Performance Assessment: Exploring The Impact Of Organizational Citizenship Behavior And Culture In The Power Sector Of India

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ARTICLE INFO	ABSTRACT
	This study investigates the influences of Organizational Citizenship Behavior (OCB) and Organizational Culture on employee performance in power sector companies in India. The objective was to assess the extent and significance of these influences, focusing on middle-level managers at NTPC and JITPL. Data was collected from 400 employees using structured questionnaires designed to measure OCB, Organizational Culture, and Performance. Statistical analysis included regression models to determine the relationships between OCB, Organizational Culture, and employee performance metrics. The study found significant positive relationships between Organizational Citizenship Behavior and Organizational Culture with employee performance. These results indicate that both factors contribute significantly to enhanced organizational effectiveness in the Indian power sector. The study suggests that promoting OCB and nurturing a strong organizational culture can lead to sustained competitive advantage, improved customer satisfaction, and better adaptation to industry challenges in the evolving energy landscape of India's power sector. **Keywords:** Organizational Citizenship Behavior, Organizational Culture, Employee Performance, Power Sector, NTPC, JITPL

1 INTRODUCTION

Organizational Citizenship Behavior (OCB) and Organizational Culture are crucial components in understanding employee performance within various industries, including India's power sector. OCB refers to discretionary actions by employees that go beyond their formal job requirements to benefit the organization, such as helping colleagues, participating in organizational initiatives, and suggesting process improvements (Organ, 1988; Podsakoff et al., 2000). These behaviors enhance operational efficiency and create a positive workplace atmosphere, fostering collaboration and teamwork among employees (Organ & Ryan, 1995; Podsakoff et al., 2000).

Organizational Culture, on the other hand, shapes employee behavior through shared values, beliefs, and norms within an organization (Schein, 1990; Cameron & Quinn, 2011). A strong organizational culture aligns employee actions with strategic goals, promoting employee engagement and organizational commitment (Deal & Kennedy, 1983; Peters & Waterman, 1982). In India's power sector, characterized by regulatory complexities and technological advancements, understanding these cultural dynamics is essential for optimizing employee performance and achieving organizational goals.

While research has extensively explored OCB and Organizational Culture across various sectors globally, sector-specific studies within India's power sector are limited. This study aims to fill this gap by investigating how OCB and Organizational Culture impact employee performance within Indian power sector companies. Through empirical research, the study seeks to uncover insights into how these factors contribute to enhancing employee effectiveness, job satisfaction, and overall performance in this critical industry context.

By focusing on employee performance, this research aims to provide actionable insights that can inform strategies to improve operational efficiency, foster innovation, and enhance employee engagement within India's power sector. The study aims to contribute valuable knowledge to both academic literature and practical management strategies tailored to the unique challenges and opportunities within this sector.

In summary, this study highlights the role of OCB and Organizational Culture in influencing employee behaviors and performance outcomes within India's power sector. By deepening our understanding of these factors, the research aims to support organizational leaders and policymakers in making informed decisions that drive employee productivity, satisfaction, and overall organizational success in the dynamic landscape of India's energy industry.

2 REVIEW OF LITERATURE

2.1 Organizational Citizenship Behaviour and Its Impact on Employees' Performance

Rahim (2021), Rahim explored the significance of information systems and training in enhancing organizational performance and preventing cyber attacks. The study emphasized that effective information systems and comprehensive training programs foster a secure and productive work environment, which in turn encourages proactive behaviors such as Organizational Citizenship Behavior (OCB) among professionals across both public and private sectors.

Kumari & Thapliyal (2017), Kumari and Thapliyal investigated the relationship between OCB and organizational effectiveness. They found a positive association between all dimensions of OCB, such as altruism, conscientiousness, sportsmanship, civic virtue, and courtesy, and organizational effectiveness. The study emphasized that promoting OCB among employees can lead to improved organizational performance and competitive advantage in the market.

Naghdi et al. (2013), Naghdi and colleagues highlighted the significant impact of OCB on formal and informal performance evaluations within organizations. They found that employees engaging in OCB are aware of the positive evaluations and recognition these behaviors can garner from upper management. This awareness reinforces the voluntary nature of OCB, suggesting that employees engage in these behaviors not only because they are expected but also because they recognize the social benefits and personal satisfaction derived from contributing positively to their workplace environment. Malik et al. (2012), Malik and colleagues examined the relationship between compensation levels, affective commitment, and OCB. Their findings indicated that higher compensation levels might enhance discretionary behaviors linked to emotional commitment acts. This study reinforces the idea that organizational justice and fair compensation play crucial roles in motivating employees to engage in OCB, thereby improving organizational efficiency and performance.

Malik et al. (2012), Malik and colleagues explored the relationship between organizational justice, organizational support, and OCB. They found that organizational justice mediates how employees perceive organizational support. When employees perceive fairness in the distribution of rewards, resources, and decision-making processes, they feel more supported by their organization. This perception of support encourages employees to engage in OCB, such as helping colleagues, participating actively in work teams, and volunteering for additional responsibilities. Nimram (2011), Nimram investigated the psychological contract and its impact on OCB across different generations. The study highlighted that the psychological contract, including implicit expectations between employers and employees, is crucial for motivating employees and enhancing productivity. Meeting employees' developmental needs and creating a positive work environment were identified as key strategies to encourage OCB. Mohammad et al. (2011), Mohammad and colleagues distinguished between official job duties and additional responsibilities that contribute to OCB. They highlighted that factors such as job autonomy, agreeableness, and perceptions of organizational justice and fairness significantly influence employees' engagement in behaviors beyond their formal job descriptions. The study suggested that organizational policies and leadership practices play a crucial role in shaping employee behaviors that contribute to a positive organizational climate and enhanced overall performance.

