An Analytical Study of Employee Engagement Factors and Their Impact On Organisational Citizenship Behaviour of Employees Of Organised Retail Stores in Chennai

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ABSTRACT-This study explored the influence of employee engagement factors on organisational citizenship behaviour (OCB) among employees working in organised retail outlets in Chennai. Adopting an exploratory and cross-sectional research design, a mixed-methods approach was utilised to capture both breadth and depth of employee perceptions. Primary data were collected through a structured questionnaire administered to 200 employees with at least two years of work experience, selected using purposive sampling. Descriptive statistics were employed to highlight employees' perceptions of engagement dimensions, while inferential techniques—including independent samples t-tests, correlation analysis, and multiple regression—were applied to test the research hypotheses and identify the predictive capacity of engagement factors on OCB.

The findings revealed that job satisfaction, management support, and work–life balance significantly influenced OCB, whereas career development opportunities had a comparatively weaker effect. Correlation results confirmed strong positive associations between employee engagement and OCB, and regression analysis demonstrated that the engagement factors collectively explained a substantial proportion of variance in employee behaviour (Adj. R^2 = 0.761). The study enriches engagement and OCB literature by extending empirical evidence to the retail sector and provides practical implications for managers to strengthen satisfaction, supportive supervision, and work–life initiatives. Recognising limitations of geographic scope and self-reported measures, the study suggests that future research should extend to different regions and industries for broader generalisation.

Keywords - Employee Engagement, Organisational Citizenship Behaviour, Job Satisfaction, Management Support, Career Development Opportunities, Retail Sector.

I. Introduction

Employee engagement has emerged as a central theme in contemporary management research, as it directly influences workforce motivation, commitment, and overall productivity (Kahn, 1990; Maslach, Schaufeli, & Leiter, 2001; Saks, 2006). In the organised retail sector, where service quality and customer satisfaction largely depend on frontline employees, engagement levels play a decisive role in shaping organisational outcomes (Tewari, 2020). Engaged employees are more likely to display enthusiasm, dedication, and a sense of ownership in their roles, which strengthens both individual performance and collective workplace culture (Saks, 2006). With Chennai witnessing rapid growth in the organised retail industry, understanding the factors that drive engagement in this sector is crucial for sustaining competitiveness and ensuring long-term employee retention.

Alongside engagement, the concept of Organisational Citizenship Behaviour (OCB) has gained prominence as it reflects employees' voluntary contributions that go beyond their prescribed duties (Organ, 1988; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Behaviours such as helping co-workers, showing initiative, and displaying loyalty significantly enhance organisational functioning in a competitive retail environment (Mark et al., 2023). The interplay between engagement factors and OCB becomes particularly relevant in retail stores, where consistent employee cooperation and customer-centric behaviour determine business success (Neves, Palma-Moreira, Andrade, & Au-Yong-Oliveira, 2024). This study, therefore, seeks to analyse how specific engagement factors influence the exhibition of OCB among employees in organised retail stores in Chennai, offering insights that may assist managers in building a more committed and proactive workforce.

II. Literature Reviews and Research Gap

2.1 Literature Reviews

Scholarly research has consistently highlighted the significance of Organizational Citizenship Behaviour (OCB) as a voluntary and non-compulsory effort made by employees to support their organisations. Schultz and Schultz (2006) defined OCB as behaviour driven by responsibility rather than enforcement, encompassing tasks such as helping colleagues, adhering to rules, and maintaining optimism. Later studies, such as Roberson and Strickland (2010), established that charismatic leadership strongly influences OCB through the mediating role of work engagement, while Rurkkhum (2010) demonstrated that most dimensions of OCB, particularly altruism, civic virtue, conscientiousness, and sportsmanship, are positively related to engagement. However, Saradha and Patrick (2011) reported a weaker association between OCB and engagement in the IT sector, suggesting contextual variations in the strength of this relationship.

