

A Study on Employee Engagement and Retention at Josalukkas

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ABSTRACT -

The ability of any organization to draw in, engage, and keep outstanding workers is crucial to its success and long-term viability. Understanding the mechanisms of staff engagement and retention at Jos Alukkas, a well-known jewellery retail chain in India, is the main goal of this study. Examining the critical elements that impact employee engagement levels and how they impact retention rates inside the company is the main goal of the study. The study looks at a number of engagement factors, including work-life balance, professional growth opportunities, communication techniques, leadership style, rewards and recognition, and work environment. The study also looks into the difficulties Jos Alukkas has keeping talented workers and assesses how well the current retention tactics are working. The study's conclusions show a significant relationship between employee retention and engagement. Workers are much more likely to stick with a company if they feel appreciated, engaged, and inspired. The study provides useful suggestions to boost engagement efforts and lower turnover based on the knowledge gathered, which will eventually improve organizational performance and employee happiness.

Keywords

Employee Engagement, Employee Retention, Human Resource Management, Job Satisfaction,

Organizational Commitment, Work Environment, Motivation, Employee Turnover, Employee Relations, Rewards and Recognition, Career Development, Workplace Culture.

INTRODUCTION

In the Indian jewellery market, Jos Alukkas is a well-known brand with a significant following in multiple states. Over the years, the business has developed a devoted clientele because to its reputation for excellence, workmanship, and consumer trust. A committed staff that engages directly with consumers and is important in establishing the brand's reputation is the driving reason behind this achievement. Jos Alukkas needs to make sure it keeps seasoned workers and creates an atmosphere that encourages long-term dedication as the retail sector becomes more and more competitive.

NEED FOR THE STUDY

1. To determine the main elements affecting Jos Alukkas employees' level of engagement.
2. To comprehend the causes of issues with staff retention and turnover.
3. To improve engagement tactics in order to increase worker productivity.
4. To assess the efficacy of the HR procedures and policies in place.
5. To offer information that aids in making strategic HR decisions.
6. To close the gap that exists between organizational objectives and employee expectations.

SCOPE OF THE STUDY

The purpose of this study is to assess Jos Alukkas's employee engagement level and the efficacy of its retention tactics. It seeks to comprehend employee motivation, contentment, and the main elements affecting their loyalty to the company. Employees from a range of departments and roles within particular Jos Alukkas divisions are included in the scope, enabling a varied viewpoint on HR procedures. The study mainly focuses on internal organizational elements like communication, growth possibilities, recognition systems, work atmosphere, and leadership style. It looks at how these factors affect decisions to stay or leave the organization and how they affect employee engagement

REVIEW OF LITERATURE

Bakker & Albrecht (2021) reiterate that strong involvement, a sense of purpose, and a high level of energy and mental resilience at work are all components of employee engagement. Current definitions include a strong emphasis on autonomy, employee voice, and psychological safety as essential components, particularly in remote or hybrid work settings.

According to Gallup (2022), when employees had clear communication and accountability frameworks, flexible work arrangements resulted in greater engagement levels.

STATEMENT OF THE PROBLEM

In the ever-changing world of contemporary business, companies are realizing more and more how important employee engagement is to overall performance, innovation, and long-term success. Nonetheless, a lot of businesses still struggle to retain top people and encourage participation. Thus, the purpose of this study is to examine the connection between employee

engagement and retention, pinpoint the major variables affecting both, and offer tactics to assist companies in developing a more driven, devoted, and steady workforce.

OBJECTIVES OF THE STUDY

- To examine the level of employee engagement within the organization across various departments and job roles.
- To identify the key factors that influence employee engagement, such as leadership, recognition, career development, work environment, and communication.
- To analyze the relationship between employee engagement and employee retention.
- To identify the primary reasons for employee turnover and assess how engagement-related factors contribute to retention or attrition.

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 closed-ended prompts.

Secondary Data:

Gathered from company documents, HR policy documents, official websites, and published works on engagement and retention systems.

6 Sampling Design:

Sampling Method: Simple random sampling

Target Population: Current employees of the company in a variety of departments, jobs, and experience levels

Sample Size: 100 individuals across diverse departments and job roles

Data Gathering Instrument

A structured questionnaire with a closed-ended questions is the instrument utilized.

3.7 Data Collection Method:

Data Type: Primary Data

Data collection tool : Structured questionnaire

Distribution Channel: Internet Forms on Google

The format of the questions includes multiple choice, closed-ended questions with Likert scales (e.g., Strongly Agree to Strongly Disagree), and some demographic 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

S.NO	Response category	Frequency
1	Under 25	43
2	25–34	32
3	35–44	15

4	45 and above	10
5	Total	100



Chart-1

Interpretation:

According to the age distribution of respondents in the Josalukkas study on employee engagement and retention, the majority of workers (43%) are under 25, suggesting a youthful and possibly active workforce that might be searching for chances for advancement. 32% of respondents were in the 25–34 age range, indicating a sizable percentage of workers who are probably starting their careers and looking for prospects for professional progression. 15% of respondents were in the 35–44 age range, suggesting that a comparatively smaller percentage of workers may be looking for employment security and stability. Ten percent of the responders are over the age of 45.