Miao and Shen (2011): Miao and Shen conducted a comprehensive study across multiple sectors in India—manufacturing, information technology, and banking—to explore the influence of organizational culture on OCB. They found that a strong organizational culture, characterized by shared values, beliefs, and norms, positively correlates with higher levels of OCB among employees. The findings imply that cultivating a robust organizational culture can foster a workplace environment where employees willingly engage in behaviors that benefit the organization beyond their formal job descriptions.

Sharma (2013) provides insightful analysis extending beyond the specific case studied, illustrating how various environmental factors differently influence a country's growth potential. Despite certain environmental similarities, China's economy outpaces India's, largely due to robust leadership. Therefore, the primary growth driver identified is leadership. The study concludes by emphasizing the critical role of political factors, especially political ideology, in shaping a nation's growth trajectory among other environmental factors.

Nejat et al. (2009), Nejat and colleagues, in their study titled "The Effect of OCB on Service Quality (Case Study, Travel Agencies in Tehran)," explored the influence of OCB on service quality perception among clients of travel agencies in Tehran. They found that employees' job satisfaction and trust in managers significantly contribute to their engagement in OCB, which in turn positively enhances service quality as perceived by clients. Modassir and Singh (2008), Modassir and Singh focused on the role of organizational commitment in influencing OCB. They highlighted that employees who are deeply committed to their organization are more likely to demonstrate behaviors that contribute positively to the organizational environment, such as civic virtue and helping behaviors. The study underscored the notion that organizational commitment acts as a

motivational factor, encouraging employees to invest additional effort and time in activities that support organizational goals.

Mathur and Vigg (2007), Mathur and Vigg examined the differences in OCB between manufacturing and service sectors, with a specific focus on dimensions like loyalty and civic virtue. They found that employees in the service sector tend to exhibit higher levels of OCB compared to those in manufacturing, attributing this difference to the nature of service-oriented roles that often require interpersonal skills, customer service orientation, and responsiveness to organizational needs. Gholipoor and Hasan Kakhaki (2006), Gholipoor and Hasan Kakhaki, in their study titled "OCB, Another Step to Improve Organizational Performance before Customer," explored the impact of OCB on customer perceptions within organizational settings. They concluded that OCB plays a pivotal role in shaping how customers perceive service quality, satisfaction levels, behavioral intentions, and overall loyalty to the organization. Oplatka (2006), Oplatka compared OCB between full-time and part-time workers, noting differences in perceived helpfulness. Despite exhibiting similar levels of voice behavior, part-time employees were perceived as less helpful than their full-time counterparts, suggesting that organizational expectations and perceptions of employee commitment may vary based on employment status, influencing evaluations of OCB.

Zare'imatin et al. (2005), Zare'imatin and colleagues, in their research focused on "Understanding the Effective Factors on OCB and Examining Its Relationship with Organizational Functioning," investigated various dimensions of OCB across different organizational contexts. They found that while human-oriented indicators of OCB like dedication and cooperation did not significantly vary across organizations, institutional indicators like loyalty, chivalry, and dutifulness showed substantial differences. Law et al. (2005), Law and colleagues investigated the role of emotional intelligence in predicting OCB. They found that traits such as self-awareness, self-motivation, and social skills did not significantly predict citizenship behavior. However, emotional intelligence was positively associated with conscientiousness, civic virtue, and altruism. The study highlighted the importance of emotional intelligence in fostering a supportive workplace environment that encourages discretionary behaviors among employees.

Maria et al. (2004), Maria and colleagues investigated the mediating role of organizational commitment in explaining OCB. They found that organizational commitment—a psychological attachment employees feel towards their organization—is a significant predictor of OCB. Committed employees are more likely to engage in behaviors such as volunteering for additional tasks, participating actively in decision-making processes, and supporting organizational initiatives. Bogler and Somech (2004), Bogler and Somech, in their study "The Effect of Examining Teachers on Job and Occupational Commitment and OCB in Schools," explored the relationship between teachers' engagement in OCB and their commitment levels within educational settings. They found a significant positive correlation between teachers' OCB and their feelings of empowerment, job commitment, and occupational commitment. Nigel et al. (2002), Nigel and colleagues explored the personality traits associated with OCB, particularly focusing on extraversion and agreeableness. They found that extraverts tend to respond more actively to their social environment, which may influence their inclination toward engaging in OCBs. While agreeableness was positively correlated with most dimensions of OCB, it did not emerge as a significant predictor of overall OCB engagement. This suggests that while agreeable individuals may exhibit cooperative behaviors within teams, their impact on broader organizational citizenship may vary.