Further research explored sectoral applications, showing that employee engagement strongly predicts OCB in different industries. Ahmed et al. (2012) and Ariani (2013) confirmed this link in the banking and service sectors, respectively, with Ariani additionally noting that engagement reduces counterproductive behaviour. Ahmad and Dastgeer (2014) demonstrated that perceived person–organisation fit (P-O Fit) and

organisational socialisation significantly enhance engagement and OCB among textile workers in Pakistan, while Hassan et al. (2014) showed distributive justice to be a driver of engagement and OCB in aviation employees. Studies like Bilal et al. (2015) and Farooq (2015) added that engagement fosters contextual performance and retention, with OCB often serving as a moderating factor. These findings collectively suggest that engagement not only drives productivity but also strengthens cooperative and voluntary workplace behaviours.

Regional studies from Asia and Africa further validated the engagement–OCB relationship. Owor (2015) confirmed their strong association, while Khan and Altaf (2015) identified training, rewards, and job satisfaction as critical to driving engagement in Pakistan. In the healthcare sector, Abed and Elewa (2016) showed that organisational support enhances both engagement and OCB among nurses. Amadi et al. (2017) extended this to maritime firms in Nigeria, finding that cognitive and emotional engagement significantly improved OCB. Subsequent research, such as Ullah et al. (2018) and Ida Ayu et al. (2019), highlighted the mediating role of engagement in the link between leadership and OCB, reinforcing the view that engaged employees are more likely to display voluntary, constructive behaviours beneficial to organisations.

More recent studies demonstrate the continued importance of this relationship in contemporary organisational contexts. Jnaneswar (2020) found significant demographic differences in engagement and OCB within the retail sector in Kerala, while Vidian et al. (2022) confirmed that job satisfaction mediates the effect of engagement on OCB in schools. Vargheese and Biswal (2024) reinforced this link in the IT sector, showing a strong correlation between the two variables. Suma and Jayashree (2025) added a novel dimension by examining OCB's role in countering quiet quitting, finding altruism and conscientiousness as key predictors of engagement. Finally, Donni and Ganjar (2025) concluded that both engagement and OCB enhance institutional performance in microfinance, with managerial decision-making acting as a significant mediator. Collectively, these studies underline the mutual reinforcement of engagement and OCB across diverse industries, sectors, and cultural contexts.

2.2 Research Gap

Although several studies have examined the relationship between employee engagement and organisational citizenship behaviour across sectors such as banking, IT, healthcare, education, and manufacturing, there remains a lack of empirical research focusing on the organised retail sector in India, particularly within metropolitan contexts like Chennai. Existing literature has largely concentrated on engagement drivers such as leadership, justice, or person–organisation fit, with limited emphasis on retail-specific factors such as work environment, recognition practices, career development, and work–life balance, which play a critical role in shaping employee attitudes in this fast-paced industry. Furthermore, while studies in Western and other Asian contexts highlight the positive association between engagement and OCB, the socio-cultural and workplace dynamics of Indian retail employees are distinct and underexplored. This gap underscores the need for an analytical investigation into how engagement factors influence OCB among retail

employees in Chennai, thereby providing sector-specific insights that can guide managerial practices and enhance organisational performance.

III. Statement of Research Problem

The organised retail sector in India is experiencing rapid growth, bringing with it rising expectations from both customers and employers (Ernst & Young, 2018; Tewari, 2020). However, many employees in this sector continue to face challenges that restrict their engagement levels and, consequently, their willingness to contribute beyond formal job requirements. Issues such as dissatisfaction with repetitive tasks, lack of recognition, inadequate managerial support, and limited opportunities for advancement often reduce motivation and commitment (Saks, 2006; Maslach, Schaufeli, & Leiter, 2001). In addition, the long and irregular working hours in retail environments create difficulties in maintaining work-life balance, further weakening employees' sense of belonging to the organisation (Kahn, 1990; Tewari, 2020). These concerns make it essential to understand the underlying engagement factors that influence employee behaviour and overall organisational performance.

