

DRIVING PERFORMANCE AND ENGAGEMENT: A STUDY OF MOTIVATIONAL DYNAMICS IN INDIAN ORGANIZED RETAIL

Debamitra Ray¹, Sharon V D'Souza²

¹Assistant Professor, Department of Post Graduate Studies, School of Commerce,
Mount Carmel College, Autonomous, Bengaluru. Email ID: debamitraray@mccbbl.edu.in

²Student, Department of Post Graduate Studies, School of Commerce, Mount Carmel College, Autonomous, Bengaluru.
Email ID: sharonvdsouza0@gmail.com

Abstract—This study examines how employee motivation relates to work engagement and job performance among employees in the organized retail industry while also testing whether perceived supervisor support changes the strength of these relationship between motivation and work engagement as it looks at the direct impact of perceived supervisor support on the employee's outcome. The research design used in the study is a quantitative approach. A structured questionnaire based on a five-point Likert scale was used to get primary data from 122 retail employees. Convenience sampling was used to collect the data. Regression analysis, correlation, Cronbach's alpha and descriptive statistics were used to evaluate the data. It also assesses as that work engagement job performance and employee motivation are all strongly positively correlated. Based on the regression study employee motivation accounts for 64.1% of the difference in work engagement and 45.6% of the difference in job performance. There is a strong positive correlation between employee outcomes and perceived supervisor support. It was exposed to have a statistically insignificant moderating effect on the association between work engagement and employee motivation. The study suggests that employee motivation remains an important predictor of both engagement and performance in retail. It also highlights how important supervisor support is to attractive satisfactory employee outcomes. The outcomes offer valued information to retail companies willing to boost employee engagement and productivity through supervisory support and operative incentive methods.

Keywords: Employee Motivation, Job Performance, Work Engagement, Perceived Supervisor Support, Organized Retail Sector.

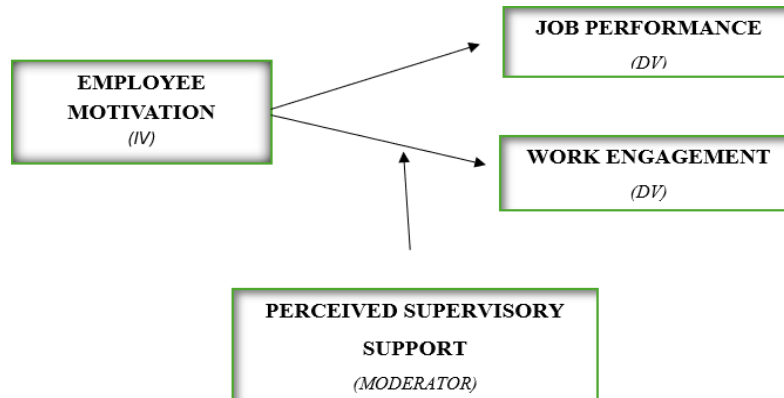
INTRODUCTION:

In service intensive industries Employee motivation has become an important mainly in the retail sector where primary employees directly influence the customer experience, operational effectiveness and the overall organizational performance (Carr, 2025; Kaur, 2023). Employees often work under challenging situations such as long working hours, endless customer interaction and high-performance targets which would reduce motivation, engagement and performance if support from the supervisor is missing (Paredes Aguirre et al., 2022; Eladl, 2025).

Recent studies find employee motivation as the main factor for both job performance and work engagement where motivated employees usually establish higher levels of energy, dedication, determination and service value all of which contribute positively to the organization (Gagné et al., 2021; Bakker et al., 2023; Widjaja et al., 2025) simultaneously work engagement has been recognized as an important emotional state that supports the employee's emotional and intellectual participation in their work which can lead to better task performance and stronger organizational responsibility (Shuck et al., 2023; Prasad, 2024).

Together with motivation and engagement perceived supervisor support (PSS) has developed as an important background factor influencing employee's attitude and behavior by which the supervisory Support help in simplify expectations, recognize employee contributions and provide feedback which helps in developing a positive work environment that can improve motivation and engagement (Li et al., 2022; Eladl, 2025). Past studies recommends that supervisory support can reduce stress and it supports employee with positive outcomes mostly in retail settings where employees often face customer pressure and working limitations (Fayaz et al., 2025; Bakker et al., 2023).