Cohen & Vigoda (2000), Cohen and Vigoda discussed gender disparities in organizational behaviors, noting that female behaviors often emphasize interpersonal relationships and concern for others' well-being, while male behaviors tend to be more assertive and self-sufficient. They categorized OCB evaluations into various antecedents, including organizational justice, commitment and culture, extra-role behavior, personality, career orientation, procedural justice, organizational trust, leadership empowerment, and gender disparities. Mack Nili and Mag Nilo (1994), Mack Nili and Mag Nilo focused on the relationship between job satisfaction and fair rewards, highlighting how job satisfaction influences employees' engagement in social behaviors within organizational settings. They concluded that higher levels of job satisfaction correlate positively and significantly with employees' willingness to engage in behaviors that benefit their colleagues and the organization as a whole.

Tang and Ibrahim (1998), Tang and Ibrahim, in their research "The Consequences of OCB," examined the broader implications of OCB on individual and organizational outcomes across American, Saudi Arabian, and Egyptian samples. They established meaningful relationships between OCB and various factors such as job satisfaction, self-esteem, stress reduction, and the achievement of individual goals, highlighting the universal relevance of OCB in enhancing personal well-being and organizational effectiveness.

Batman and Organ (1983), Batman and Organ, in their empirical study among non-academic staff and administrative managers in a western state university, explored the relationship between job satisfaction and OCB. They found a robust positive correlation, indicating that higher levels of job satisfaction are associated with greater engagement in OCB. The study suggested that factors like supportive supervision and opportunities for career advancement have a more significant impact on fostering OCB than factors like interpersonal relationships among colleagues or monetary rewards.

2.2 Organizational Culture and Its Impact on Employees' Performance

Lopez-Martin and Topa (2019) emphasize the influence of an orientation towards innovation on altruistic behaviors within organizations. They propose that environments fostering innovation encourage employees to

develop attitudes and behaviors that support altruism. This is due to the fact that innovative cultures often value collaboration, creativity, and mutual support, which promote voluntary acts of assistance among colleagues facing work challenges. Lopez-Martin and Topa (2019) also discuss conscientiousness as a form of citizenship behavior that surpasses the minimum organizational requirements. They argue that in organizations with a supportive culture and clearly defined norms, employees are more inclined to exhibit conscientious behaviors. These behaviors include adherence to organizational procedures, adaptability to external changes, and consistently performing tasks to high standards, thereby contributing to organizational effectiveness. Jeong et al. (2019) examine altruistic behaviors in hierarchical organizations and note that such behaviors may be less common due to rigid norms and formalized processes. In hierarchical settings, organizational structures typically prioritize adherence to rules and protocols over discretionary acts of help, contrasting with more flexible cultures that promote altruism through supportive and less bureaucratic environments. Jeong et al. (2019) also highlight how conscientious behaviors are influenced by an organization's cultural orientation towards support and external adaptation. They argue that organizations fostering a supportive culture and continuously adapting to external challenges are more likely to encourage employees to exhibit conscientious behaviors, such as adherence to norms and procedures, which contribute to organizational stability and competitive advantage.

Ehrhart et al. (2015) and Yuliusdharma et al. (2019) delve into sportsmanship within team-based organizational cultures, such as clan cultures. They emphasize that in environments characterized by high task interdependence and mutual support, sportsmanship plays a crucial role in fostering teamwork and collective success. Employees demonstrating sportsmanship prioritize team goals over personal interests, willingly making sacrifices for the greater good of the team, which enhances team dynamics and promotes a positive organizational climate. Park S. M. et al. (2013) explore conscientiousness as a form of citizenship behavior that enhances organizational performance. They suggest that conscientious behaviors, such as punctuality, attendance, and adherence to organizational policies, are more prevalent in collectivist cultures where individuals prioritize the organization's goals over personal interests, contributing to overall effectiveness and success.

Park S. M. et al. (2013) and Jeong et al. (2019) discuss market culture as a significant driver of civic virtue within organizations. Market culture, characterized by a strong emphasis on competitive advantage and long-term success, motivates employees to actively contribute to organizational strategic objectives. In market-oriented environments, employees view their participation as crucial for achieving organizational effectiveness and sustainability.

Cameron and Quinn (2011) propose the Organizational Culture Assessment Instrument (OCAI) model to explore how different organizational cultures influence altruistic behaviors. They identify two types of cultures conducive to altruism: clan cultures, which emphasize teamwork, participation, and consensus-building, and adhocracy cultures, which promote innovation, individual initiative, and freedom. Cameron and Quinn (2011) also discuss how organizational culture influences conscientious behaviors, identifying market and hierarchical cultures as examples. Market cultures focus on competitiveness and achievement, driving organizational behaviors, while hierarchical cultures emphasize formal rules and stability. Both aim to foster conscientiousness among employees by maintaining clear expectations and coherence.

Organ (1988) defines civic virtue as a crucial aspect of organizational citizenship behavior (OCB), where employees show a willingness to engage in activities that benefit the organization, even if it involves personal sacrifices or efforts beyond their formal job responsibilities. This behavior reflects a commitment to organizational goals and values, contributing to a positive organizational climate and enhanced productivity. Podsakoff et al. (2000) and Liu and Fellows (2008) describe civic virtue as a proactive attitude that extends beyond mere compliance. Employees exhibiting civic virtue take initiative in organizational matters, such as volunteering for committees and participating in decision-making processes, fostering a sense of ownership and responsibility towards organizational success. Goodman and Svyantek (1999) and Liu and Fellows (2008) examine altruistic behaviors as stable characteristics of individuals within organizational contexts. They define altruism as voluntary actions to help others with work-related problems, driven by personal philosophies rather than external factors. This perspective suggests that while organizational culture may influence altruistic behaviors, individual beliefs and values play a significant role.

