

Difference in Organizational Citizenship Behaviour based on the Demographic Profile of Retail Sector Employees

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Abstract:

This research was examined the difference in organizational citizenship behaviour based on the demographic profile (gender, age, work experience) of retail sector employees. The sample consisted of 400 employees. This study is based on both primary and secondary data. For secondary data, (publications, research studies, and book etc.) were used. And for primary data, a well-framed structured questionnaire was used. The questionnaire classified into two sections. In the first section, the respondent's demographic profile i.e., (Age, gender, total no of years in the organization) and in the second section, twelve items of Organisational Citizenship Behaviour were measured by using a 5 – point Likert type scale (Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5). A study was conducted and the respondents were selected through convenient sampling. About 550 questionnaires were distributed and only 400 questionnaires were completed correctly. Data were analysed by SPSS 20 and using descriptive and analytical statistics (T-test, ANOVA and correlation). This study found that except job experiences other demographic factors don't have any significant influence on the OCB of the respondent and there is no difference in OCB of employees of different retail brands.

Keywords: Demographic characteristics (gender, age, experience), Organisational Citizenship Behaviour.

Introduction:

The Indian retail sector is one of the strongest pillars of the national economy, encompassing a wide range of activities that play an important role in delivering merchandise to consumers. In this process, manpower plays a significant role. Employees contribute through customer service skills, time management, handling excessive workloads, willingness to take responsibility, and persuading customers. These characteristics help organizations achieve their objectives effectively.

Organizational Citizenship Behaviour (OCB) has become a prominent element of strategic human resource management. It plays a crucial role in improving productivity and efficiency, while also serving as an effective way of reducing costs. At the same time, it enhances employee performance and overall organizational growth.

OCB can be described as extra-role and innovative behavior by employees, which is voluntary in nature. Such behaviors are not part of formal job contracts, duties, or responsibilities assigned at the time of joining, nor are they explicitly rewarded. Examples of

OCB include helping and guiding new employees, staying extra hours at work to complete tasks, or working on new projects at home.

It has been established that employee characteristics, such as personal traits and attitudes toward the organization and work, play a substantial role in exhibiting OCB. However, the impact of demographic characteristics on OCB remains less conclusive (Organ, Podsakoff & McKenzie, 2006).

The present study aims to examine the differences in OCB based on demographic characteristics such as gender, age, and tenure. Prior research suggests that females tend to be more altruistic and helpful than males (Morrison, 1994). Studies also indicate that with age, individuals may shift their focus from competitiveness to cooperation with colleagues (Kanungo & Conger, 1993). Similarly, employees with longer tenure often show greater commitment to socially oriented tasks (Beier & Ackerman, 2001). Therefore, it can be assumed that women, older employees, and individuals with higher tenure are likely to display higher levels of OCB.

Literature Review:

Demographic Variables and Organizational Citizenship Behaviour

Findings from various studies have highlighted correlations between demographic factors such as gender, age, and tenure, and their relationship with Organizational Citizenship Behaviour (OCB). Researchers have observed that these demographic variables may play a meaningful role in influencing the extent to which employees engage in OCB.

Age and Organizational Citizenship Behaviour

Age and OCB are closely connected. Wagner and Rush (2000) concluded that age brings about several beneficial shifts in specific OCB tendencies. Multiple studies have analyzed the association between age and OCB. For instance, Li and Wan (2007) found that older employees displayed higher levels of OCB compared to younger employees. Doering et al. (1983) demonstrated that younger employees tend to have a stronger need for achievement, whereas older employees show a greater inclination toward cooperation and association. Pearson (2011) also found that older employees reported higher levels of OCB.

Gender and Organizational Citizenship Behaviour

According to Allen (2004), gender plays an important role in the study of OCB and significantly influences workplace behavior. Several studies have highlighted gender differences in OCB participation. For example, Allen (2006) observed that although gender had a relatively weak link with OCB, males tended to receive more promotions and rewards compared to females. On the other hand, Farrell and Finkelstein (2007) found that females displayed higher levels of OCB than males. Similarly, Nasir et al. (2011) reported that women scored higher on OCB dimensions than men. Kidder and Parks (2001) further classified altruism, courtesy, and conscientiousness as OCB dimensions typically associated with women.