At the same time, the success of retail stores depends heavily on employees' readiness to demonstrate Organisational Citizenship Behaviour (OCB), which involves going beyond formal duties to support co-workers, maintain service quality, and contribute to organisational goals (Organ, 1988; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). When engagement factors are weak, the likelihood of employees displaying such voluntary and constructive behaviours diminishes significantly (Neves, Palma-Moreira, Andrade, & Au-Yong-Oliveira, 2024). Despite the importance of these issues, there is limited empirical research focusing on how specific engagement factors, namely job satisfaction, management support, work-life balance, and career development opportunities, shape OCB in the context of organised retail stores in Chennai. Addressing this gap will provide insights into how organisations can foster a more engaged workforce that consistently demonstrates positive and cooperative behaviours critical to sustaining growth and competitiveness (Mark et al., 2023).

IV. Objectives of the Study

The primary objective of this study is to examine the influence of employee engagement factors, specifically job satisfaction, management support, work-life balance, and career development opportunities, on the Organisational Citizenship Behaviour (OCB) of employees working in organised retail stores in Chennai. In line with this objective, the study seeks to identify the extent to which these factors enhance or hinder employees' willingness to go beyond their formal job responsibilities, foster cooperative behaviour, and contribute positively to organisational effectiveness. By analysing these dimensions, the research aims to provide valuable insights that can help retail organisations design effective engagement strategies to strengthen employee commitment, improve workplace culture, and sustain long-term business growth.

V. Theoretical Framework

5.1 Employee Engagement Factors

The theoretical base for employee engagement is largely attributed to Kahn (1990), who explained that individuals bring their physical, cognitive, and emotional energies into their roles when the work environment supports them. Engagement is shaped by multiple factors such as job satisfaction, leadership support, work-life balance, and career development opportunities, all of which affect motivation and retention. Maslach, Schaufeli, and Leiter (2001) further described engagement as the positive antithesis of burnout, while Saks (2006) linked it to Social Exchange Theory, highlighting reciprocity between organisational support and employee commitment. Recent studies continue to emphasise these drivers, with Tewari (2020) identifying recognition, leadership behaviour, and career development as core engagement determinants in modern organisations. In the retail context, where long hours and customer-facing roles prevail, these engagement factors are critical for sustaining service quality and reducing turnover.

5.2 Organisational Citizenship Behaviour

The foundation of OCB lies in the work of Organ (1988), who defined it as discretionary behaviour that enhances organisational effectiveness. Drawing from Social Exchange Theory (Blau, 1964), OCB is seen as a reciprocal process where employees respond to supportive leadership and fair treatment by engaging in extra-role behaviours such as altruism, conscientiousness, and civic virtue. Empirical studies, including Podsakoff, MacKenzie, Paine, and Bachrach (2000), demonstrated that OCB positively affects teamwork and organisational performance. More recent contributions have advanced this understanding, with Neves, Palma-Moreira, Andrade, and Au-Yong-Oliveira (2024) providing a validated measurement of OCB through the CCOE-R scale, enhancing its applicability across cultural contexts. Furthermore, Mark et al., (2023) had traced the evolution of OCB, stressing both its benefits and potential hidden costs, signalling the need for organisations to balance expectations with employee well-being. In the organised retail sector of Chennai, such insights are vital, as business success depends heavily on employees' willingness to consistently demonstrate cooperative and customer-oriented behaviours beyond formal job requirements.

VI. Research Methodology

The study employed an exploratory and cross-sectional research design to gain a comprehensive understanding of the problem under investigation. A mixed-methods strategy was adopted to ensure both depth and accuracy in data collection and interpretation. Primary data were gathered through a structured survey administered to employees working in organised retail outlets across the Chennai district. Purposive sampling was applied, with participation restricted to individuals who had a minimum of two years of work experience, thereby ensuring relevant insights. In total, 200 employees took part in the study by completing the questionnaire.

