

A Study on Effectiveness of Performance Appraisal System at Jos Alukkas

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ABSTRACT -

Effective HR procedures are essential to maintaining organizational growth in the cutthroat corporate world of today, and performance review systems are at the heart of these procedures. This study examines how well Jos Alukkas, a well-known jewelry shop chain in India, uses its performance rating system. The purpose of the study is to ascertain how employees see the assessment system's fairness, openness, and developmental influence. 100 employees from various divisions provided information using standardized questionnaires. The results show that even though most employees think the assessment system is inspiring and helpful for their professional growth, issues with consistency, criterion clarity, and feedback channels still exist. The study also identifies areas that require development, including improving communication, increasing the frequency of appraisals, and coordinating input with results that can be put into practice. The study ends with suggestions for strengthening the appraisal procedure and making it more employee-focused in order to match individual performance with corporate goals.

Keywords

Performance Appraisal, Employee Motivation, Human Resource Management, Organizational

Development, Retail Industry, Jos Alukkas, Employee Perception, Fairness and Transparency, Feedback Mechanism, Appraisal Methods.

INTRODUCTION Performance appraisal is a strategic human resource practice that evaluates employee contributions and facilitates alignment between individual performance and organizational objectives. In the Indian retail context, particularly in high-contact sectors like jewelry sales, frontline employee performance significantly impacts customer satisfaction and brand reputation. Jos Alukkas, a premium jewelry brand, offers a relevant case to study the appraisal process within a service-intensive setting.

NEED FOR THE STUDY

The study is essential to assess the effectiveness of the performance appraisal system at Jos Alukkas and its impact on employee motivation and development. In the competitive jewelry retail sector, aligning employee performance with organizational goals is crucial. This research aims to identify gaps in the current appraisal process, understand employee perceptions, and suggest improvements to enhance fairness, transparency, and overall efficiency of the system.

SCOPE OF THE STUDY

Only Jos Alukkas personnel from various departments, such as operations, finance, marketing, sales, and human resources, are included in the study. The main goal is to evaluate their opinions and experiences with the current performance review system.

REVIEW OF LITERATURE

Several scholars underscore the multidimensional role of performance appraisals. Obisi (2011) emphasized their impact on individual and organizational growth. Aggarwal & Thakur (2013) discussed performance appraisals as tools for evaluating and enhancing effectiveness. Studies by Mok & Leong (2021) and Abdullah & Malik (2022) highlighted the importance of fairness in shaping appraisal effectiveness and employee satisfaction. These perspectives provide a robust theoretical foundation to analyze Jos Alukkas's practices.

STATEMENT OF THE PROBLEM

At Jos Alukkas, the effectiveness of the current performance appraisal system remains unclear in terms of fairness, transparency, and impact on employee motivation. There is a need to evaluate whether the system accurately reflects employee performance, supports development, and aligns with organizational goals. This study aims to identify gaps and suggest improvements to enhance its overall effectiveness.

OBJECTIVES OF THE STUDY

1. To study the concept of performance appraisal and its role in organizations

2. To study the opinions of respondents about performance appraisal system implemented at Jos Alukkas, Madanapalle
3. To offer suggestions for better implementation of performance appraisal system

RESEARCH METHODOLOGY

Data Sources:

Primary Data:

Collected by giving staff a standardized questionnaire. To gather in-depth responses, the survey had multiple-choice questions, closed-ended questions with Likert scales, and a few open-ended prompts.

Secondary Data:

Gathered from company documents, HR policy documents, official websites, and published works on performance rating systems.

6 Sampling Design:

A non-probability convenience sampling method was used since it was accessible and useful. Employee availability and willingness to engage were taken into consideration when choosing them. This approach allowed the researcher to collect pertinent information from a wide range of workers, but not at random. 100 responds, spanning a range of Jos Alukkas departments and levels, made up the study's sample size. This number was thought to be adequate to guarantee a range of representation and to make insightful deductions about the performance review system's efficacy.

