




The interplay of organizational citizenship behaviour, innovative work behavior and organizational innovative culture in predicting employee performance in the automotive industry

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ABSTRACT

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Employee performance (EP) is of the highest priority as it has a direct impact on organization's reputation and production efficiency. The purpose of this investigation is to find out the relationship between organizational innovation culture (OIC), organizational citizenship behavior (OCB), and innovative work behavior (IWB) driven by EP. A purposive sampling approach was employed to identify participants who exhibited specific attributes that were pertinent to the research objectives. A structured questionnaire was sent using Google Forms and hypotheses testing were employed to identify the results. Applications such as IBM SPSS 25 were used to assess the questionnaire's validity and reliability, and AMOS 21 was used to test the hypotheses. The results indicate that the automotive industry's employees exhibit a high level of OIC and OCB which is mediated by IWB and has an impact on their performance. The results indicate that the automotive industry's employees exhibit a high level of OIC, OCB and IWB and have a significant impact on their performance. Practical Implications: Organizations can establish a performance-driven work environment by encouraging employees to grow beyond their formal positions which can result in long-term performance changes thereby establishing a resilient workforce that is ready to meet future challenges.

Contribution/Originality: The originality of this study exists in the focus on the automotive employees in India as the factors IWB, OCB and OIC have substantial impacts on EP which highly relies on teamwork and innovation to sustain competitiveness among employers.

1. INTRODUCTION

Examining employee performance (EP) across all industries worldwide has long been a typical request in today's knowledge-based economy. EP has drawn more attention in recent years since it shows how well an organization can grow and survive in its market and industry. The organization will expand and be sustainable when its employees perform well regularly. According to Ojo (2009) enhancing EP is an aspect of maintaining a competitive advantage since employee engagement and EP levels have a major impact on the overall performance of an organization. Ritchie (2000) confirmed that an organization's ability to generate more profits and sustain a competitive edge is dependent on the teamwork and efforts of its employees, as profit is the primary goal that is shared by every organization. According to Astuti and Soliha (2021) a successful organization needs workers who go above and beyond what is expected of them in normal tasks. Two concepts that are increasingly being

considered when assessing EP are innovative work behavior (IWB) and organizational citizenship behavior (OCB). A factor promoting organizational advancement in this globalization-era setting is IWB. Employee creativity, imagination, integration, and invention can improve job performance tremendously (Alwali & Alwali, 2022). They can also generate new ideas and solutions. A noteworthy predictor that affects how well employees execute to advance organizational goals is OCB. Employees go above and beyond the minimal standards outlined by themselves to influence output and performance and boost productivity by making recommendations for improvement (Paais & Pattiruhu, 2020). It is possible for managers to concentrate on more pressing matters by minimizing team disagreements and encouraging responsibility and supporting others. OCB promotes employees to use their full range of expertise, abilities, and knowledge at work which helps organizations perform better over the long run (Adu & Nawangsari, 2022).

In Chennai, India, the automotive industry experiences different challenges and experiences raised technological advancements which highlight the necessity of this study. It is fundamental to know the factors that contribute to EP with the industry addressing increased rivalry and demands for innovation. In automotive manufacturing, productivity and quality are maintained through the implementation of effective performance appraisal systems which have major effects on employee satisfaction and motivation, according to research. Thus, the objective of this investigation is to deliver invaluable knowledge that will enable them to better their HR practices, thereby enhancing their competitiveness and efficiency (Santhoshkumar, Veturi, Thanigaiyarasu, & Sulthana, 2024).