For data analysis, both descriptive and inferential techniques were utilised. Descriptive statistics, particularly mean analysis, were applied to present and summarise the perception of employees on engagement factors. To examine the research hypotheses, independent samples t-tests were employed to identify group-level differences, while correlation analysis was used to explore the strength and direction of relationships between variables. Additionally, multiple regression analysis was conducted to assess the extent to which employee engagement factors predicted and influenced the exhibition of organisational citizenship behaviour among the selected respondents.

VII. Data Analysis and Results

7.1 Employees' Perception on Employee Engagement Factors – Mean Analysis

Twelve Questions relating to four engagement factors (3 questions for each aspect) based on 5-point Likert scale, (Strongly Disagree to Strongly Agree) were given in the questionnaire. Employees' perception on these engagement factors is measured by using Mean Analysis under descriptive statistics.

Table 1
Employees' Perception on Employee Engagement Factors
– Mean Analysis
Descriptive Statistics

VARIABLES	N	Mean	RANK
Job Satisfaction	200	10.19	Second
Management Support	200	10.61	First
Work-Life Balance	200	09.98	Third
Career Development Opportunities	200	09.02	Fourth
Employees' Perception on Employee Engagement Factors	**200**	**39.80**	

Source: Primary Data

The descriptive analysis (Table 1) of employee engagement factors reveals that management support emerged as the most significant dimension, with a mean score of 10.61, accounting for 35.37% of the maximum possible score (Rank 1). This indicates that employees place strong value on the encouragement and assistance they receive from their managers. Job satisfaction was the second-highest factor, with a mean of 10.19 (33.97%), showing that satisfaction with work roles and responsibilities is a key driver of engagement.

Work-life balance ranked third, recording a mean of 9.98 (33.27%), which reflects employees' continuing struggle to balance professional duties with personal commitments. Career development opportunities obtained the lowest mean score of 9.02 (30.07%), pointing towards limited avenues for growth and advancement within the sector. On the whole, the combined mean score for all four factors was 39.80 out of 60 (66.33%), suggesting that while employee engagement is maintained at a moderately high level, significant improvements are required in career progression and work-life balance to ensure sustained motivation and organisational commitment.

7.2 Employees' Perception on Employee Engagement and Organisational Citizenship Behaviour – Independent Sample 't' Test Analysis

H_0: There is no significant difference between the Male and Female Employees with respect to the Employee Engagement and Organisational Citizenship Behaviour in their retail organisations.

An independent samples t-test was applied to examine gender-based differences in employee engagement factors and organisational citizenship behaviour among employees of organised retail stores.

Table 2
Gender – Employee Engagement and Organisational Citizenship Behaviour

Independent Sample 't' Test Analysis

VARIABLES	Gender – EE & OCB						t -value	p -value
	MALE			FEMALE				
	N	Mean	SD	N	Mean	SD		
Employee Engagement Factors	93	38.44	8.361	107	39.86	7.520	3.518	0.004**
Organisational Citizenship Behaviour	93	19.38	3.527	107	20.72	2.881	4.569	0.000**

Source: Primary Data
(1% Level of Significance)**

The results indicate that female employees reported slightly higher mean scores in both dimensions compared to their male counterparts. Specifically, female employees recorded a mean of 39.86 (SD = 7.520) for employee engagement factors, whereas males had a mean of 38.44 (SD = 8.361). Similarly, in the case of organisational citizenship behaviour, females achieved a mean score of 20.72 (SD = 2.881), while males reported a comparatively lower mean of 19.38 (SD = 3.527). These findings suggest that women employees exhibit stronger perceptions of engagement and a greater inclination towards discretionary behaviours that contribute to organisational effectiveness.

