

A STUDY ON EMPLOYEE PERCEPTION OF JOB ROTATION POLICIES AND THEIR EFFECTIVENESS ON CAREER GROWTH OPPORTUNITIES OF SELECTED IT AND SOFTWARE DEVELOPMENT COMPANIES IN COIMBATORE DISTRICT

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Abstract

This study examines employee perceptions of job rotation policies and their impact on career growth opportunities in IT and software development companies in Coimbatore District. Using a survey method among 5 companies in Coimbatore District, the research found that most employees are aware of participating in job rotation programs. The research also found that employees feel skill development and career recognition as key benefits. However, challenges such as stress, inadequate training and repetitive tasks were also highlighted. Employees preferred shorter rotation cycles, job specific training and mentor ship. The study concludes that while job rotation enhances employee skills and motivation, its success depends on clear communication, structured policies and proper training.

Key words: Career growth, Skill development, Employee adaptability

1. INTRODUCTION

In today's fast - evolving work environment, organizations are increasingly adopting job rotation policies as a strategy to enhance employee skills and foster career growth by rotating individuals through different roles. In sectors like IT and software development, this approach helps gain diverse experience and adapt to changing demands. However, its effectiveness in fostering career advancement remains unclear, as some employees may find it challenging or disruptive. This study aims to assess employee perceptions of job rotation policies in selected IT and software development companies in Coimbatore District. It will explore its impact on career growth, identify challenge and recommend improvements for more effective policies.

2. REVIEW OF THE LITERATURE

1. **Kavya T. A. (2024)** in, "Employee Perception Towards Job Rotation, Job Enrichment on Employee Engagement," explores how job rotation and job enrichment impact employee engagement. Conducted in Ernakulam, Kerala, with a sample of 60 employees using quantitative research and SPSS for analysis, the study finds a strong positive relationship between job rotation, job enrichment, and employee engagement. Regression analysis indicates that while both practices enhance engagement, job enrichment has a greater effect. Employees appreciate job rotation for skill development and motivation but prefer job enrichment for job satisfaction and commitment. The study concludes that implementing job rotation and enrichment programs can significantly boost employee engagement and organizational effectiveness.

2. **Saishree S. (2022)** conducted a study titled "A Study on Employee's Perception Towards HR Practices in the Information Technology (IT) Industry" to examine employee's perceptions of HR practices, including internal communication, training and development, and performance management, and to assess their satisfaction with these practices. Using a descriptive research design with a sample size of 150, the study employed chi-square and ANOVA tests, analyzing data through SPSS. The findings indicated that employees' perceptions of HR practices are influenced by personal characteristics such as attitudes, personality, and interests, which impact their commitment and interaction within the organization. The study concludes that effective HR practices contribute to better task execution and employee engagement, highlighting the importance of perception in shaping organizational commitment.

3. **Nair and Iyer (2020)**, in "Job Rotation and Career Growth: A Study of IT Firms in India," published in International Journal of Human Resource Development, explore how job rotation impacts career growth in IT firms across India. The study found that employees who participated in job rotation were more likely to advance in their careers due to the broad skill sets they developed from exposure to multiple roles. The authors argue that job rotation is especially beneficial in knowledge-intensive sectors like IT, where diverse skill sets and adaptability are crucial for career progression. Nair and Iyer suggest that IT firms should structure job rotation programs to align with individual career paths to maximize the benefits for both employees and employers.

4. **Mehta (2020)**, in "Job Rotation and Its Impact on Career Progression in IT Firms," published in Journal of Organizational Behavior, explores the impact of job rotation on career progression in the IT sector. The study found that job rotation enabled employees to acquire diverse skills, which were crucial for career advancement. Mehta noted that employees who were exposed to different functions within the organization were more likely to receive promotions and take on managerial roles due to their broader skill sets. The research emphasizes that the effectiveness of job rotation is enhanced when employees are provided with clear career paths and developmental support during their rotations.