Building a strong OIC leads to the establishment of an environment in which employees are encouraged to share ideas and explore without regard to their failure. It is possible for leaders to establish a strong base by cultivating open communication, offering resources for innovation, acknowledging and rewarding dynamic problem-solving (Virgiawan, Riyanto, & Endri, 2021). Encouraging a learning-oriented perspective and establishing cross-functional teams also fosters a culture that prioritizes and encourages innovation (Ul Hassan, Shaukat, Shakeel, & Imran, 2012). Secondly, it improve OCB by creating a shared goal and fostering team spirit in the workplace. Building organizational culture involves fostering collaboration, establishing opportunities for employees to provide support to one another, and recognizing contributions that extend beyond formal job responsibilities (Fitrio, Budiyo, & Agustedi, 2020). In addition, the organization may experience an increase in voluntary behaviours that are advantageous to it by establishing training programs that emphasize empathy, mutual respect, and collaboration.

Finally, employee engagement in problem-solving and the exploration of new methods can be developed by establishing an environment that encourages innovative work behaviour (Rao, 2016). One effective approach to encourage innovative behaviour is to provide employees with autonomy in their positions, offer chances to develop their skills, and establish challenging yet achievable goals (Phuc, Thao, Thang, & Phuong, 2023). This can be further advanced by leaders who provide consistent feedback, reward innovative contributions and promote a culture of continuous improvement (Michaelis, Aladin, & Pollack, 2018).

The foundation for this investigation is the rising importance of EP in the retention of organizational success in a scientific and dynamic economy (Latifah, Suhendra, & Mufidah, 2024). There is still an imbalance in the understanding of their connectivity across industries although earlier research has investigated EP, IWB, and OCB. This research aims to address this issue by performing a thorough review of past research to successfully integrate these concepts. The intention of the study is to provide theoretical and practical contributions. Future academicians will benefit from a detailed assessment of previous research so that organizations can utilize its findings to promote IWB, OIC and OCB, which will strengthen EP. This investigation attempts to offer efficient methods for improving EP for long-term organizational development and sustainability by resolving deviations in the literature and providing practical findings (Rismayadi, 2024).

2. THEORETICAL FRAMEWORK

Blau's 'Social Exchange Theory' (SET) (Blau, 2017) functions as a core framework for the study and argues that the principle of reciprocity governs workplace relationships, requiring employees to exhibit positive behaviors that exceed their traditional job responsibilities in response to favorable organizational conditions. In the context of the proposed study, employees are more probably to perform OCB by voluntarily contributing to organizational objectives and enabling collaboration when they perceive OIC that nurtures creativity and promotes voluntary efforts. Employees are motivated to introduce and execute innovative concepts, which in turn improve their overall performance, thereby fostering IWB. Moreover, it strengthens the moderating function of the OIC as a robust culture of innovation fosters a reciprocal relationship by offering employees the psychological safety and resources necessary to engage in creative problem-solving and take initiative. The theory's applicability in this domain is substantiated by empirical evidence, which demonstrates that OCB supports IWB, resulting in enhanced performance, particularly in organizations that prioritize innovation. Thus, SET offers a comprehensive explanation of the mechanisms that connect OCB, IWB, OIC, and EP, highlighting the significance of cultivating a supportive and reciprocal work environment.

3. REVIEW OF LITERATURE AND HYPOTHESES DEVELOPMENT

An extensive literature review and a conceptual framework development were implemented to identify construct variables to investigate the effects of IWB, OCB, and OIC on EP. The impact of these variables on EP is further emphasized by the review that supports this study which investigates their respective relationships.