The t-test results further confirm that the observed differences are statistically significant at the 1% level. For employee engagement factors, the test yielded a t-value of 3.518 (p = 0.004), and for organisational citizenship behaviour, the t-value was 4.569 (p = 0.000). Since the p-values are less than 0.01 in both cases, the null hypothesis stating no significant gender difference is rejected. This establishes that gender plays an influential role in shaping employees' engagement and their organisational citizenship behaviour, with female employees displaying relatively stronger levels in both dimensions.

7.3 Relationship between Employee Engagement and Organisational Citizenship Behaviour among employees of organised retail stores – Correlation Analysis

H_0: There is no significant relationship between Employee Engagement and Organisational Citizenship Behaviour among employees of organised retail stores.

A Pearson product-moment correlation analysis was employed to examine the association between employee engagement and organisational citizenship behaviour among employees working in organised retail stores.

Table 3
Relationship between Employee Engagement and
Organisational Citizenship Behaviour
Correlation Analysis

VARIABLE	N	'r' VALUE	P - VALUE	RELATION SHIP	REMARKS	
					SIGNIFICANT	RESULT
Employee Engagement and OCB	200	0.832**	0.000	Positive	Significant	Rejected

**. Correlation is significant at the 0.01 level (2-tailed).

The analysis revealed a strong and positive correlation (r = 0.832) between the two variables, indicating that higher levels of employee engagement are closely linked with stronger organisational citizenship behaviours. This suggests that when employees feel more satisfied, supported, and engaged in their workplace, they are more likely to display voluntary behaviours that go beyond their formal job responsibilities, ultimately contributing to the overall functioning of the organisation.

The correlation was found to be statistically significant at the 1% level (p = 0.000), which leads to the rejection of the null hypothesis that no significant relationship exists between employee engagement and organisational citizenship behaviour. The result confirms that engagement plays a critical role in shaping positive discretionary behaviours among employees. Thus, fostering employee engagement is likely to enhance employees' willingness to take initiatives, support colleagues, and act in ways that strengthen the organisational climate and long-term effectiveness.

7.4 Impact of Employee Engagement Factors on Organisational Citizenship Behaviour among employees of organised retail stores – Multiple Regression Analysis

H_0: Employee Engagement Factors have no significant impact on Organisational Citizenship Behaviour among employees of organised retail stores.

Multiple regression analysis was carried out to identify and analyse the most effective combination of Employee Engagement Factors, namely Job Satisfaction, Management Support, Work-Life Balance and Career Development Opportunities, for predicting the Organisational Citizenship Behaviour among employees of organised retail stores.

Table 4

Impact of Employee Engagement Factors on Organisational Citizenship Behaviour among employees of organised retail stores

Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.669	.578		3.984	.000
	Job Satisfaction	.327	.130	.387	5.968	.000**
	Management Support	.347	.153	.218	3.285	.002**
	Work-Life Balance	.116	.111	.175	2.871	.017*
	Career Development Opportunities	.288	.093	.083	1.063	.105

Dependent Variable: Organisational Citizenship Behaviour (**1% and *5% Level of Significance)

The model produced a high adjusted R^2 value of 0.761, indicating that approximately 76.1% of the variance in organisational citizenship behaviour can be explained by these four engagement factors together. The overall model was statistically significant, as confirmed by the F-value of 358.412 ($p < 0.01$), demonstrating that the chosen predictors collectively exert a strong impact on organisational citizenship behaviour.

Among the predictors, job satisfaction ($\beta = 0.387$, $p < 0.01$) emerged as the strongest contributor, followed by management support ($\beta = 0.218$, $p < 0.01$) and work-life balance ($\beta = 0.175$, $p < 0.05$), all of which showed significant positive effects on organisational citizenship behaviour. However, career development opportunities ($\beta = 0.083$, $p > 0.05$) did not have a statistically significant influence in this model. These findings suggest that employees who are satisfied with their roles, receive adequate managerial support, and experience balance between work and personal life are more inclined to engage in discretionary behaviours that benefit the organisation. In contrast, career development opportunities, while important, appear to play a less direct role in predicting such behaviours in the context of organised retail stores.

