

A Study on Employee Motivation at Jos Alukkas

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ABSTRACT

Employee motivation is a crucial factor in the success of any organization, especially in the retail industry, where employee performance directly impacts customer satisfaction and business growth. This study focuses on examining the level of employee motivation at Jos Alukkas, a well-known jewelry retail brand in South India. The purpose of the study is to understand what motivates employees at Jos Alukkas and to analyze the effectiveness of existing motivational strategies used by the management.

The study incorporates both intrinsic and extrinsic motivational factors. Intrinsic factors include personal growth, recognition, and job satisfaction, while extrinsic factors include salary, job security, promotions, and working conditions. Data for the research was collected through a structured questionnaire distributed among employees working in various departments and branches of Jos Alukkas. In addition to primary data, relevant secondary data from journals, articles, and company reports were also used.

Keywords

Employee Motivation, Jos Alukkas, Intrinsic Factors, Extrinsic Factors, Job Satisfaction, Retail Industry, Organizational Growth, HR Strategies, Employee Engagement, Performance.

INTRODUCTION

One of the most important elements affecting employee behavior, performance, and overall productivity in the constantly changing field of organizational management is motivation. Fundamentally, motivation is the term used to describe the internal or external factors that inspire people to pursue particular goals with zeal and perseverance. Employee motivation in the context of companies includes a wide range of psychological, emotional, and social factors that influence how employees view their job and their positions within a firm; it is not just about financial rewards or promotions. In today's corporate environment, staff motivation has become a critical component in preserving a competitive edge, particularly in the retail industry where client encounters are frequent and service quality is crucial.

Any firm that wants to achieve excellence must have motivated employees. A motivated staff can be more productive, show creative thinking, improve the workplace atmosphere, and stay dedicated to the organization's objectives. On the other hand, a lack of drive can result in low morale, poor performance, absenteeism, and ultimately high turnover rates. As a result, both scholars and practitioners are very interested in learning what drives individuals, how

to maintain motivation, and what organizational characteristics affect motivation.

NEED FOR THE STUDY

To understand the current level of employee motivation at Josalukkas. To identify the key factors that influence motivation among employees in a retail work environment. To assess the effectiveness of existing motivational strategies implemented by the organization. To examine the impact of motivation on employee performance, productivity, and job satisfaction. To provide insights for the management to develop better motivation practices and improve employee retention. To bridge the gap between employee expectations and organizational efforts in fostering motivation. To support the creation of a more positive and engaging workplace culture at Josalukkas.

SCOPE OF THE STUDY

Only workers who are actively employed in Josalukkas are included in the study. It ignores outside influences like market trends and economic situations in favor of concentrating on internal motivating forces. The company's HR practices and employee engagement will both benefit from the research findings. Understanding what motivates workers to perform better in a retail setting is made possible in large part by this research. The study offers insights into useful areas for managerial improvement by concentrating on actual employee input.

REVIEW OF LITERATURE

Latham & Pinder (2010) highlighted motivation theories like goal-setting and expectancy theory to explain performance improvement. Ryan & Deci (2011) and Deci & Ryan (2012) emphasized autonomy and supportive environments as key to motivation and well-being. Sharma & Singh (2022) linked employee motivation to enhanced customer satisfaction in the retail sector. Together, these studies show that motivation, fairness, and engagement drive both individual and organizational success.

STATEMENT OF THE PROBLEM

Despite the fact that employee motivation is essential for engagement and productivity, many firms struggle to maintain it. Individual motivation varies and is influenced by a variety of factors, including industry, leadership, and business culture. Technology, remote work, and evolving employee demands have complicated motivation in the modern workplace. The goal of this study is to determine what drives workers in the modern workplace. It investigates the function of organizational culture, career advancement, and autonomy. The results will assist managers in implementing more effective tactics to raise performance, lower turnover, and increase satisfaction.

OBJECTIVES OF THE STUDY

To understand the concept of motivation

To identify the key factors influencing employee motivation at Josalukkas.

To provide recommendations for enhancing employee motivation and satisfaction

RESEARCH METHODOLOGY

Primary Data

A systematic questionnaire created especially for this study was used to gather primary data. In addition to demographic inquiries, the questionnaire included items grouped according to five major dimensions:

Collected directly from 100 employees across different departments using a questionnaire. The collected data was analyzed using **percentage analysis** to interpret the responses. Charts and tables were used for better visualization and understanding of the motivational factors.

Software tools like **MS Excel** or **SPSS** were used for data processing and interpretation

Secondary Data

Journals, scholarly publications, books, and internet resources pertaining to employee incentive theories and practices were used to collect secondary data.

3.6 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

Data Analysis

4.1 Age Group

| S. N O | Resp onse categ ory | Freq uency | Perce ntage (%) |
|--------|---------------------|------------|-----------------|
| 1 | 20-25 | 26 | 26.7 |

| | | | |
|---|--------------|-----|-------|
| 2 | 25–34 | 27 | 26.7 |
| 3 | 35–44 | 17 | 16.8 |
| 4 | 45–54 | 17 | 16.9 |
| 5 | 55 and above | 13 | 12.9 |
| 6 | Total | 100 | 100.0 |

work-life balance, and leadership roles for older age groups.