3.1. Innovative Work Behavior and Employee Performance

Reuvers, Van Engen, Vinkenburg, and Wilson-Evered (2008) assert that organisations must enhance their flexibility, adaptability and efficiency as a result of the evolving business environment to address market difficulties. Currently, organisations are committed to promote innovation as their primary objective. Consequently, the concept of IWB is formed as a result of the implementation of innovative business concepts (Ausat, Widayani, Rachmawati, Latifah, & Suherlan, 2022). Implementing IWB will yield innovative outcomes. IWB is defined by Shih and Susanto (2011) as the "conscious creation, introduction, and implementation of new ideas and concepts in an employment role, team, or organization to enhance the performance of the position in the organisation". Al-Ghazali and Afsar (2021) assert that the concept of innovative work behaviour (IWB) encouraged employees' contributions in unique and creative concepts, methodologies, and methods of thinking. IWB is a group of behavioural tasks that support employees in the development, promotion, and implementation of novel and creative concepts (Ullah, Mirza, & Jamil, 2021). It also included the planned efforts of employees to offer new services or products or IWB by effectively creating, encouraging, and executing ideas (Kmieciak, 2021; Zreen, Farrukh, & Kanwal, 2021). Indriani, Wahyuningsih, and Qamari (2024) emphasises that a suitable work setting is essential for the significant improvement of employee performance through the practice of IWB which is defined by the innovation and execution of ideas.

Furthermore, the research conducted by Hogan and Coote (2014) demonstrates that employee engagement is a valuable antecedent of IWB, suggesting that engaged employees are more likely to demonstrate innovative behaviours that enhance their performance. In addition, the research conducted by Reza (2024) underscores the mediating role of IWB indicates establishment of an innovative culture through effective leadership can result in improved success. Collectively, these studies serve as a strong academic basis for further research showing the importance of IWB in order to improve EP.

H₁: IWB has a significant impact on OIC.

H₂: IWB has a significant impact on EP.

3.2. Organizational Citizenship Behavior and Employee Performance

Bolino, Harvey, and Bachrach (2012) describe OCB as employee behaviour that is influenced by interpersonal trust and enables organizational operations by exceeding official requirements which the formal incentive system does not specifically acknowledge, yet do not expect any rewards or appreciation. Behaviours such as volunteering for extra responsibilities, adhering to workplace policies and regulations, and assisting others are all components of OCB. "These behaviours are constructive, meaningful, and positive social behaviours". Many professionals and academics have taken notice of OCB as a result of its importance in the context of organizational effectiveness (Dwomoh, Gyamfi, & Luguterah, 2019). It impacts the performance of organizations by enhancing the productivity of coworkers and supervisors, improving the efficient use of resources for effective work, making organizations more responsive to environmental change, and strengthening the organization's capacity to attract and retain talented employees while increasing their stability (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). This investigation exhibits that OCB is a highly predictive factor for a variety of EP metrics, such as efficiency and creativity, particularly when unity among team members is taken into account (Yaakobi & Weisberg, 2020). Organizational culture can have a substantial impact on both OCB and EP as Al Asyqy and DPW (2024) indicate the significance of OIC in the promotion of OCB. This implies that promoting an environment in which employees participate in OCB can result in improved EP. Overall, these studies priorities the combined effects of OCB on EP, mentioning the necessity for organizations to cultivate both behaviors in order to achieve a higher level of EP.

H₅: OCB has a significant impact on OIC.

H₆: OCB has a significant impact on EP.

3.3. Organizational Innovative Culture and Employee Performance

Innovation is implemented by organizational innovative cultures. Recent research points out the beneficial association between OIC and EP stating that organizations with a reliable innovative culture offer the requisite resources and support to employees to investigate inventive ideas and solutions.

The organization's success is dependent upon the presence of this type of culture, which motivates its members to pursue its objectives. An organization's adoption and progression towards innovation are significantly influenced by its strong organizational culture (Botelho, 2020; Xie, Wu, & Zeng, 2016). Innovation is typically influenced by an effective organizational culture that can quickly adjust to changing environmental conditions. A supportive and incubating organizational culture of innovation can be used to stimulate innovation in the organization by influencing the behavior of employees (Padilha & Gomes, 2016). According to Bourdeau, Aubert, and Bareil (2021) the set of attitudes, presumptions, beliefs, and symbols that support efforts to pursue innovation—including the creation of new goods or services is known as the innovation culture. This definition corresponds to the more general definition of organizational culture. However, it also encourages and facilitates innovation within the organization. Hilmarsson, Oskarsson, and Gudlaugsson (2014) recognized that the culture of innovation is a "multi-dimensional context" that incorporates the objective of innovation, the infrastructure necessary to promote innovation, and the level of operational behaviour required to influence the market, value, and other factors. OIC not only cultivates employees to make inventive contributions but also assists them in interacting productively across organisations, resulting in enhanced EP (Mafrudoh, 2023). These studies collectively point out that OIC is key for organisations that seek to improve EP as it stimulates a vibrant workplace that is favourable to excellence and creative thinking.