The existing studies mostly have observed motivation, engagement and performance separately as it focuses mainly on direct relations and there is limited attention been given to the common role of motivation, work engagement and perceived supervisor support in retail (Kaur, 2023; Grzesiak et al., 2024) as an integral study hence this study observes employee motivation as an interpreter of job performance and work engagement while also it measures the direct impact of perceived supervisor support and its moderating role in the relationship between motivation and work engagement. By focusing on the organized retail employees as this study offers retail sector detailed insights related to improving employee outcomes and organizational durability (Carr, 2025; Eladl, 2025).



LITERATURE REVIEW:

A review of the related literature was led based on the study’s objectives in order to understand the theories, conclusions and the previous research on the subject.

EMPLOYEE MOTIVATION

employee motivation and organizational commitment in retail according to ongoing research considers behavior abilities plays a leading role for example Fayaz, Akhtar, and Butt (2025) exposed a significant positive relationship between motivation and commitment particularly among extrovert and hardworking employees who show high levels of loyalty in retail environments mostly motivated by emotional attachment adding on to this Widjaja et al. (2025) show’s how motivation determine leadership supports success in high-pressure settings while participative leadership increases motivation in fast fashion retail and it facilitates the relationship between job stress and performance. Mande and Gopalakrishnan's (2021) earlier research talks about these results are validated by research conducted in Pune’s retail industry which shows that motivation is influenced by both intrinsic such as personal development, recognition and work environment and extrinsic such as reward, incentives, bonus etc while this viewpoint is in line with Victor H. Vroom's (1964) Expectancy Based Theory of motivation which resists that workers put effort when they get favorable performance results and valuable incentives.

These studies together show that motivation is complex and a key for retention but there is little combination with supervisor support and involvement mainly in Indian retail requiring more inclusive approach.

EMPLOYEE PERFORMANCE

Employee performance in retail occurs as a direct allowance of motivation, discipline and support. Rizvan et al. (2025) spreads this in a supermarket case study by showing that work- life balance, job satisfaction and supportive leadership improve motivation which lead in good customer service and efficiency where Novansyah et al. (2024) demonstrates how motivation acts as an internal driver matching with discipline for reliability and loyalty highlighting the need for balanced motivational and control. Wendi, Yusnita and Sunaryo (2026) talks about the organizational culture and teamwork aligning motivation as a key mediator that explains these into better task performance, collaboration and responsibility. While these studies treat performance as an outcome that they oversee on the emotional pathways by representing a critical gap.

EMPLOYEE ENGAGEMENT

Employee engagement was primarily conceptualized by William A. Kahn (1990) as it connects employee's physical, mental and emotional personalities to their work roles where employee engagement links individual motivation to larger outcomes in retail as it is influenced by the demographics and leadership factors. Phaninder (2023) reviews on how factors like age, gender, experience and role shape engagement levels and work engagement is commonly understood through the dimensions of Vigor, dedication and absorption as recognized by Wilmar B. Schaufeli et al. (2002) and Phaninder (2023) needs the inclusion of these three dimensions as it controls even beyond IT into retail. Sastry and Das (2025) analytically link's engagement in Indian retail to organizational efficiency with engaged employees showing dedication, cooperation and flexible effort for competitive advantage. Kawkab (2021) in Hyderabad it shows that rewards, supervisor support leads to career growth as it helps in reducing turnover by promoting a positive attitude. Engagement is also supported by Arnold

B. Bakker and Evangelia Demerouti (2007) Job Demands-Resources model which explains that job resources such as support, recognition and development opportunities improve motivation and job resources demands can weaken employee well-being