Chhokar, Zhuplev, Fok, and Hartman (2004) conducted a cross-cultural study, highlighting the impact of Organizational Citizenship Behavior (OCB) across diverse cultural contexts. Their research demonstrates that OCB influences organizational behavior and effectiveness in various countries, including France, Britain, India, Russia, and the United States. Van Scotter, Motowidlo, and Cross (2000) demonstrated in a military context that contextual performance significantly contributes to various rewards such as medals, promotability ratings, and informal rewards. Their findings underscore that contextual behaviors add substantial value beyond task performance in determining organizational rewards.

Orr et al. (1989) examined the impact of contextual and task behaviors on supervisor ratings of employee contributions' monetary value. Their findings indicated that contextual behaviors explained additional variance beyond task behaviors alone in estimating employee contributions. Kiker and Motowidlo (1999) investigated how contextual and task performance influence supervisor decisions regarding reward allocation. Their study found that both types of performance significantly affected reward decisions, emphasizing the importance of OCBs in managerial practices. MacKenzie, Podsakoff, and Fetter (1991, 1993) and other

researchers have shown that Organizational Citizenship Behaviors (OCBs) significantly impact managerial decisions and performance appraisals. These studies suggest that OCBs often have a greater influence on performance appraisals than objective performance metrics, highlighting their significant role in managerial assessments. Organ (1988) defines sportsmanship as an essential component of organizational citizenship behavior (OCB), characterized by employees' willingness to accept workplace challenges and inconveniences without complaint. Sportsmanship involves a proactive and positive attitude towards work difficulties, contributing to a supportive and harmonious work environment.

Denison and Mishra (1995) expanded on earlier research by empirically demonstrating the relationship between organizational culture and performance across various contexts. They illustrated how cultural traits such as adaptability, involvement, consistency, and mission alignment correlate with different performance criteria. Ouchi (1983) contributed to the discussion by asserting that national culture alone could not account for all organizational differences. Researchers began to distinguish between different organizational cultures within the same societal context, emphasizing their impact on performance and adaptability. Warner and Low (1947) noted that organizational culture has roots in the early 1930s Hawthorne studies. However, it gained significant traction in the 1980s due to the need to understand why U.S. firms faced challenges competing with organizations from different cultural contexts, like Japan (Schein, 1990; Trice & Beyer, 1993).

Deal & Kennedy (1983) and Peters & Waterman (1982) emphasized the critical role of organizational culture in shaping organizational effectiveness. They argued that strong cultures with clear, consistent values are linked to long-term performance outcomes, a perspective further supported by Kotter and Heskett (1992). Podsakoff, Ahearne, and Mackenzie (1997) emphasized the positive impact of Organizational Citizenship Behaviors (OCBs) on organizational effectiveness. Their empirical studies highlight the universal relevance of OCB in enhancing work group effectiveness and organizational performance. Ancona et al. (1996) and Cascio (1995) discuss modern organizational structures characterized by decentralization and agility. Leaders play a crucial role in inspiring OCB and facilitating effective organizational functioning in these new paradigms.

Quinn and Spreitzer (1991) argue that understanding and reshaping organizational culture can significantly enhance an organization's competitiveness and rejuvenate declining entities. Organizational culture remains a focal point for research, with scholars highlighting its profound impact on organizational dynamics and outcomes. Parry (2004) and Valentino et al. (2004) underscore the importance of organizational culture in influencing systemic operations, productivity levels, leadership practices, and overall performance outcomes. This comprehensive impact highlights why organizational culture is a crucial area for research and strategic management.

Podsakoff et al. (2000) and Liu and Fellows (2008) describe courteous behaviors as acts of consideration and respect aimed at preventing work-related issues. Courteous behaviors, such as informing colleagues about actions that may impact them, foster a cooperative work environment. Park S. M. et al. (2013) highlight that clan cultures, characterized by team orientation and collaboration, provide an ideal environment for courteous behaviors. In such cultures, employees are more likely to engage in actions that promote harmony and prevent conflicts. Atchison (2002) and Drucker (1995) discuss the entrenched nature of organizational culture, making cultural transformation complex and challenging. Strategic interventions and sustained efforts are required to reshape organizational cultures over time, reflecting the deep-rooted influence of cultural norms on organizational behavior. Kowalezyk & Pawlish (2002) emphasize that organizational culture is not merely a backdrop but a strategic asset that can confer competitive advantage, enhance adaptability to change, and foster innovation. Culture shapes communication norms, decision-making processes, and the credibility of the organization among external stakeholders.