H₇: Organizational innovative culture mediating the influence on EP.

3.4. Research Gap

The function of OCB and OCB in moderating the influence of organizational commitment and culture on EP has been an area of numerous research. Still, limited studies have been paid to the examination of OIC as a

mediating variable between OCB and IWB and EP. This is a lack that we have identified. Further research is necessary to address the literature gap. OCB is a critical antecedent to employees' identity and is present in all aspects of organizational existence, including automotive. An inadequate study has been done on the connection between OCB, IWB, and OIC. The potential interaction between OCB, IWB, and EP is currently the subject of limited conceptualization and empirical studies. This article provides a connection between OCB, IWB and OIC to encourage more discussion on the most recent scientific perspective on the relationship between these factors and EP as derived from qualitative methodology.

3.6. Conceptual Framework

On the basis of social exchange theory, this framework asserts a strong OIC and OCB that drives EP by developing IWB. OIC creates a supportive atmosphere and showcases extra- role behaviour and IWB exhibits proactive idea generation and implementation which serves as a crucial indicator. By developing a positive feedback loop where the innovative culture not only encourages innovation and teamwork but also strengthens the organization's commitment to continuous improvement for long-term success, these behaviours collectively drive EP. Figure 1 shows the conceptual framework of OIC, OCB, and IWB on the EP.

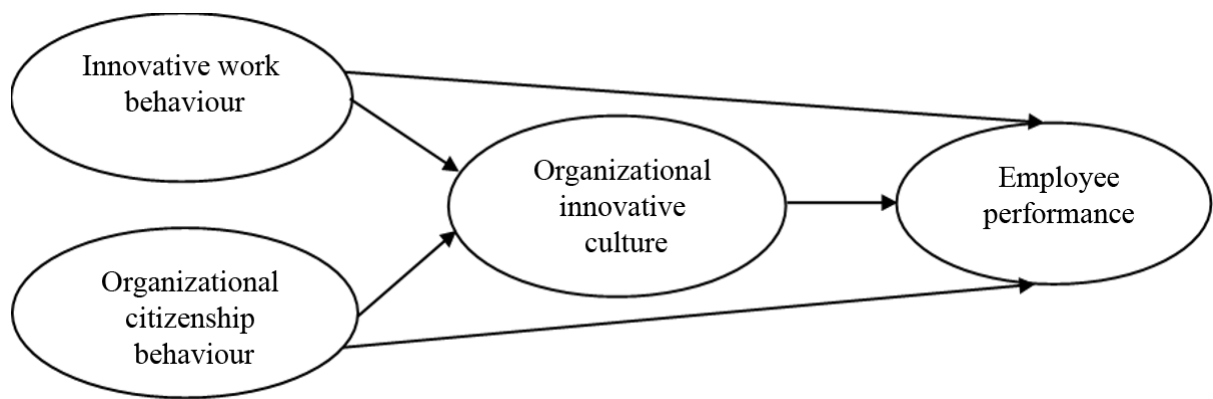


Figure 1. Conceptual framework.

3.7. Objectives

1. To investigate the respondents' demographic characteristics in the automotive sector.
2. To analyse the relationship between IWB and OCB on EP.
3. To investigate the impact of the role of the mediating variable OIC on EP.
4. To study the relationship that exists between IWB and OCB on EP through OIC.