Post Hoc Test (Tukey HSD)

Multiple Comparisons						
Dependent Variable: Engagement levels						
	Retention (I)	Retention (J)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound Upper Bound
Tukey HSD	1	2	-.860	.201	.001	-1.65 .045
		3	-1.024 [*]	.241	.000	-1.60 .006
	2	1	1.275	.201	.021	-.20 .75
		3	-1.749 [*]	.288	.029	-1.44 -.06
	3	1	1.024 [*]	.241	.000	.145 .918
		2	1.749 [*]	.288	.000	.06 1.44

Interpretation:

All pairwise comparisons are statistically significant ($p < 0.05$), according to the Tukey HSD test. In particular, the High group exhibits noticeably greater engagement levels. This suggests that at least one group shows a noticeably different degree of involvement than the others, it would appear that the group variable has a significant influence on engagement levels.

We reject null hypothesis and accept alternative hypothesis which means There is a significant relationship between engagement levels and retention.

Correlation Analysis

Correlations		Recognition	Leadership
Recognition	Pearson Correlation	1	.224*
	Sig. (2-tailed)		.025
	Sum of Squares and Cross-products	76.840	18.660
	Covariance	.776	.188
	N	100	100
Leadership	Pearson Correlation	.224*	1
	Sig. (2-tailed)	.025	
	Sum of Squares and Cross-products	18.660	90.590
	Covariance	.188	.915
	N	100	100

Interpretation

With a Sig. (2-tailed) value of 0.025 and a Pearson Correlation coefficient of 0.224, the correlation analysis between Leadership and Recognition shows a statistically significant positive link. As a result, the null hypothesis is rejected, suggesting that the two variables have a meaningful relationship. The positive

association implies that leadership effectiveness tends to rise in tandem with improved recognition methods, or vice versa. According to the findings of "A Study on Employee Engagement and Retention at Josalukkas," a culture of appreciation is linked to effective leadership and can help increase employee engagement and retention.

FINDINGS

1. The analysis revealed a positive relationship between leadership and recognition, with a Pearson correlation value of $r = 0.224$ and a p-value of 0.025. This suggests that employees who feel recognized tend to view their leaders more favorably.
2. A workplace that consistently appreciates its employees tends to enhance the perceived effectiveness of its leadership, which can further improve overall morale and engagement.
3. Employee engagement plays a major role in predicting retention. The regression analysis showed that a 1-unit increase in engagement results in a 0.458-unit increase in retention, highlighting its strong impact.
4. The significance of this relationship is supported by a t-value of 4.157 and a p-value of 0.000, indicating that the connection between engagement and retention is statistically reliable.
5. With a standardized beta value of 0.387, the findings confirm that engagement has a moderately strong and positive influence on whether employees choose to stay with the company.
6. The Chi-square test showed a clear relationship between engagement and turnover, with $\chi^2 = 18.577$ and $p = 0.001$ clearly shows that the relationship is not random.

7. This was supported by other statistical tests such as the Likelihood Ratio ($p = 0.002$) and Linear-by-Linear Association ($p = 0.000$), further confirming the connection between engagement and attrition.

8. The ANOVA results demonstrated significant differences in engagement across groups, with an F-statistic of 9.249 and p-value of 0.000, indicating that not all employee groups feel equally engaged.

9. With a Mean Square Between Groups value of 5.140 being much higher than the Within Groups value of 0.556, it's clear that the differences between groups are meaningful and not due to chance.

10. The Tukey HSD test further confirmed that these group differences are statistically significant, especially showing that the high-engagement group stands out significantly from the others (all comparisons significant at $p < 0.05$).

LIMITATIONS OF THE STUDY

- The depth of the investigation may have been impacted by time constraints.
- Employees may be reluctant or afraid to answer honestly.
- It's possible that the sample size doesn't accurately reflect the entire company.
- Subjective perspectives or personal biases may influence the results.
- Feedback from employees may be impacted by recent changes to corporate rules.

SUGGESTIONS

- Employees should be regularly recognized for their work through both formal and informal systems, as

appreciation builds a positive atmosphere and supports better leadership connections.

- Managers should be trained in communication, feedback, and people management so they can better support team engagement and create stronger relationships with their staff.
- Since engagement levels differ across teams, tailored strategies should be implemented to address the unique needs of each department or group.
- It's important to collect regular feedback and use engagement survey data to make meaningful adjustments to workplace policies and culture.
- Targeted interventions should be focused on low-engagement teams to help reduce turnover and improve employee satisfaction.
- A transparent communication culture should be fostered, where employees feel safe sharing ideas, giving feedback, and raising concerns.
- Career development programs like internal promotions, workshops, and mentoring should be prioritized to keep employees motivated and committed to their long-term roles.
- Employees who show strong engagement and consistent performance should be publicly acknowledged and rewarded to maintain a positive reinforcement cycle.
- A centralized HR system should be introduced to monitor employee engagement, retention, recognition, and feedback metrics efficiently.
- All HR and management policies should be reviewed regularly and adjusted based on actual engagement data and findings to ensure they remain relevant and effective.

CONCLUSIONS

This study has provided meaningful insights into how employee engagement directly affects retention at Jos Alukkas. It became clear through the analysis that when employees feel valued, supported, and connected to their work, they are much more likely to stay with the company.

In conclusion, Jos Alukkas should focus on building a work environment that makes employees feel valued and heard. Small changes like improving recognition, providing growth opportunities, and encouraging open communication can make a big difference. If done right, these efforts will not only help retain employees but also make the organization stronger and more successful in the long run.

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