Mycek (2000) highlights that organizational culture plays a pivotal role in socialization and learning within organizations. It sets the tone for integrating new members and facilitates the sharing and transfer of knowledge among employees, contributing to organizational cohesion and effectiveness. Taylor (2003) emphasizes that organizational culture influences leadership practices, productivity levels, and overall performance outcomes. The alignment of cultural values with strategic goals is crucial for achieving sustainable success in dynamic and competitive environments. Narine & Persaud (2003) and Taylor (2003) underscore the comprehensive impact of organizational culture on various aspects of organizational functioning. From decision-making to operational efficiency, organizational culture shapes how an organization is perceived and its ability to adapt to changing circumstances. Hofstede et al. (1990) and Atchison (2002) describe organizational culture as deeply rooted and resistant to change. This entrenched nature underscores the complexity of cultural transformation efforts, requiring deliberate strategies to realign cultural values with organizational objectives.

Ouchi (1983) asserts that organizational culture transcends national culture, influencing organizational dynamics and effectiveness. Distinguishing between different organizational cultures within the same societal context highlights their distinct impacts on performance and adaptability. Warner & Low (1947) note that organizational culture emerged from the Hawthorne studies in the early 1930s, gaining prominence in the 1980s with increasing globalization. Scholars sought to understand why U.S. firms faced challenges competing with culturally diverse organizations, sparking renewed interest in organizational culture research. Trice & Beyer (1993) emphasize the evolution of organizational culture research, exploring its role in shaping beliefs, values, and norms within organizations. This research trajectory has expanded understanding of how

organizational culture influences behavior and performance across different organizational contexts. Based upon the hypothesis research proposed below two hypotheses –

H1: Organizational Citizenship Behavior (OCB) has a positive and statistically significant effect on organizational performance.
H2: Organizational Culture has a positive and statistically significant effect on organizational performance.

3 RESEARCH QUESTIONS

 I What is the effect of Organizational Citizenship Behavior (OCB) on organizational performance?
 II How does Organizational Culture influence organizational performance?

4 RESEARCH OBJECTIVE

To Examining the Impact of Organizational Citizenship Behavior and Organizational Culture on Employee Performance in India's Power Sector Companies

5 RESEARCH METHODOLOGY

The nature of this study falls within the realms of Applied Research. This study applied theories and concepts related to Organizational Citizenship Behavior (OCB), Organizational Culture, and their impact on employee performance in the specific context of power sector companies in India. The research aimed to determine the extent and significance of these influences through empirical investigation. The sample population consisted of middle-level management personnel from NTPC and JITPL within the power sector in India. The adopted sampling technique was likely stratified random sampling. This technique was chosen to ensure representation across different levels of middle management within each organization, thereby providing a balanced view of perspectives and experiences related to OCB, organizational culture, and employee performance. The questionnaire was designed based on validated constructs measuring Organizational Citizenship Behavior (OCB), Organizational Culture, and Performance. The validity of the questionnaire was ensured through a pilot study and expert validation. Primary data collection involved administering these questionnaires to 400 middle-level managers at NTPC and JITPL. The process included obtaining informed consent, ensuring anonymity and confidentiality, and collecting responses through structured interviews or online surveys, depending on logistical feasibility.

6 RESULT AND ANALYSIS

Table-1 Models Info

Estimation Method	ML
Optimization Method	NLMINB
Number of observations	400
Free parameters	48
Standard errors	Standard
Scaled test	None
Converged	TRUE
Iterations	57
Model	Organizational Citizenship Behaviour (OCB)=~Altruism+Conscientiousness+Sportsmanship+Courtesy+Civic Virtue
	Organizational culture =~Participation+Respect+Attitude to Risk+Action Orientation+Power Distance+Openness+Trust
	Performance=~Task Performance+Contextual Performance+Adaptive Performance
	Performance~Organizational Citizenship Behaviour (OCB)+Organizational culture

The table, titled "Table-1 Models Info," provides an overview of a structural equation modeling (SEM) analysis. The estimation method used is Maximum Likelihood (ML), and the optimization was performed using the NLMINB algorithm. The model was based on 400 observations with 48 free parameters. Standard errors were computed using the standard method, and no scaled test was applied. The model successfully converged after 57 iterations. The structural model includes three latent variables: Organizational Citizenship Behaviour (OCB), Organizational Culture, and Performance. OCB is indicated by Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue. Organizational Culture is represented by Participation, Respect, Attitude to Risk, Action Orientation, Power Distance, Openness, and Trust. Performance is measured by Task Performance, Contextual Performance, and Adaptive Performance. Additionally, Performance is regressed on OCB and Organizational Culture.

Table-2 Model tests

Label	X²	df	p
User Model	2365	87	< .001
Baseline Model	6769	105	< .001

Table-2, titled "Model tests," presents the results of chi-square (X²) tests for two models: the User Model and the Baseline Model. The User Model has a chi-square value of 2365 with 87 degrees of freedom (df), and its p-value is less than .001, indicating a significant lack of fit. The Baseline Model shows a chi-square value of 6769 with 105 degrees of freedom, also with a p-value less than .001, suggesting it is significantly worse than the User Model. The comparison indicates that while the User Model is not a perfect fit, it is substantially better than the Baseline Model.