4. METHODS AND MEASURES

4.1. Methods

4.1.1. Sampling Method

To investigate the relation among the IWB, OCB, OIC, and EP in the automotive sector of Chennai, India, the methodology was developed. A purposive sampling approach has been employed to collect data to enhance the quality and relevance of the results. This sampling was employed in this investigation to intentionally identify participants who exhibited specific attributes that were pertinent to the research objectives. The efficacy and capacity to reach employees worldwide while retaining affordability and respondents' accessibility were the reasons that gathering data by Google Forms was chosen.

4.1.2. Data and Instrument

Among 256 distributed respondents only 199 have been returned. The Likert five-point scale was implemented by employing the following scales: strongly agree, agree, neutral, disagree, and strongly disagree. The demographic data of the participants was verified which covered gender, age and work experience through percentage analysis.

4.1.3. Statistical Support

The IBM SPSS 25 application was employed to assess the reliability and validity of the questionnaire, whereas AMOS 21 was selected for structural equation modelling (SEM), a highly accurate method that is capable of analyzing detailed connections and interactions. This study can provide specific insights into the relationships among each variable and test hypotheses suggested, thereby determining the model fit by implementing this decision. Recent literature has further strengthened this methodological framework by underscoring the significance of sampling and analytical methods in organisational studies (Indriani et al., 2024).

4.2. Measures

4.2.1. Innovative Work Behavior

To evaluate EP, IWB scale concentrates on the degree to which employees participate in activities that promote innovation as these behaviours frequently result in improved performance outcomes. The items are employed to evaluate the correlation between EP and IWB based on Janssen's (2000) framework. Each item can be evaluated on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to evaluate the extent to which innovative behaviours enhance EP.

Performance outcomes are directly associated with innovative behaviours through this adaptation of the IWB scale.

4.2.2. Organizational Citizenship Behavior

Organizational Citizenship Behaviour (OCB) is a critical construct to understand EP. It involves voluntary behaviours that are beneficial to the organisation but are not necessarily addressed by the employment requirements. The following is a set of four items that assess OCB adapted from the widely cited scale by Podsakoff, MacKenzie, Moorman, and Fetter (1990) the level of discretionary behaviour that an employee exhibit can be evaluated using these items which has a positive impact on the workplace. A Likert scale can be used to assess every item, with 1 representing "strongly disagree" and 5 representing "strongly agree."

4.2.3. Organizational Innovative Culture

An innovative organizational culture cultivates an environment that promotes the development of new ideas, flexibility, and creativity, all of which have the potential to improve EP. The four items are used to assess the innovative culture of an organisation.

These items have been obtained through the study findings of Scott and Bruce (1994) which examine EP and innovation. Each item may be determined using a Likert scale in which 1 represents "strongly disagree" and 5 represents "strongly agree".

4.2.4. Employee Performance

The five dimensions of EP scales for evaluating EP have been taken from the work of highly cited researchers such as (Motowidlo & Van Scotter, 1994). These areas are frequently evaluated in various industries to evaluate the extent to which employees fulfil employment requirements and contribute to organizational objectives. Each item can be rated on a "Likert scale" where 1 is for "strongly disagree" and 5 is for "strongly agree."

5. RESULTS

5.1. The Respondents' Demographic Profile

According to Table 1, 46% of respondents were women and 55% of respondents were men. In terms of respondents' age group viewpoint, 36% were among the ages of 20 and 25, 24% were among 25 and 30, 19% were among 30 and 35, 13% were among 35 and 40, and the remaining 9% were among 40 and 45. According to their work experience, 24% of respondents reported more interest in the range of 3 to 6 years of employment, while 10% of respondents with more than 10 years of experience reported lower interest.

Table 1. The respondents' demographic profile.