PERCEIVED SUPERVISOR SUPPORT

Perceived supervisor support emphasizes motivation, engagement and performance chain often as a moderator. Fauzi (2025) conceptually draws it to engagement where supervisor's help promote real-world service behaviors that elevates customer experience in retail. Jain and Chawla (2025) show the moderating AI's impact on performance through enhanced confidence and flexibility by highlighting human support among technology changes. Sengar and Pandey (2023) link it to rewards which upsurge motivation and commitment in competitive retail. Past work views supervisor support as a separate factor not as a moderator and this gap explains integrated models determining its role in motivation, engagement and performance dynamics. Taken together is the reviewed literature that specifies employee motivation consistently expects positive performance outcomes while higher levels of work engagement are connected with stronger behavioral and organizational outcomes (Arnold B. Bakker & Evangelia Demerouti, 2007). Perceived Supervisor Support (PSS) also develops as an important proper factor that directly improves employee motivation, engagement and performance. Within the Indian organized retail context with limited empirical research has simultaneously observed employee motivation as a predictor of job performance and work engagement while considering PSS as a supporting contextual variable. This gap provides a theoretical foundation for the present study.

RESEARCH GAP

While the existing literature has examined the individual links between motivation and performance and the empirical evidence remains fragmented regarding how these variables interact simultaneously within the high-pressure Indian organized retail background. Thus, there is a lack of agreement on whether Perceived Supervisor Support (PSS) acts as a primary driver or a moderator for engagement in this sector. This study addresses these gaps by testing an integrated model that examines PSS as a potential moderator in the motivation and engagement pathway.

STATEMENT OF PROBLEM:

In organized retail organisation employee motivation had an important part in improving job performance and work engagement as retail organization often experience variations in employee productivity, commitment and engagement despite having similar operational systems. This creates a need for better understanding on how employee motivation influences job performance and work engagement and whether perceived supervisory support strengthens the relationship.

OBJECTIVES:

The following objectives have been set for the current study in order to fill in the identified research gaps and better in understanding the issue. To examine the direct effects of Employee Motivation on Job Performance in the retail industry.

1. To evaluate the influence of Employee Motivation on both Job Performance and Work Engagement within the organized retail sector.
2. To investigate if Perceived Supervisor Support (PSS) significantly moderates the relationship between Employee Motivation and Work Engagement.

SCOPE OF THE STUDY:

The study focuses on employees working in the organized retail sector as it examines the influence of employee motivation on job performance and work engagement. The study also analyses the moderating role of perceived supervisory support in strengthening or weakening the relationship as the scope is limited based on the primary data collected through a structured questionnaire and considers the variables which is included in the conceptual framework.

LIMITATIONS

The study uses convenience sampling which may limits the generalize ability of the findings. The use of self-reported data may introduce response bias. Since all concepts were controlled from the same respondents in a single session common method bias cannot be ruled out. The study depends on Cronbach's Alpha to measure reliability and future research may use positive factor analysis to establish concept validity more accurately.

RESEARCH METHODOLOGY:

RESEARCH DESIGN

This study adopts a quantitative, descriptive and analytical research design to observe the relationships between employee motivation, work engagement job performance and perceived supervisory support in the organized retail sector. An empirical approach is followed wherein hypotheses resulting from existing theoretical frameworks are empirically tested using primary data.

POPULATION AND SAMPLING

The target population includes employees working in the organized retail sector in Bengaluru. The study includes employees involved in sales and administrative roles specified their direct involvement in operational and face of the customer activities.

A convenience sampling technique was used due to availability limits within the retail environment. Data were collected from 125 respondents out of which 122 valid responses were taken after data cleaning. The final sample size is considered satisfactory for statistical analysis.

DATA COLLECTION AND MEASUREMENT

Primary data was collected through a structured questionnaire. The tool consisted of two sections are demographic details and dimension of key variables.

All variables were measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

1. Employee Motivation was measured using items related to compensation, recognition, work environment and growth opportunities.
2. Work Engagement was measured through dimensions such as Vigor, dedication and absorption.
3. Job Performance was measured using self-reported pointers such as task efficiency and goal achievement.
4. Perceived Supervisory Support was measured through how reliable the employees were on the supervisors.

RELIABILITY AND VALIDITY

The inside reliability of the quantity scales was measured using Cronbach's Alpha. All constructs recorded values above the acceptable value of 0.70 representing satisfactory reliability.