Job Experience and Organizational Citizenship Behaviour

Compared to age and gender, researchers have given less attention to tenure while studying its effect on OCB. Lepine and Van Dyne (2001) suggested that OCB is often demonstrated by employees who support and assist newcomers, implying that individuals with longer tenure tend to display higher levels of OCB. Hunt (2002) also found that OCB is positively related

to tenure. Similarly, Ehigie and Otukoya (2005) reported that tenure significantly contributes to OCB and is associated with perceptions of organizational support and fairness in interpersonal treatment. Ng and Feldman (2010) also observed that long-term employees exhibit higher levels of OCB compared to their shorter-tenured counterparts.

Objectives:

- To study the status of retail store employees' organization citizenship behavior in Indian retail sector.
- To examine the difference in organizational citizenship behavior based on the demographic profile (gender, age, work experience) of retail sector employees.

Research Methodology:

Research design: In this study exploratory research was used.

Sampling of stores: A list of retail stores is prepared for the store in Delhi/ NCR region from internet and out of the list only the five Indian retail stores were selected through simple random sampling technique. Further, data was collected from 3 stores of each five retail brand stores chosen at the first stage, a total of 15 stores were visited for the same.

Sampling of employees: The total employees sampled based on convenient sampling were 550 employees. The 500 employees were contacted first in an expectation to get the required number of response for analysis (400 respondents), but only 385 responses received were useful. Subsequently, 50 more questionnaires were distributed equally to each store brands, Out of 50 only 3 filled questionnaire from each store brand is included totalling to 400 filled questionnaires for the analysis.

The Target Indian Retail Brands Include the Following

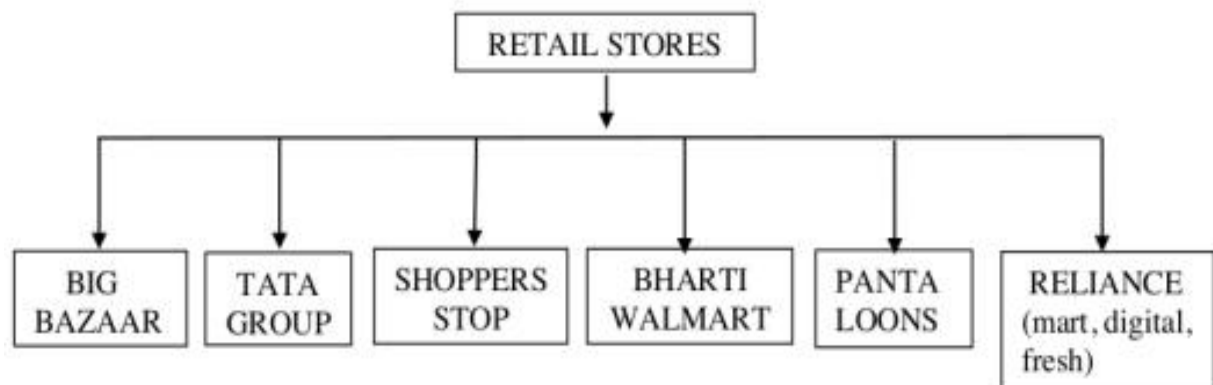


Figure 3: Indian retail brands

Sources of data: This study is based on both primary and secondary data. For secondary data, (publications, research studies, and book etc.) were used for exploring past research works on relationship between demographic profile and organisational citizenship behavior. And for primary data, a well-framed structured questionnaire was used. The questionnaire classified into two sections. In the first section, respondent's demographic profile i.e., (Age, gender, total no of years in the organization) and second section, 5 – point Likert type scale

was used for measuring the Organizational citizenship behaviour (Altruism, conscientiousness, sportsmanship, loyalty, civic virtue and individual initiative) of retail sector's employees. (Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5).

Data Analysis Tools and Techniques: In this study, the SPSS (Statistical Package for Social Sciences) version 20 is used for data analysis. The descriptive statistics preferred is – Mean and, Correlation is used to measure the central tendency and association of organizational citizenship behavior (OCB), statistical tool which I used are mean, percentage, correlation, ANOVA, t-test.

