scope of the data and utilizing various sources of information and analytical tools, future research is expected to provide a more in-depth and accurate understanding of developments and trends in Job Rotation research and overcome the limitations faced by this research.

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