VIII. Discussion of the Results

The analysis revealed that management support was the strongest driver of employee engagement, followed by job satisfaction and work-life balance, while career development opportunities received the lowest priority. This indicates that employees value supervisory encouragement and clarity in their roles, but face ongoing challenges in balancing work with personal commitments and accessing growth prospects in the retail sector. The overall engagement level was moderately high, though improvements in career advancement and work-life balance remain essential for sustaining long-term commitment. These results echo earlier studies which highlighted the critical role of supervisory support and job satisfaction in shaping engagement, while cautioning that limited opportunities for career progression can reduce motivation (Saks, 2006; Schaufeli et al., 2009).

The findings further showed that engagement significantly predicted organisational citizenship behaviour (OCB). A strong positive correlation emerged between the two, and regression analysis confirmed that job satisfaction, management support, and work-life balance influenced OCB, whereas career development had little effect. This suggests that employees who are supported, satisfied, and able to maintain balance are more likely to go beyond formal duties to contribute to organisational effectiveness. Prior studies have also demonstrated that engaged employees tend to show higher OCB, with women in particular often reporting stronger engagement and cooperative behaviours due to their relational orientation (Organ, 1988; Podsakoff et al., 2000; Bakker & Demerouti, 2008; Rich et al., 2010; Mehboob & Bhutto, 2012; Alfes et al., 2013). Taken together, the results underline the importance of nurturing managerial support, satisfaction, and work-life balance to enhance engagement and OCB in retail stores, while also signalling the need to strengthen career development pathways for sustaining these behaviours over time.

IX. Suggestions and Recommendations

Based on the findings, it is recommended that organised retail stores in Chennai strengthen managerial support systems by encouraging supervisors to provide continuous feedback, recognition, and guidance, as these factors strongly influence employee engagement and subsequent organisational citizenship behaviour. Retailers should also prioritise initiatives that enhance job satisfaction, such as role clarity, fair workload distribution, and supportive work environments, while simultaneously introducing flexible scheduling and wellness programs to improve work–life balance. Since career development emerged as the weakest dimension, structured training, mentoring, and internal mobility opportunities must be developed to retain talent and sustain long-term engagement. Furthermore, given the gender-based differences observed, policies that foster inclusivity and equal growth opportunities for both men and women should be promoted. Collectively, these measures can not only strengthen employee engagement but also cultivate higher levels of discretionary behaviour, leading to improved organisational performance and employee retention in the retail sector.

X. Conclusion

10.1 Contribution and Implications of the study

The study contributes to the existing body of knowledge by examining the factors of employee engagement and their impact on organisational citizenship behaviour (OCB) within the organised retail sector in Chennai. By identifying management support, job satisfaction, and work–life balance as the strongest predictors of engagement, the research highlights the critical areas that organisations must focus on to foster higher levels of discretionary behaviour among employees. The findings provide valuable insights for retail managers and policymakers, suggesting that strategies promoting supportive supervision, recognition, and flexible work arrangements can significantly enhance both engagement and OCB, thereby improving organisational effectiveness and employee retention. Beyond theoretical contribution, the study also offers practical implications by underscoring the need to design inclusive policies that account for gender-based

differences and to create structured career development opportunities, which remain a weaker aspect of engagement in this sector.