5. **Ahmed and Hassan (2019)**, in "Employee Perception of Job Rotation and Its Impact on Job Satisfaction and Career Development," published in Journal of Human Resource Management, analyze how job rotation influences employee job satisfaction and career progression. Their study found that employees who viewed job rotation as an opportunity for skill enhancement and career growth were more likely to be satisfied with their roles and remain with the company. They also emphasized the need for clear communication about the goals of job rotation and its connection to career development strategies. The authors concluded that organizations in the IT sector could increase employee retention by ensuring job rotation programs are aligned with long-term career objectives.

3. STATEMENT OF THE PROBLEM

Although job rotation policies are increasingly implemented in IT and software development sectors, particularly in Coimbatore District, their real impact on career growth remains uncertain. There is lack of evidence regarding how employees perceive job rotation and whether it truly enhance career advancement. Many organizations implement job rotation with the expectation of improving employee skills and job satisfaction, but there is limited impact.

4. OBJECTIVES

- To assess employee perceptions of job rotation policies in selected IT and software development companies in Coimbatore district.
- To evaluate the effectiveness of job rotation in enhancing career growth opportunities for employees.
- To identify the challenges faced by employees regarding job rotation policies.

5. RESEARCH METHODOLOGY

This study uses stratified random sampling to collect primary data through surveys and interviews from employees in IT and software development sectors. The data will focus on employees' perceptions of job rotation policies, career growth opportunities, skill development, job satisfaction, and challenges faced during rotations.

6. SAMPLE SIZE

The study will focus on a sample of 150 employees from IT and software development companies in Coimbatore District.

7. **STATISTICAL TOOLS:** 1. Ranking , 2. Anova

8. ANALYSIS AND INTERPRETATIONS

8.1 TABLE SHOWING RANKING ANALYSIS FOR CHALLENGES FACED DURING JOB ROTATION

SOURCE: Primary data

| FACTORS | 5 | 4 | 3 | 2 | 1 | TOTAL | RANK |
|---|-------|-------|-------|-------|-------|-------|------|
| Lack of proper training | 49(5) | 47(4) | 30(3) | 13(2) | 11(1) | 560 | I |
| Difficulty in adapting new roles | 9(5) | 73(4) | 45(3) | 16(2) | 7(1) | 511 | III |
| Poor communication about responsibilities | 18(5) | 54(4) | 41(3) | 27(2) | 10(1) | 493 | VI |
| Short time to adjust | 20(5) | 67(4) | 30(3) | 26(2) | 7(1) | 517 | II |
| Mismatch between skills and rotated roles | 25(5) | 55(4) | 32(3) | 27(2) | 11(1) | 506 | IV |
| Loss of expertise in original role | 16(5) | 67(4) | 33(3) | 25(2) | 9(1) | 506 | IV |
| Difficulty in building relationships | 25(5) | 49(4) | 38(3) | 23(2) | 15(1) | 496 | V |

INTERPRETATION

According to the above table, ranks various factors that affect job rotation, with the highest ranked being lack of proper training (Rank I, 560 points), followed by short time to adjust (Rank II, 517 points), and difficulty in adapting to new roles (Rank III, 511 points). The lower-ranked factors include poor communication about responsibilities (Rank VI, 493 points) and difficulty in building relationships (Rank V, 496 points), showing that training and adjustment periods are the most significant challenges in job rotation.

INFERENCE

Majority of respondents reported that the lack of proper training is the biggest challenge faced during job rotation, ranking it as the most significant issue.

8.2 TABLE SHOWING ANOVA ANALYSIS FOR DEPARTMENT AND CAREER GROWTH FACTORS

| ANOVA | | | | | | | |
|---|----------------|----------------|-----|-------------|-------|------|------|
| | | Sum of Squares | df | Mean Square | F | Sig. | S/NS |
| Broader skill development | Between Groups | 1.966 | 1 | 1.966 | 3.837 | .052 | NS |
| | Within Groups | 75.827 | 148 | .512 | | | |
| | Total | 77.793 | 149 | | | | |
| Enhanced career flexibility | Between Groups | .315 | 1 | .315 | .738 | .392 | NS |
| | Within Groups | 63.185 | 148 | .427 | | | |
| | Total | 63.500 | 149 | | | | |
| Networking and relationship building | Between Groups | 1.487 | 1 | 1.487 | 2.580 | .110 | NS |
| | Within Groups | 85.286 | 148 | .576 | | | |
| | Total | 86.773 | 149 | | | | |
| Increased innovation and creativity | Between Groups | .670 | 1 | .670 | .998 | .319 | NS |
| | Within Groups | 99.390 | 148 | .672 | | | |
| | Total | 100.060 | 149 | | | | |
| Recognition of high potential employees | Between Groups | 1.315 | 1 | 1.315 | 1.285 | .259 | NS |
| | Within Groups | 151.458 | 148 | 1.023 | | | |
| | Total | 152.773 | 149 | | | | |