4.2 Gender

| S.N O | Response category | Frequency | Percentage (%) |
|----------|-------------------|-----------|----------------|
| 1 | Male | 50 | 50.0 |
| 2 | Female | 50 | 50.0 |
| 3 | Total | 100 | 100.0 |

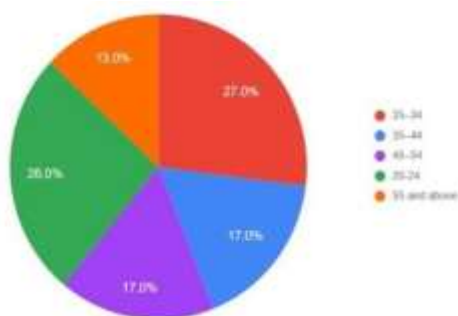


Chart-4.1

Interpretation the largest proportion of employees falls within the 20–25 and 25–34 age groups, each accounting for 26.7%, indicating that over half (53.4%) of the workforce is under the age of 35. The 35–44 and 45–54 age groups represent 16.8% and 16.9% respectively, while 12.9% of employees are aged 55 and above. This reflects a multigenerational workforce, with a strong presence of younger employees alongside experienced staff. Therefore, motivation strategies should be age-sensitive—offering career development and learning opportunities for younger employees, while providing recognition,

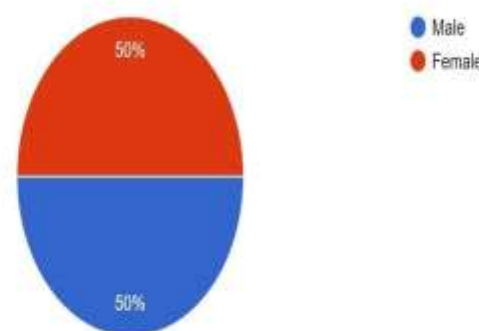


Chart-4.2

Interpretation

the gender distribution among respondents is evenly split, with 50% male and 50% female employees. This indicates a well-balanced gender representation in the

organization. Such diversity supports an inclusive workplace culture. Therefore, motivation strategies should be designed to be gender-inclusive, addressing the unique needs and preferences of both male and female employees to ensure fairness, equal opportunity, and overall engagement.

4.3 Educational Qualification

| S.N O | Response category | Frequency | Percentage (%) |
|----------|------------------------|-----------|----------------|
| 1 | Below 10 th | 7 | 6.9 |
| 2 | 10-12 th | 14 | 14.5 |
| 3 | Diploma | 20 | 19.8 |
| 4 | UG Degree | 25 | 24.8 |
| 5 | PG Degree | 34 | 34.0 |
| 5 | Total | 100 | 100.0 |

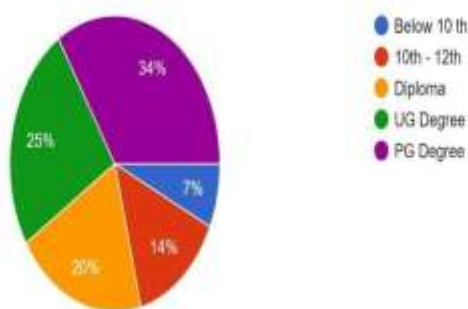


Chart-4.3

Interpretation

34% of employees hold a Postgraduate (PG) degree, followed by 24.8% with an Undergraduate (UG) degree, and 19.8% with a Diploma. Additionally, 14.5% have completed education up to 10–12th standard, while 6.9% fall below 10th grade. This indicates that a majority of the workforce is well-educated. As such, motivation strategies should focus on offering continuous learning opportunities, career advancement paths, and role-specific training to meet the aspirations of a highly qualified workforce and maintain their engagement.

4.4 Department

| S.N O | Response category | Frequency | Percentage (%) |
|----------|----------------------------|-----------|----------------|
| 1 | Sales and Customer service | 15 | 15.9 |
| 2 | Marketing and Promotions | 23 | 22.8 |
| 3 | Human Resources | 31 | 30.7 |
| 4 | Finance and | 31 | 30.6 |

| | | | |
|---|----------|-----|-------|
| | Accounts | | |
| 5 | Total | 100 | 100.0 |

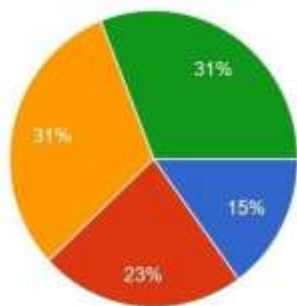


Chart-4.4

Interpretation

30.7% of employees belong to the Human Resources department, closely followed by 30.6% in Finance and Accounts. Marketing and Promotions accounts for 22.8%, while Sales and Customer Service represents 15.9% of the workforce. This indicates that the majority of respondents are from administrative and support departments. Therefore, motivation strategies should focus on structured career growth, skill development programs, and recognition systems that align with the needs of employees in these operational and analytical roles.