Table-3 Fit indices

		95% Confidence Intervals		
SRMR	RMSEA	Lower	Upper	RMSEA p
0.143	0.256	0.247	0.265	< .001

Table-3, titled "Fit indices," presents key metrics for evaluating the goodness-of-fit of the model. The Standardized Root Mean Square Residual (SRMR) is 0.143, indicating a suboptimal fit, as values closer to 0 are preferable. The Root Mean Square Error of Approximation (RMSEA) is 0.256, which is significantly above the threshold of 0.08, suggesting a poor fit. The 95% confidence intervals for the RMSEA range from 0.247 to 0.265, further confirming the poor model fit. The p-value for the RMSEA is less than .001, indicating that the RMSEA is significantly different from a good model fit, reaffirming the model's lack of adequacy.

Table-4 Parameters estimates

				95% Confidence Intervals				
Dep	Pred	Estimate	SE	Lower	Upper	β	z	p
, Employee Performance	Organizational Citizenship Behaviour (Ocb)	0.0945	0.0424	0.0114	0.178	0.114	2.23	0.026
Employee Performance	Organizational culture	0.4073	0.0432	0.3227	0.492	0.478	9.43	< .001

Table-4, titled "Parameters estimates," presents the estimated effects of Organizational Citizenship Behaviour (OCB) and Organizational Culture on Employee Performance. The estimate for the effect of OCB on Employee Performance is 0.0945 with a standard error (SE) of 0.0424. The 95% confidence interval for this estimate ranges from 0.0114 to 0.178, with a standardized beta (β) of 0.114. The z-value is 2.23, and the p-value is 0.026, indicating that the effect is statistically significant at the 0.05 level. For the effect of Organizational Culture on Employee Performance, the estimate is 0.4073 with an SE of 0.0432. The 95% confidence interval ranges from 0.3227 to 0.492, with a β of 0.478. The z-value is 9.43, and the p-value is less than .001, indicating a highly significant effect. These results suggest that both OCB and Organizational Culture positively and significantly influence Employee Performance, with Organizational Culture having a stronger impact.
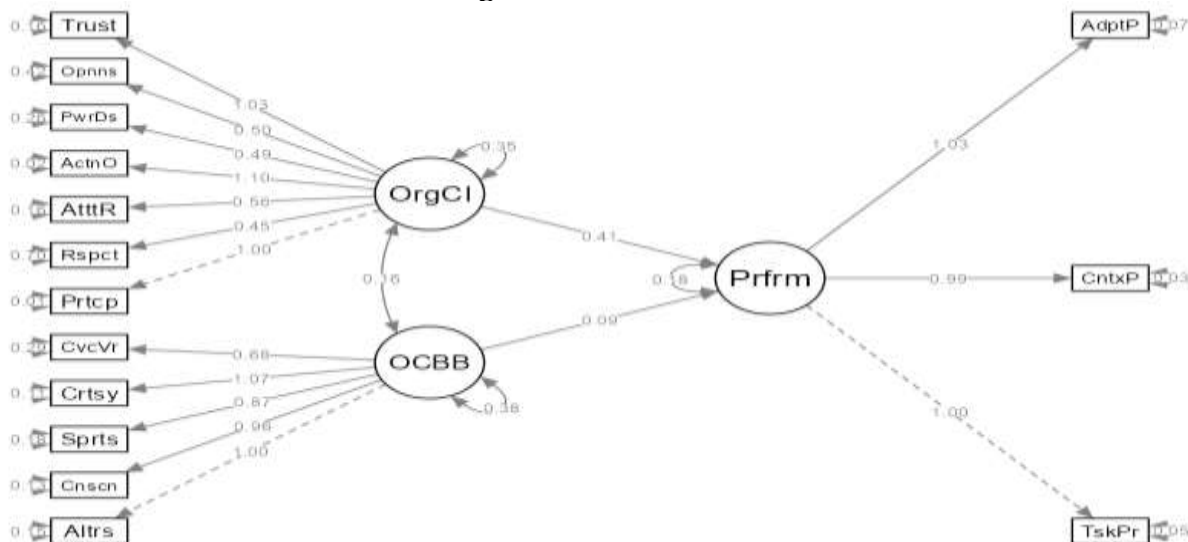
Figure 1 - Path Model

Table-5 Measurement model

Latent	Observed	Estimate	SE	95% Confidence Intervals		β	z	p
				Lower	Upper			
Organizational Citizenship Behaviour (OCB)	Altruism	1	0	1	1	0.845		
	Conscientiousness	0.955	0.0456	0.866	1.045	0.849	20.94	< .001
	Sportsmanship	0.873	0.0469	0.781	0.965	0.787	18.62	< .001
	Courtesy	1.072	0.0475	0.979	1.165	0.892	22.55	< .001
	Civic Virtue	0.682	0.0514	0.581	0.782	0.615	13.28	< .001
Organizational culture	Participation	1	0	1	1	0.981		
	Respect	0.445	0.0714	0.305	0.585	0.301	6.23	< .001
	Attitude to Risk	0.564	0.0348	0.496	0.632	0.64	16.22	< .001