DATA ANALYSIS TECHNIQUES

Data analysis was directed using Jamovi statistical software. The following techniques were applied:

1. Descriptive Statistics to review respondent features
2. Pearson Correlation Analysis to study the relationships among variables
3. Regression Analysis to test the impact of all the variables
4. Diagnostic Tests including VIF, tolerance values and normality tests to ensure the legitimacy of regression assumptions

HYPOTHESIS

H1: Employee motivation has a significant positive impact on job performance and work engagement

H2: Perceived Supervisor Support positively moderates the relationship between Motivation and Work Engagement

DATA ANALYSIS AND INTERPRETATION:

A total of 125 responses were collected out of which 122 valid responses were reserved after data cleaning and the cleaning process involved removing incomplete and unreliable responses to ensure data reliability.

The sample mainly contained of primary retail employees with a majority belonging to the age group of 25-34 and holding 1-5 years of experience. This demographic profile is suitable for examining employee motivation, engagement and performance in retail settings.

DESCRIPTIVE STATISTICS

Descriptive statistics indicate that employees reported relatively high levels of motivation Mean = 4.11, work engagement Mean = 4.13 and job performance Mean = 4.34. The moderate standard deviation values suggest reasonable variability in responses, indicating that the dataset is suitable for further inferential analysis.

RELIABILITY ANALYSIS

The internal consistency of the constructs was assessed using Cronbach's Alpha. All variables verified strong reliability with values exceeding the acceptable value of 0.70. This confirms that the measurement scales are consistent and suitable for statistical analysis.

CORRELATION ANALYSIS

Pearson correlation analysis revealed a positive relationship among the key variables. Employee motivation showed a strong positive correlation with work engagement ($r = 0.801$, $p < 0.001$) and job performance ($r = 0.675$, $p < 0.001$). Also, work engagement was strongly correlated with job performance ($r = 0.702$, $p < 0.001$). These results indicate that higher levels of motivation are associated with increased engagement and improved performance outcomes.

HYPOTHESIS TESTING

Effect of Employee Motivation on Job Performance

A simple linear regression analysis was conducted to examine the impact of employee motivation on job performance. The results indicate a significant positive effect ($\beta = 0.714$, $p < 0.001$) with motivation explaining 45.6% of the variance in job performance ($R^2 = 0.456$). Thus, H1 is supported and employee motivation significantly influences job performance.

EFFECT OF EMPLOYEE MOTIVATION ON WORK ENGAGEMENT

A regression analysis was performed to assess the influence of employee motivation on work engagement. The findings reveal a strong positive relationship ($\beta = 0.887$, $p < 0.001$) with motivation explaining 64.1% of the variance in engagement ($R^2 = 0.641$). Thus, H2 is supported and employee motivation significantly influences work engagement.

EFFECT OF PERCEIVED SUPERVISOR SUPPORT (PSS)

A moderation analysis was conducted to examine if PSS strengthens the link between motivation and engagement. The interaction effect was found to be statistically insignificant ($\beta = -0.069$, $p = 0.341$) leading to the rejection of the moderation hypothesis and a significant direct positive effect of PSS on work engagement was observed ($\beta = 0.114$, $p = 0.019$) indicating that while supervisor support does not change how motivation works and it independently increases overall engagement levels. Thus, PSS is rejected and perceived supervisor support shows a significant direct positive influence on work engagement.

FINDINGS:

MOTIVATION AND JOB PERFORMANCE

The findings of the study determines that employee motivation uses a strong and statistically significant influence on job performance. The regression results indicate a positive effect of employee motivation on job performance with motivation explaining 45.6% of the variance in job performance. This suggests that employees with high level of motivation are

more likely to show effort, determination and goal focused behavior by enhancing overall performance outcomes. This finding can be explained by the Expectancy Theory anticipated by Victor H.

Vroom (1964) which recommends that employees use greater effort when they believe that their effort will lead to desirable performance outcomes and valued rewards. The result is also consistent with Goal-Setting Theory which argues that motivated employees are more committed to achieving organizational goals and performance standards.