Data Analysis And Interpretation:

Table 1: Demographic Profile of the Respondents (n*=400)

| Variable | Group | Frequency | % |
|-----------------------------------|---------|-----------|------|
| Gender | Male | 321 | 79.9 |
| | Female | 79 | 20.1 |
| Age (in Years) | >20 | 72 | 18.0 |
| | 20-30 | 260 | 65.0 |
| | 30-40 | 60 | 15.0 |
| | 40-50 | 8 | 2.0 |
| Duration of Service (in Years) | (>1) | 136 | 34.0 |
| | (1-5) | 188 | 47.0 |
| | (6-10) | 40 | 10.0 |
| | (11-15) | 28 | 7.0 |
| | (<15) | 8 | 2.0 |

Source: Primary data collected from the field, 2018

*n represents the total number of respondents.

Table 1, lists the demographic profile of respondents. The number of answered respondents was unevenly distributed, with 80 percent (n=320) male and 20 percent (n=80) female. It is reported that the average number of respondents is 20-30 years of age (65 percent, n=260). Within the age group of below than 20 years (18%, n=72), followed by 30-40 years (15%, n=60) and the smallest age group 40-50 years (2%, n=8). For the participant's length of service, the largest groups were identified as having 1-5years (47%, n=188) followed by the group with less than 1 year (34%, n=136) followed by the group with 6-10 years (10%, n=40) and 11-15 years (7%, n=28). The smallest party in this category composed of those with a contract life of more than 15 years (2%, n=8).

For analysing the relationship between the retail stores' respondents and their OCB:

Ho: OCB of different retail brands employees does not differ significantly.

Table 2: Descriptive

| Retail Stores | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------------|-------------|-----------|---------|---------------|--------------------|
| Valid | Pantloon | 84 | 21.0 | 21.0 | 21.0 |
| | Big Bazaar | 82 | 20.5 | 20.5 | 41.5 |
| | Relience | 79 | 19.8 | 19.8 | 61.3 |
| | Shopperstop | 75 | 18.8 | 18.8 | 80.0 |

| | | | | | |
|--|---------|-----|-------|-------|-------|
| | Walmart | 80 | 20.0 | 20.0 | 100.0 |
| | Total | 400 | 100.0 | 100.0 | |

Table 3: ANOVA

| OCB | Sum of Squares | Df | Mean Square | F | Sig. |
|----------------|----------------|-----|-------------|------|------|
| Between Groups | .182 | 4 | .046 | .200 | .938 |
| Within Groups | 90.151 | 395 | .228 | | |
| Total | 90.333 | 399 | | | |

From the table, we can see that the mean score of OCB is almost similar to the different retail brands' employees. This indicates that there is no significant difference in the OCB score among the different retail brands' employees. Since the probability value of the F statistic is greater than 0.05 ($p = 0.938$) indicates that there is no significant difference in the OCB among the different retail brands' employees (table 3). Therefore, we accept the null hypothesis of no significant difference between different retail brands employees.

To Examine the Difference in Organizational Citizenship Behavior based on Demographic Profile (Age, Work Experience, gender) of Employees.

For analyzing the relationship between the age of the respondent and their OCB:

H_0 : There is no significant difference between age and OCB.

Table: 4 Descriptive Table

| Descriptive | | | | | | | | |
|-------------|--------|---------|--------------------|----------------|-------------------------------------|-------------|------|------|
| OCB | | | | | | | | |
| | Number | Average | Standard Deviation | Standard Error | 95% Confidence Interval for Average | | Min. | Max. |
| | | | | | Lower Limit | Upper Limit | | |
| >20 | 72 | 3.97 | 0.670 | 0.079 | 3.81 | 4.13 | 2 | 5 |
| 20-30 | 260 | 3.97 | 0.408 | 0.025 | 3.92 | 4.02 | 3 | 5 |
| 30-40 | 60 | 3.99 | 0.505 | 0.065 | 3.86 | 4.12 | 3 | 5 |
| 40-50 | 8 | 3.79 | 0.134 | 0.047 | 3.68 | 3.90 | 4 | 4 |
| Total | 400 | 3.97 | 0.476 | 0.024 | 3.92 | 4.01 | 2 | 5 |