10.2 Limitations and Directions for further Studies

Despite these contributions, the study is not without limitations. The research is geographically confined to Chennai, which may limit the generalisability of results to other regions or retail sectors. In addition, the reliance on self-reported data may introduce response biases, while the cross-sectional design restricts the ability to infer causality between engagement and OCB. Future research could extend the scope by including diverse geographical regions, adopting longitudinal designs to establish causal linkages, and incorporating qualitative approaches to gain deeper insights into employee perceptions. Expanding the study across different service industries or exploring moderating variables such as organisational culture, leadership style, or generational differences could further enrich understanding.
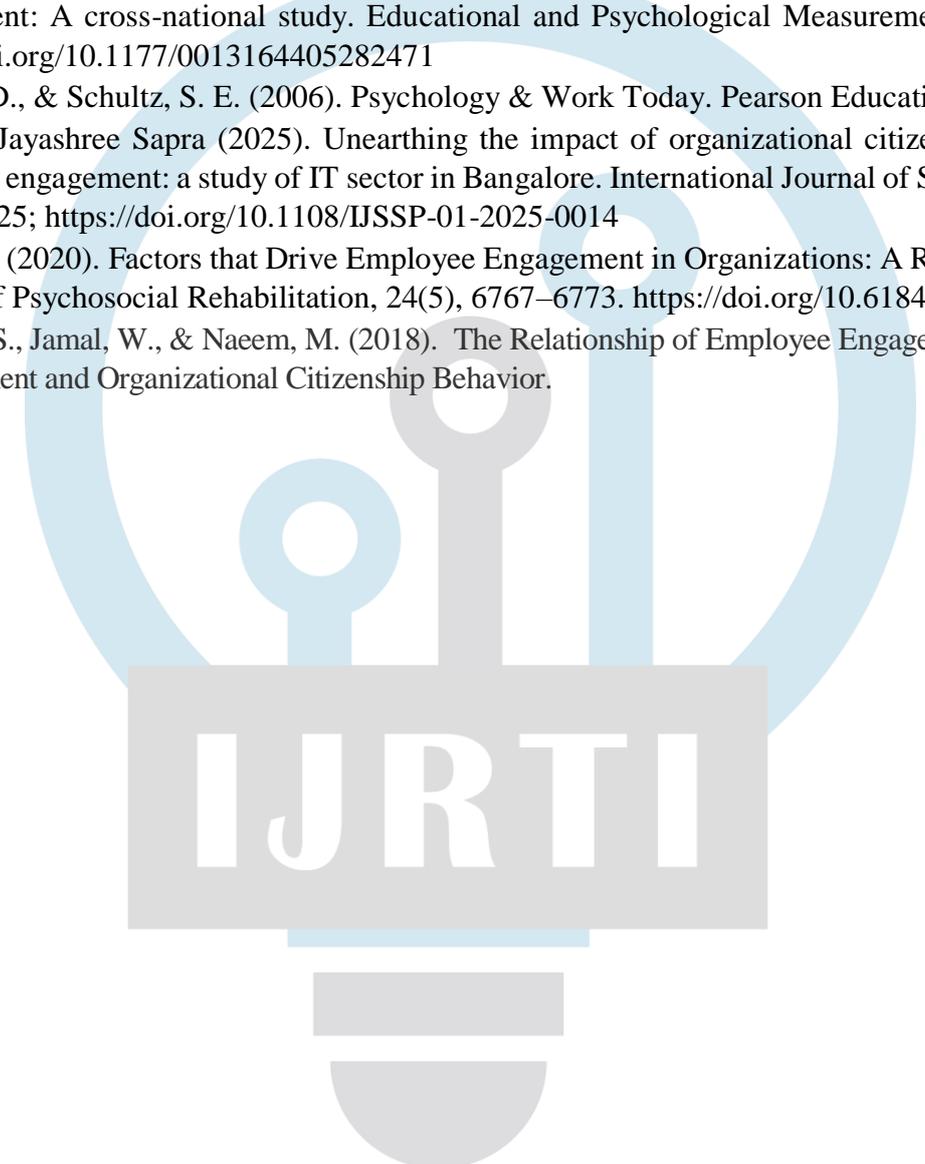
10.3 Conclusion

Overall, the study concludes that enhancing managerial support, job satisfaction, and work–life balance is central to strengthening engagement and fostering OCB, while sustained attention to career development will be vital for ensuring long-term commitment and competitive advantage in the organised retail sector.

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