3.7 Data Collection Method:

A questionnaire created in accordance with the study's goals served as the primary tool for gathering data. To increase participation, it was made available both digitally and in hard copy formats. Fairness, communication, impact on motivation, follow-up actions, and training outcomes were among the main appraisal components that were the focus of the questions.

3.8 Statistical tools and Techniques

Microsoft Excel was used to organize and evaluate the data that was gathered. The results were interpreted using descriptive statistical methods such frequency distribution, percentages, and graphical representations (bar charts and pie charts). This made it easier to find important trends and insights and to effectively summarize the data.

DATA ANALYSIS & INTERPRETATION

Table 1 Age

Particulars	No. of respondents	Percentage (%)
Under 25	26	25.9
25–34	27	26.9
35–44	17	17.0
45–54	17	17.0
55 and above	13	13.0
Total	100	100

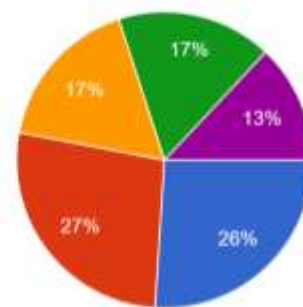


Chart-1

Interpretation:

From the above table it is evident that, 26% of respondents acknowledged Under 25 as their age group, indicating a notable representation of younger employees. 27% of respondents belong to the 25–34 age group, making it the highest represented category. Nonetheless, 17% of respondents selected 35–44 and Another 17% selected 45–54 reflecting a balanced presence of mid-career professionals. And 13% of respondents selected 55 and above indicating comparatively lower participation from senior-aged employees.

Table 4.2 Gender

Particulars	No. of respondents	Percentage (%)
Male	46	46.0
Female	53	53.0
Prefer not to say	1	1.0

Total	100	100.0
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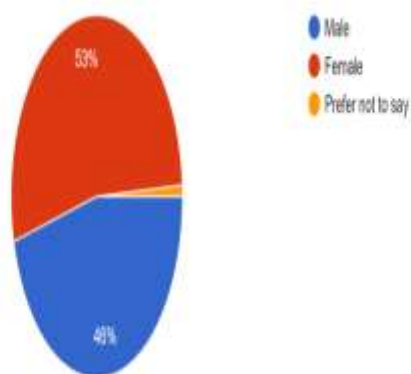


Chart-2

Interpretation:

53% of respondents identified as "Female" while 46% identified as "Male." Only 1% chose "Prefer not to say." This suggests a fairly balanced gender representation, with a slight female majority, highlighting gender inclusiveness within the organization.

Table 3 How long have you been working with this organization?

Particulars	No. of responders	Percentage (%)
Less than 1 year	35	35.0
1–3 years	39	39.0
4–6 years	20	20.0

7–10 years	4	4.0
More than 10 years	2	2.0
Total	100	100

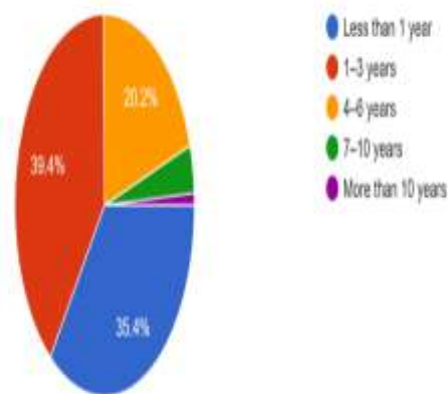


Chart-3

Interpretation:

39% of employees reported working for 1–3 years, while 35% have worked for less than a year. 20% selected the 4–6 years range. Only 4% have been with the organization for 7–10 years, and 1% for more than 10 years. This shows that the workforce consists mainly of relatively new or moderately experienced employees, with limited long-term retention.