Table: 5 ANOVA Table

| ANOVA | | | | | |
|---------------|-------------------|-----|-----------------|-------|--------------|
| OCB | | | | | |
| | Squared Summation | Df | Squared Average | F | Significance |
| Among Groups | 0.275 | 3 | 0.092 | 0.403 | 0.751 |
| Inside Groups | 90.058 | 396 | 0.227 | | |

| | | | | | |
|-------|--------|-----|--|--|--|
| Total | 90.333 | 399 | | | |
|-------|--------|-----|--|--|--|

From the table (5), we can see that the probability value of the F statistic is greater than 0.05 ($p = 0.751$) which indicates that there is no significant difference in the OCB among the different age groups. So, we accept the null hypothesis that there is no significant difference between age and OCB.

For analyzing the relationship between the experience of the respondent and their Organizational Citizenship Behavior (OCB)

H_0 : There is no significant difference between experience and OCB

Table 6: Descriptive Table

| Descriptive | | | | | | | | |
|--------------|--------|---------|--------------------|----------------|-------------------------------------|-------------|------|------|
| OCB | | | | | | | | |
| | Number | Average | Standard Deviation | Standard Error | 95% Confidence Interval for Average | | Min. | Max. |
| | | | | | Lower Limit | Upper Limit | | |
| >1 | 136 | 3.95 | 0.412 | 0.035 | 3.88 | 4.02 | 3 | 5 |
| 1-5 | 188 | 3.98 | 0.530 | 0.039 | 3.90 | 4.06 | 2 | 5 |
| 6-10 | 40 | 4.16 | 0.475 | 0.075 | 4.01 | 4.31 | 4 | 5 |
| 11-15 | 28 | 3.73 | 0.206 | 0.039 | 3.65 | 3.81 | 3 | 4 |
| More Than 15 | 8 | 3.75 | 0.459 | 0.162 | 3.37 | 4.13 | 3 | 4 |
| Total | 400 | 3.97 | 0.476 | 0.024 | 3.92 | 4.01 | 2 | 5 |

Table 7: ANOVA table

| ANOVA | | | | | |
|---------------|--------------------|-----|-----------------|-------|--------------|
| OCB | | | | | |
| | Squared Summations | Df | Squared Average | F | Significance |
| Among Groups | 3.520 | 4 | 0.880 | 4.003 | 0.003 |
| Inside Groups | 86.814 | 395 | 0.220 | | |
| Total | 90.333 | 399 | | | |

From the table (7), we can see that the probability value of the F statistic is lower than 0.05 ($p = 0.003$) which indicates that there is a significant difference in the OCB among the respondents having different work experience. So, we do not accept the null hypothesis that there is not a significant change among the respondent having different job experience and their OCB.

For analyzing the relationship between the gender of the respondent and their organizational citizenship behavior (OCB)

H_0 : There is no significant difference between Genders for OCB

Table 8: Group Statistics

| Group Statistics | | | | | |
|------------------|--------|-----|------|----------------|-----------------|
| | Gender | N | Mean | Std. Deviation | Std. Error mean |
| OCB | Male | 268 | 3.95 | 0.470 | 0.029 |
| | Female | 132 | 3.99 | 0.489 | 0.043 |

Table 9: Independent Sample T-Test
Independent Samples Test

| | | Levene's Test for Equality of Variances | | t-test for Equality of Means | | | | | | |
|-----|-----------------------------|---|-------|------------------------------|---------|-----------------|-----------------|-----------------------|---|-------|
| | | F | Sig. | t | df | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference | |
| | | | | | | | | | Lower | Upper |
| OCB | Equal variances assumed | 3.791 | 0.052 | -0.704 | 398 | 0.482 | -0.036 | 0.051 | -0.135 | 0.064 |
| | Equal variances not assumed | | | -0.694 | 251.507 | 0.488 | -0.036 | 0.051 | -0.137 | 0.065 |

From the table (8), we can see that the mean score of OCB is almost similar for both male (3.95) and female (3.99). This shows that there is no significant difference in the OCB score among the male and female respondents. Therefore we failed to reject the null hypothesis that there is no significant difference between gender and OCB.