* $p < 0.05$ S – Significant NS - Not Significant

SOURCE: Primary data

Dependent variable: Career growth factors

Independent variable: Department

NULL HYPOTHESIS (H_0): No significant difference exists between the department and the respondent's opinion towards career growth factors. The opinion of respondents towards career growth factors does not vary based on the department they belong to.

ALTERNATIVE HYPOTHESIS (H_1): There is a significant difference between the department and the respondents opinion towards career growth factors. The opinion of respondents towards career growth factors varies based on the department they belong to.

INTERPRETATION

The ANOVA analysis shows no statistically significant differences between the IT and Software Development groups in key factors related to career growth. In terms of broader skill development ($F = 3.837, p = 0.052$), career flexibility ($F = 0.738, p = 0.392$), networking ($F = 2.580, p = 0.110$), innovation ($F = 0.998, p = 0.319$), and recognition of high-potential employees ($F = 1.285, p = 0.259$), both groups perceive these aspects similarly. These findings suggest that employees in both sectors have comparable views on these dimensions of their professional development.

INFERENCE

There are no significant differences in the perceptions of broader skill development, career flexibility, networking, innovation, and employee recognition across the IT and Software Development groups. This suggests that both groups tend to view these aspects similarly, regardless of their specific roles.

9. FINDINGS

- Lack of Proper Training was identified as the most significant challenge, with the highest total score (560), indicating employees feel insufficiently trained for new roles.
- Short Time to Adjust (517) and Difficulty in Adapting to New Roles (511) ranked second and third, highlighting the pressure and challenges employees face in transitioning quickly into new responsibilities.
- Mismatch Between Skills and Rotated Roles and Loss of Expertise in Original Role both tied for fourth (506), indicating concerns over skill alignment and losing proficiency in initial job roles.
- The ANOVA analysis examined the relationship between IT and Software Development groups across various factors related to job benefits. A marginally significant difference was found ($F = 3.837, p = 0.052$) between IT and Software Development groups, suggesting that IT professionals tend to report slightly higher skill development compared to those in Software Development.
- No significant difference ($F = 0.738, p = 0.392$) was found between the two groups, indicating that career flexibility is perceived similarly by both IT and Software Development professionals.
- A non-significant difference ($F = 2.580, p = 0.110$) was observed, suggesting that both IT and Software Development groups view networking and relationship building in a similar light.
- No significant difference ($F = 0.998, p = 0.319$) was found, indicating that innovation and creativity are similarly valued across both groups.
- No significant difference ($F = 1.285, p = 0.259$) was found, suggesting that both groups perceive recognition in a comparable way.

10. SUGGESTIONS

- Allow employees to express their interests and preferences regarding the roles they would like to rotate into. This will improve engagement and satisfaction, as employees will feel more in control of their career development.
- Offer targeted training before employees transition into new roles during the job rotation process. This ensures employees feel prepared and confident in their new responsibilities, enhancing skill development and performance.
- Focus on rotating employees to positions that provide new skill sets, fostering both personal and professional growth. This can help enhance career development and prepare employees for higher responsibilities.

11. CONCLUSION

Job rotation can significantly benefit both employees and organizations by enhancing skill development, job satisfaction, and career growth. However, challenges such as inadequate training, insufficient time to adjust, and role misalignment need to be addressed. By refining job rotation strategies through proper training, extended adjustment periods, and clear communication, companies can ensure that these programs are more effective. This will result in a more adaptable, skilled, and engaged workforce, contributing positively to organizational success.

12. REFERENCES

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