The magnitude of the effect is consistent with the findings of Novansyah et al. (2024) and Widjaja et al. (2025) both of whom reported that employee motivation suggestively improves performance outcomes in retail settings as a slightly stronger effect observed in the present study may reflect a stronger performance accountability and customer facing demands naturally related with retail set-ups compared with broader hypermarket environments.

MOTIVATION AND WORK ENGAGEMENT

The study reveals that employee motivation has a strong and statistically significant effect on work engagement. The regression results show that employee motivation positively influences work engagement with motivation explaining 64.1% of the variance in engagement as it indicates that employees who experience higher motivation are more likely to determine Vigor, dedication and absorption in their work roles.

The finding is strongly supported by the Job Demands-Resources model anticipated by Arnold B. Bakker and Evangelia Demerouti (2007) which highlights that individual resources such as motivation directly enhance positive mental state especially in work engagement and there is a stronger effect of motivation on engagement than on job performance supports the JD-R model that individual resources influence emotional attachment more directly than visible behavioral outcomes.

The present finding is reliable with the work of Sastry and Das (2025) who found that motivated employees in the Indian retail sector show stronger engagement, dedication, cooperation and flexible effort Kawkab (2021) observed that motivational factors such as rewards, career growth and support suggestively enhance employee engagement.

PERCEIVED SUPERVISORY SUPPORT

The finding of this study is insignificance of PSS as a moderator despite it is significant and has a direct effect on engagement as this suggests that in the Bengaluru retail environment the relationship between an employee's internal motivation and their work engagement is vigorous and does not depend on the level of supervisory support received. This supervisor robust engagement may be credited to the structured nature of organized retail where performance metrics and intrinsic goals drive engagement more reliably than relational support alone.

MANAGERIAL IMPLICATIONS

The findings highlight the importance of emerging real motivational practices within retail organizations. Managers should adopt a full motivational approach that includes both extrinsic and intrinsic factors such as fair compensation, recognition, career development opportunities and meaningful job roles since employee motivation significantly influences both job performance and work engagement by improving motivation can generate both behavioral and emotional benefits for employees. Thus, the positive direct effect of perceived supervisor support suggests that supervisors play an important role in creating an engaging work environment and retail organizations should strengthen supportive leadership practices by encouraging open communication and provide employee recognition to enhance overall engagement and performance.

SUGGESTIONS / RECOMMENDATIONS

In organized retail sector implement structured employee recognition and reward systems which will strengthen motivation among the employee by providing continuous training and development opportunities to support employee's growth and skill improvement by designing jobs that promote autonomy, responsibility and effective utilization of employee skills and also conduct regular valuations of employee motivation and engagement to identify areas for improvement.

FUTURE RESEARCH DIRECTIONS

Future studies should consider longitudinal research designs to examine changes in motivation, engagement and performance over the time expanding the research across multiple organizations and sectors would improve the general ability of the findings and also variables such as organizational culture, leadership style and job satisfaction may be

combined to provide a more comprehensive understanding of employee behavior. The inclusion of objective performance measures together with self-reported data is suggested to improve the validity of future research outcomes.

CONCLUSION

The study establishes employee motivation as an important factor of both work engagement and job performance within the retail sector by empirically demonstrating its strong influence on both emotional and social outcomes as the research highlights the central role of motivation in driving organizational effectiveness. The findings offer valuable insights for both academic research and managerial practice by highlighting that development of employee motivation can lead to a more engaged workforce and improve performance outcomes in the retail environments.