Findings and Discussions

The analysis of demographic characteristics reveals that the retail workforce in India is predominantly male (80 percent), with females accounting for only 20 percent of the respondents. This gender imbalance reflects the realities of the retail industry, where long and irregular working hours often affect work–life balance and make the sector less attractive for women. The age distribution further highlights that the majority of employees (65 percent) are between 20–30 years of age, followed by 18 percent below the age of 20. This supports the observation that frontline retail jobs serve as an entry point into the workforce for young individuals, given the relatively low eligibility requirements. In terms of tenure, most employees (47 percent) had 1–5 years of service, while 34 percent had less than one year of experience, indicating that the sector experiences high turnover and is dominated by relatively new employees. Only a small proportion of respondents had more than 10 years of experience, which suggests that long-term career growth in retail is limited to higher-level managerial positions.

In examining OCB across different retail brands, the findings show no significant differences, implying that brand affiliation does not influence employees' willingness to go beyond formal job duties. This suggests that OCB is shaped more by individual and organizational factors than by brand-specific policies.

When considering demographic variables, the study found that age and gender do not significantly influence OCB. This aligns with some previous studies which observed minimal variation in OCB across these characteristics. However, work experience was found to significantly affect OCB, with employees having 6–10 years of experience reporting higher levels of OCB compared to those with shorter or longer tenure. This finding supports the notion that employees with greater experience are more likely to help newcomers, share organizational knowledge, and demonstrate loyalty through voluntary contributions. At the same time, very long tenure may lead to disengagement or fatigue, which can reduce the display of OCB.

These results have important implications in the contemporary retail context. Post-pandemic shifts, including digital transformation, hybrid work models, and the increasing presence of Gen Z employees, have changed workforce expectations and organizational dynamics. In such an environment, OCB becomes even more valuable for organizational resilience and service quality. For example, experienced employees who voluntarily mentor new hires or adapt quickly to digital retail platforms provide essential support in an industry facing constant disruption.

In summary, the findings indicate that while age and gender do not significantly affect OCB in the Indian retail sector, work experience plays a crucial role. Employees with moderate levels of experience (6–10 years) emerge as the most likely to engage in OCB, making them a key asset for organizations seeking to build supportive, innovative, and customer-focused workplace cultures.

Conclusion and Implications:

This study investigated the effect of demographic characteristics—gender, age, and work experience—on Organizational Citizenship Behaviour (OCB) among employees in India's retail sector. The results indicate that while age and gender do not significantly influence OCB, work experience has a notable impact. Employees with 6–10 years of tenure exhibited higher levels of OCB compared to those with shorter or longer service. Furthermore, OCB did not differ significantly across retail brands, suggesting that such behaviors are shaped more by individual and organizational contexts than by brand affiliation.

The findings highlight the importance of work experience in fostering discretionary behaviors such as altruism, conscientiousness, and civic virtue. Mid-tenure employees, in particular, appear to be the most engaged in these extra-role contributions, which enhance teamwork, customer service, and overall organizational performance. For managers, this underscores the need to design HR strategies that retain and support mid-career employees, while also sustaining motivation among long-tenured staff who may face disengagement or role fatigue. These insights are especially relevant in the contemporary retail landscape, which has been reshaped by post-pandemic disruptions, rapid digitalization, and the entry of Gen Z employees into frontline roles. The acceleration of digital HR practices and the adoption of hybrid work models have created new challenges for employee engagement and collaboration.

In this environment, OCB becomes a critical enabler of organizational resilience, as voluntary behaviors such as mentoring, knowledge sharing, and adaptability to technological change directly contribute to organizational success.

From a theoretical standpoint, the study adds to the existing literature by reinforcing the role of work experience as a determinant of OCB, while demonstrating the limited influence of age and gender within the Indian retail context. Practically, the findings suggest that retail organizations should leverage HR interventions—including succession planning, digital HR platforms, and targeted employee development programs—to nurture citizenship behaviors. Encouraging a culture of recognition, inclusion, and continuous learning will be essential to sustaining OCB in a workforce increasingly shaped by digital transformation and generational diversity.

Future research could extend these findings by examining additional demographic and psychographic variables, exploring cross-sectoral differences, or assessing how digital HR technologies influence OCB in the evolving post-pandemic workplace. Such research would provide deeper insights into the interplay between demographic shifts, technological change, and employee behavior in dynamic organizational settings.

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