4.5 Years of Experience at Josalukkas

| S.NO | Response category | Frequency | Percentage (%) |
|------|-------------------|-----------|----------------|
| 1 | Less than 1 Year | 16 | 16.8 |
| 2 | 1-3 Years | 24 | 23.8 |
| 3 | 4-6 Years | 24 | 23.8 |
| 4 | 7-10 Years | 19 | 18.8 |
| 5 | Above 10 years | 17 | 16.8 |
| 6 | Total | 100 | 100.0 |

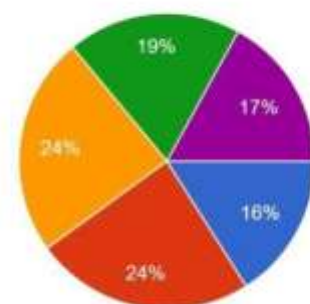


Chart 4.5

Interpretation

23.8% of employees have 1–3 years of experience, and another 23.8% have 4–6 years, representing the largest segments. Those with less than 1 year and over 10 years each account for 16.8%, while 18.8% have 7–10 years of service. This balanced distribution highlights a diverse workforce in terms of experience. Therefore, motivation strategies should be tailored—focusing on training and growth for newer employees, and recognition, leadership roles, and mentorship for long-serving staff.

FINDINGS

- A significant portion of the workforce (53.4%) comprises employees below the age of 35, highlighting the importance of implementing age-appropriate motivational strategies such as career development programs and upskilling initiatives.
- The organization exhibits an equal gender distribution (50% male and 50% female), indicating the need for gender-inclusive motivational practices that promote equity and inclusiveness across all levels.
- With approximately 59% of employees holding undergraduate or postgraduate degrees, there is a clear demand for intellectually stimulating roles, continuous learning opportunities, and skill enhancement programs.
- Employees have a diverse range of work experience, from less than 1 year to over 10 years. This suggests the necessity for tailored motivational approaches—onboarding support for newcomers and leadership or mentoring roles for experienced personnel.
- Recognition of effort remains a key driver, with 41.6% of employees reporting increased motivation when acknowledged, reinforcing the need for structured and consistent appreciation mechanisms.
- Regular appreciation and feedback positively influence motivation for 44.5% of employees, demonstrating the value of continuous performance communication and constructive feedback systems.
- Managerial influence plays a crucial role, with 56.4% of employees motivated by their supervisors. This underscores the importance of leadership development programs that foster supportive and inspiring management styles.
- Rewards and incentive schemes are effective for 60.4% of the workforce, indicating that well-designed performance-based rewards can significantly enhance motivation and engagement.

- Career advancement opportunities are highly valued, with 58.4% of respondents expressing that greater growth prospects would improve their job satisfaction. This calls for clearly defined career pathways and internal mobility frameworks.
- A substantial proportion of employees (59.3%) believe that current motivational strategies require improvement, suggesting a strong need for regular evaluation and innovation to align with evolving employee expectations.

LIMITATIONS OF THE STUDY

The study may not be representative of the full organization because it is restricted to the data gathered from the chosen sample.

Employees may give biased answers out of a desire to project a positive image or out of fear of the consequences.

The number of branches and departments examined was limited by time and resource restrictions.

SUGGESTIONS

- Design age-appropriate motivation programs such as career growth tracks, on-the-job training, and skill development workshops to engage the younger workforce effectively.
- Implement gender-inclusive policies and initiatives by ensuring equal access to

leadership roles, training, benefits, and recognition for all genders to foster an equitable work environment.

- Provide intellectually stimulating tasks and continuous learning opportunities through advanced training programs, e-learning platforms, and knowledge-sharing sessions tailored to a highly educated workforce.
- Adopt experience-based motivation strategies such as onboarding programs, buddy systems for new hires, and leadership development or mentoring opportunities for experienced staff.
- Establish a formal recognition framework to ensure consistent and meaningful acknowledgment of employee contributions, including peer recognition and performance awards.
- Strengthen feedback and communication practices by introducing regular performance discussions, appreciation messages, and manager check-ins to reinforce a culture of continuous encouragement.
- Invest in leadership development programs that train supervisors and managers in motivational techniques, communication skills, and emotional intelligence to build supportive leadership.
- Enhance rewards and incentive schemes by offering performance-based bonuses, flexible engagement data, and implementing fresh, customized

approaches that reflect workforce needs. benefits, non-monetary rewards, and public recognition to sustain employee engagement.

- Develop structured career advancement pathways including internal promotions, job rotation programs, and personalized development plans to meet employees' aspirations for growth.

Regularly evaluate and innovate motivation strategies by conducting employee feedback surveys, analyzing

CONCLUSIONS

This study provides valuable insights into the motivational factors influencing employee performance and satisfaction at Jos Alukkas. The analysis reveals that while employees are generally motivated by recognition, a positive work environment, supportive leadership, and training opportunities, there is still a significant portion that remains neutral or dissatisfied with existing strategies.

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