Table-5, titled "Measurement model," outlines the parameter estimates for the relationships between latent variables and their observed indicators. For the latent variable Organizational Citizenship Behaviour (OCB), Altruism has an estimate of 1, serving as the reference indicator with a standardized beta (β) of 0.845. Conscientiousness has an estimate of 0.955 with a standard error (SE) of 0.0456, a 95% confidence interval from 0.866 to 1.045, a β of 0.849, a z-value of 20.94, and a p-value less than .001. Sportsmanship has an estimate of 0.873 (SE = 0.0469), with a confidence interval from 0.781 to 0.965, β of 0.787, z-value of 18.62, and p-value less than .001. Courtesy has an estimate of 1.072 (SE = 0.0475), confidence interval from 0.979 to 1.165, β of 0.892, z-value of 22.55, and p-value less than .001. Civic Virtue has an estimate of 0.682 (SE = 0.0514), confidence interval from 0.581 to 0.782, β of 0.615, z-value of 13.28, and p-value less than .001.
For the latent variable Organizational Culture, Participation is the reference indicator with an estimate of 1 and a β of 0.981. Respect has an estimate of 0.445 (SE = 0.0714), with a confidence interval from 0.305 to 0.585, β of 0.301, z-value of 6.23, and p-value less than .001. Attitude to Risk has an estimate of 0.564 (SE = 0.0348), with a confidence interval from 0.496 to 0.632, β of 0.64, z-value of 16.22, and p-value less than .001. These results indicate strong and significant relationships between the latent variables and their respective indicators.

Table-6 Variances and Covariances

Variable 1	Variable 2	Estimate	SE	95% Confidence Intervals		β	z	p
				Lower	Upper			
Altruism	Altruism	0.1521	0.01392	0.12486	0.1794	0.2868	10.93	< .001
Conscientiousness	Conscientiousness	0.1334	0.01236	0.10915	0.1576	0.2787	10.79	< .001
Sportsmanship	Sportsmanship	0.1774	0.01469	0.14857	0.2062	0.3809	12.07	< .001
Courtesy	Courtesy	0.1114	0.01224	0.08744	0.1354	0.204	9.1	< .001
Civic Virtue	Civic Virtue	0.2894	0.02163	0.24704	0.3318	0.622	13.38	< .001
Participation	Participation	0.0141	0.00297	0.00826	0.0199	0.0382	4.74	< .001
Respect	Respect	0.7047	0.04993	0.60682	0.8026	0.9094	14.11	< .001
Attitude to Risk	Attitude to Risk	0.1623	0.01165	0.13946	0.1851	0.5902	13.93	< .001
Action Orientation	Action Orientation	0.0236	0.00378	0.01618	0.031	0.0522	6.24	< .001
Power Distance	Power Distance	0.257	0.0183	0.22113	0.2929	0.7522	14.04	< .001
Openness	Openness	0.4208	0.02989	0.36225	0.4794	0.8256	14.08	< .001
Trust	Trust	0.1629	0.01212	0.13911	0.1866	0.3029	13.43	< .001
Task Employee Performance	Task Employee Performance	0.0475	0.00505	0.0376	0.0574	0.1556	9.41	< .001
Contextual Employee Performance	Contextual Employee Performance	0.0274	0.00414	0.01926	0.0355	0.0976	6.61	< .001
Adaptive Employee Performance	Adaptive Employee Performance	0.0675	0.00627	0.05519	0.0798	0.197	10.77	< .001
Organizational Citizenship Behaviour (OCB)	Organizational Citizenship Behaviour (OCB)	0.3783	0.03701	0.30581	0.4509	1	10.22	< .001
Organizational culture	Organizational culture	0.3544	0.02619	0.30309	0.4057	1	13.53	< .001
Employee Performance	Employee Performance	0.1837	0.01577	0.15277	0.2146	0.7125	11.65	< .001
Organizational Citizenship Behaviour (OCB)	Organizational culture	0.1552	0.02136	0.11332	0.1971	0.4238	7.26	< .001

Table 6 provides variances and covariances for various behavioral and Employee Performance-related variables, along with their 95% confidence intervals. Each variable is listed twice, indicating the variance (when Variable 1 equals Variable 2) or the covariance (when Variable 1 differs from Variable 2). Estimates of variance and covariance are accompanied by their standard errors (SE), lower and upper bounds of the confidence intervals, standardized coefficients (β), z-scores, and p-values. For example, the variance of Altruism is estimated at 0.1521 with a standard error of 0.01392, and a highly significant p-value of less than 0.001. Similarly, the covariance between Organizational Citizenship Behaviour (OCB) and Organizational Culture is 0.1552 with a standard error of 0.02136. All p-values indicate statistical significance at the 0.001 level, suggesting robust findings across all measures.

Table-7 Intercepts

Variable	Intercept	SE	95% Confidence Intervals		z	p
			Lower	Upper		
Altruism	2.372	0.036	2.3	2.443	65.12	< .001
Conscientiousness	2.397	0.035	2.329	2.465	69.297	< .001
Sportsmanship	2.457	0.034	2.39	2.523	71.993	< .001
Courtesy	2.405	0.037	2.333	2.478	65.093	< .001
Civic Virtue	2.322	0.034	2.255	2.389	68.077	< .001
Participation	2.024	0.03	1.964	2.083	66.676	< .001
Respect	3.025	0.044	2.939	3.111	68.726	< .001
Attitude to Risk	2.037	0.026	1.985	2.088	77.674	< .001
Action Orientation	2.126	0.034	2.06	2.192	63.224	< .001
Power Distance	1.832	0.029	1.774	1.889	62.672	< .001
Openness	2.322	0.036	2.253	2.392	65.059	< .001
Trust	2.202	0.037	2.13	2.274	60.052	< .001
Task Employee Performance	1.801	0.028	1.747	1.855	65.2	< .001
Contextual Employee Performance	1.802	0.026	1.75	1.854	68.05	< .001
Adaptive Employee Performance	1.813	0.029	1.756	1.87	61.964	< .001
Organizational Citizenship Behaviour (OCB)	0	0	0	0		
Organizational culture	0	0	0	0		
Employee Performance	0	0	0	0		