REFERENCES

- [1] Akerele, O. O. (2023). The link between motivation and organizational performance: An exploration of factors influencing employee motivation and its impact on organizational success. *International Journal of Business Ethics and Governance*, 6(1), 27–37. <https://doi.org/10.51325/ijbeg.v6i1.118>
- [2] Carr, G. V. (2025). *Effective retention strategies retail sector leaders use to reduce voluntary employee turnover*. ScholarWorks. <https://scholarworks.waldenu.edu/dissertations/17171/>
- [3] Crawford, Y. (2020). *Strategies leaders in the retail industry use to increase employee engagement*. ScholarWorks. <https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=10365&context=dissertations>
- [4] DeSilva, S. S. (2021). *Measuring transformational leadership, employee engagement, and employee productivity: Retail stores*. ScholarWorks. <https://scholarworks.waldenu.edu/dissertations/11452/>
- [5] Evy Oktaviani Fauzi. (2025). The role of employee engagement in enhancing customer experience in the retail sector. *Journal of Resource Management, Economics and Business*, 4(2), 80–93. <https://doi.org/10.58468/remics.v4i2.175>
- [6] Ehtesham, A. (2021). A study on employee engagement in the retail sector with due emphasis on Hyderabad. *International Journal of Business and Management Invention*, 10, 84–88. <https://doi.org/10.35629/8028-10018488>
- [7] Fadhilah, A. F., Aryanti, A. N., Sofiati, N. A., Ismail, G. D., & Muttaqin, R. (2026). Enhancing employee performance through competence, motivation, and transformational leadership: The strategic role of employee engagement. *Journal of General Education and Humanities*, 5(1). <https://doi.org/10.58421/gehu.v5i1.958>
- [8] Fayaz, S., Akhtar, N., & Butt, M. W. (2025). Work motivation and organizational commitment in retail market: Moderating role of personality traits. *Journal of Development and Social Sciences*, 6(3), 29–44. [https://doi.org/10.47205/jdss.2025\(6-III\)04](https://doi.org/10.47205/jdss.2025(6-III)04)
- [9] Ho, U. I., & Phillips, J. O. L. (2025). The impact of monetary rewards and employees' benefits on frontline staff motivation in the retail industry. *Journal of Economics, Business and Management*, 13(3), 309–314. <https://doi.org/10.18178/joebm.2025.13.3.884>
- [10] Jaman, S. H., James, K. C., & Luamba, D. S. (2022). Impacts of employee engagement and workforce productivity on retail companies. *International Journal of Business and Management Research*, 10(1), 6–18. <https://doi.org/10.37391/ijbmr.100102>
- [11] Kaur, D. (2023). Drivers of employee engagement impacting employee performance. *International Journal of Research in Human Resource Management*, 5(2), 28–36. <https://doi.org/10.33545/26633213.2023.v5.i2a.147>
- [12] Kaur, D., & Kaur, R. (2019). Exploring the factors of employee engagement: A study of retail sector in India. *International Journal of Advance Research in Computer Science and Management*, 7(1), 43–49. https://www.researchgate.net/publication/330956675_Exploring_the_Factors_of_Employee_Engagement_A_study_of_Retail_Sector_in_India
- [13] https://www.researchgate.net/publication/330956675_Exploring_the_Factors_of_Employee_Engagement_A_study_of_Retail_Sector_in_India
- [14] Mande, A. (2021). Various motivational factors and its impact on employees of retail sector in Pune region. *ResearchGate*, 7831–7841. https://www.researchgate.net/publication/363800300_Various_Motivational_Factors_and_Its_Impact_on_Employees_of_Retail_Sector_in_Pune_Region
- [15] https://www.researchgate.net/publication/363800300_Various_Motivational_Factors_and_Its_Impact_on_Employees_of_Retail_Sector_in_Pune_Region
- [16] https://www.researchgate.net/publication/363800300_Various_Motivational_Factors_and_Its_Impact_on_Employees_of_Retail_Sector_in_Pune_Region

- [17] Nusraningrum, D., Rahmawati, A., Wider, W., Jiang, L., & Udang, L. N. (2024). Enhancing employee performance through motivation: The mediating roles of green work environments and engagement in Jakarta's logistics sector. *Frontiers in Sociology*, 9. <https://doi.org/10.3389/fsoc.2024.1392229>
- [18] Prasad, D. (2024). Linking employee engagement to organizational effectiveness: An empirical study in retail companies. *Journal of Informatics Education and Research*, 5(4). <https://jier.org/index.php/journal/article/view/3452>
- [19] Widjaja, W., Sabil, S., Michael, N. M., & Devi, N. (2025). Driving success in fast-fashion retail: A moderated mediation model. *Jurnal Manajemen*, 29(1), 88–108. <https://doi.org/10.24912/jm.v29i1.2480>