Table 4 Department

Particulars	No. of respondent	Percentage (%)
Sales	13	13.0
Marketing	24	24.0

Human Resources	28	28.0
Finance	22	22.0
Operations	6	6.0
Others: _____	7	7.0
Total	100	100

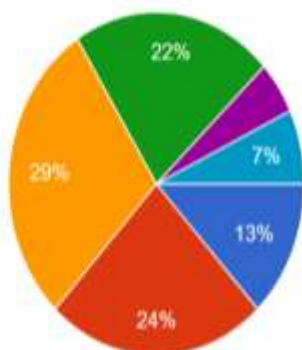


Chart-4

Interpretation:

28% of respondents selected "Human Resources" as their department, making it the most represented. 24% belong to "Marketing," followed by 22% in "Finance." 13% work in "Sales," while 5% are in "Operations" and 7% fall under "Others." This suggests a diverse range of departmental representation, with HR and Marketing taking the lead.

Table 5 Position Level

Particulars	No. of respondent	Percentage (%)
Entry level	32	32.0

Mid level	48	48.0
Senior level	15	15.0
Management	5	5.0
Total	100	100

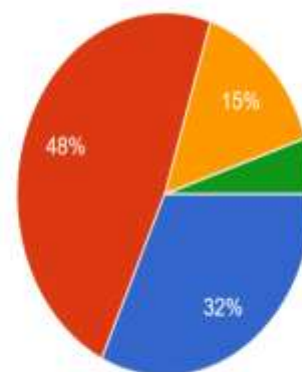


Chart 5

Interpretation:

48% of respondents identified as "Mid-level" employees, making it the most common category. 32% are at the "Entry-level," while 15% fall under the "Senior level." Only 5% reported being in "Management." This indicates that most employees are in the early to mid-stages of their careers, with fewer in leadership roles.

FINDINGS

- A sizable percentage of the workforce is under 25, with those between 25 and 34 coming in second, suggesting that JosAlukkas has a largely youthful workforce.
- The workplace is welcoming and varied, with a slight majority of female employees and a generally balanced gender distribution.

- The majority of workers have fewer than four years of experience, which may indicate a high hiring rate or significant staff turnover.
- A significant portion of workers think that performance reviews encourage them to perform better at work.
- After receiving a positive performance review, workers say they are happier in their positions, demonstrating that praise is a major source of morale.
- A minority of workers still feel their efforts are not given enough credit, even though many believe their contributions are frequently recognized at appraisals.
- A number of workers attested to getting training and development possibilities in response to their appraisals, establishing a connection between assessments and advancement.
- Although a sizeable percentage remained indifferent or disagreed, the majority of respondents believe that the appraisal process is fair.
- Inconsistent feedback, ambiguous expectations, and perceived bias are common issues that employees encounter during performance reviews.

LIMITATIONS OF THE STUDY

The survey may not accurately reflect the complete organizational workforce because it only included employees who were available and willing to participate.

It is impossible to completely eliminate out respondent bias, particularly when it comes to self-reported motivation and satisfaction data.

Convenience sampling may restrict how far the results can be applied.

In-depth qualitative techniques like focus groups and interviews were not possible due to time constraints.

SUGGESTIONS

- Create and put into action retention plans aimed at young workers, such as mentorship initiatives and clear career progression routes.
- Maintain gender diversity by guaranteeing fair compensation, inclusive working practices, and equal access to leadership positions.
- Enhance feedback systems during evaluations to guarantee that each worker gets prompt, helpful, and targeted feedback.
- Increase the frequency of appraisals to quarterly or biannual intervals to improve motivation and performance monitoring.
- To eliminate uncertainty, give staff members explicit performance standards and criteria prior to the start of the appraisal cycle.
- To guarantee impartiality and uniformity in assessments, standardize the performance review procedure across departments.
- Establish a clear connection between appraisal results and rewards like as training initiatives, bonuses, pay increases, or promotions.
- Provide managers and supervisors with training on how to carry out impartial and objective evaluations.
- Create post-appraisal individual development plans to assist staff in strengthening their areas of weakness and improving their abilities.
- Establish regular feedback sessions and one-on-one meetings between supervisors and staff to promote an environment of open communication.

CONCLUSIONS

Performance appraisals at Jos Alukkas play a pivotal role in motivating employees and aligning performance with strategic goals. While the system is

positively perceived, enhancements in fairness, transparency, and developmental planning are necessary to sustain long-term employee engagement and organizational excellence.

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