Table 7 presents the intercepts for various behavioral and Employee Performance-related variables, along with their 95% confidence intervals. Each intercept is reported with its standard error (SE), lower and upper bounds of the confidence interval, z-scores, and p-values. For example, the intercept for Altruism is 2.372 with a standard error of 0.036, a lower confidence bound of 2.300, and an upper confidence bound of 2.443. The z-score is 65.12, and the p-value is less than 0.001, indicating statistical significance. Similarly, the intercept for Respect is 3.025 with a standard error of 0.044 and a highly significant z-score of 68.726. Notably, Organizational Citizenship Behaviour (OCB), Organizational Culture, and Employee Performance have intercept values of zero, with no additional statistics reported. All reported intercepts are statistically significant at the 0.001 level, underscoring the robustness of the findings across the variables.

7 DISCUSSION AND CONCLUSION

This study explored the influences of Organizational Citizenship Behavior (OCB) and Organizational Culture on the overall Employee Performance of power sector companies in India. The findings highlight the significant role of both OCB and Organizational Culture in shaping organizational effectiveness and employee engagement.

Based on the statistical analysis conducted, the study reveals significant relationships between Organizational Citizenship Behavior (OCB), Organizational Culture, and employee performance in the power sector companies of India. The findings indicate that both OCB and Organizational Culture positively influence performance. Specifically, Organizational Citizenship Behavior (Estimate = 0.0945, SE = 0.0424, 95% CI [0.0114, 0.178], β = 0.114, z = 2.23, p = 0.026) and Organizational Culture (Estimate = 0.4073, SE = 0.0432, 95% CI [0.3227, 0.492], β = 0.478, z = 9.43, p < 0.001) are significant predictors of enhanced employee performance.

Organizational Citizenship Behavior, characterized by discretionary efforts that benefit the organization beyond formal job roles, emerged as a crucial determinant of employee performance. Employees who exhibit OCB contribute to enhanced operational efficiency and a positive work environment. This study aligns with previous research by emphasizing the importance of a supportive organizational culture in fostering OCB (Miao & Shen, 2011; Lopez-Martin & Topa, 2019). Such cultures promote values like cooperation and innovation, encouraging employees to go beyond their basic job responsibilities to support organizational goals.

Industry-specific factors, as highlighted by Mathur and Vigg (2007) and Gholipoor and Hasan Kakhaki (2006), moderate the impact of OCB and organizational culture on employee performance. Industries requiring high

customer interaction tend to benefit more from OCB-driven behaviors, enhancing service quality and customer satisfaction (Gholipoor & Hasan Kakhaki, 2006; Mathur & Vigg, 2007).

These findings underscore the importance of cultivating a supportive organizational culture that encourages discretionary behaviors and aligns with organizational goals. By fostering Organizational Citizenship Behavior and nurturing a strong organizational culture, companies in the power sector can enhance operational efficiency and overall employee performance. This study contributes to understanding the pivotal role of organizational dynamics in achieving competitive advantage and sustainable growth in the Indian power sector.

8 STUDY IMPLICATION

The study's implications highlight the strategic importance for power sector companies in India to prioritize fostering Organizational Citizenship Behavior (OCB) and cultivating a robust organizational culture. By encouraging OCB, which involves employees voluntarily contributing beyond their job descriptions, companies can enhance teamwork, innovation, and customer service. Nurturing a supportive organizational culture, characterized by shared values, open communication, and a focus on continuous improvement, is crucial. This approach not only boosts employee morale and engagement but also improves operational efficiency and overall performance metrics. For organizations in the power sector, these findings underscore the need to invest in initiatives that promote a positive work environment and align employee behaviors with organizational goals. Ultimately, such efforts can lead to sustained competitive advantage, increased customer satisfaction, and better adaptability to industry challenges and opportunities in India's evolving energy landscape.

9 FUTURE SCOPE OF THE STUDY

The future scope of this study lies in exploring deeper dimensions of Organizational Citizenship Behavior (OCB) and Organizational Culture within specific segments of the power sector in India. Further research could investigate how variations in company size, geographic location, or regulatory environment influence the relationships observed. Additionally, longitudinal studies could assess how changes in organizational practices over time impact employee performance outcomes.

Exploring the role of leadership styles and employee demographics in shaping OCB and cultural dynamics would provide insights into effective management strategies tailored to the power sector context. Comparative studies across different sectors or international contexts could also enrich understanding of universal versus context-specific factors influencing employee performance.

Lastly, incorporating qualitative methods to delve into employee perceptions and experiences would offer a more holistic view of the mechanisms through which OCB and culture interact to affect organizational outcomes in the Indian power sector. This could include exploring how employee engagement, motivation, and job satisfaction are influenced by OCB and cultural factors, providing valuable insights for organizational management and policy development.

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