S. No	Demographic variable	Category	Frequency	Percentage (%)
1	Gender	Male	109	55
		Female	90	46
		Total	199	100
2	Age	20-25	72	36
		25-30	48	24
		30-35	37	19
		35-40	24	12
		40-45	18	9
		Total	199	100
3	Work experiences	<One year	52	26
		One to three years	45	23
		Three to six years	47	24
		Six to ten years	34	17
		>Ten years	21	10
		Total	199	100

5.2. Reliability Test

Table 2 illustrates the reliability of the variables that assess organizational behaviours and characteristics based on the Cronbach's values. The value of 0.798 for IWB suggests that items within this scale consistently measure the construct indicating good reliability. Similarly, the value of 0.703 for OCB, 0.711 for OIC and 0.745 for EP indicates that every item on this scale is capable of measuring the construct, further supporting its reliability. All four scales are suitable for research and analysis due to their adequate reliability.

Table 2. Reliability test.

Variables	No. of items	Cronbach's alpha
Innovative work behaviour	4	0.798
Organizational citizenship behaviour	4	0.703
Organizational innovative culture	4	0.711
EP	5	0.745

5.3. Correlation

Table 3 indicates that IWB, OCB, and OIC are positively correlated with EP even with varying degrees. OCB is a central variable that exhibits a significant correlation with all other factors, underscoring its potential to improve both the innovative culture of the organisation and the overall performance of employees. These results indicate that the developing OCB may serve as a strategic approach for increasing performance and innovation in the workplace.

Table 3. Correlations.

Correlations				
Variables	IWB	OCB	OIC	EP
IWB	1	0.386**	0.085	0.221**
OCB	0.386**	1	0.190**	0.271**
OIC	0.085	0.190**	1	0.133*
EP	0.221**	0.271**	0.133*	1

Note: **. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).

5.4. R Square Table

The data distribution of the regression model that was generated is represented in Table 4 with the R-square value as 0.696 indicated by the researcher's findings. The autocorrelation output of a regression model can be verified using the Durbin- Watson statistic. According to the result (1.611), the variables are not considered to be autocorrelated.

Table 4. R-square table.

Model summary ^b					
Model	R	R square	Adjusted R square	Std. error of the estimate	Durbin-Watson
1	0.710 ^a	0.696	0.087	2.850	1.611

Note: a. Predictors: (Constant), ORG_INNCUL, INN_WORKBEH, ORG_CITBEH.
b. Dependent variable: EMP_PER.

5.5. ANOVA in R Square

The outcome variable is expected to correlate significantly with the data if $p < 0.05$ from Table 5. The significance value (0.000) proves the existence of a correlation between EP and IWB, OCB, and OIC.

Table 5. The regression coefficients.

ANOVA ^a						
Model	Sum of squares	df	Mean square	F	Sig.	
1 Regression	271.222	3	90.407	11.131	0.000 ^b	
Residual	2550.278	314	8.122			
Total	2821.500	317				

Note: a. Dependent variable: EMP_PER.
b. Predictors: (Constant), ORG_INNCUL, INN_WORKBEH, ORG_CITBEH.

Table 6. Significance table.

Coefficients ^a						
Model		Unstandardized coefficients		Standardized coefficients	T	Sig.
		B	Std. error	Beta		
1	(Constant)	11.495	1.133		10.147	0.000
	INN_WORKBEH	0.141	0.060	0.136	2.330	0.020
	ORG_CITBEH	0.207	0.060	0.203	3.445	0.001
	ORG_INNCUL	0.096	0.064	0.083	1.512	0.132

Note: a. Dependent variable: EMP_PER.

5.6. Significance Table

As a result, the regression equation from Table 6 can be expressed as follows:

EP (employee performance) = 11.495 + .141 (innovative work behaviour) + .207 (organizational citizenship behaviour) + .096 (organizational innovative culture).

5.7. Path Analysis

The path analysis model is the most frequently employed SEM approach in AMOS for the purpose of examining the direct and indirect relationships as Figure 2 illustrates.

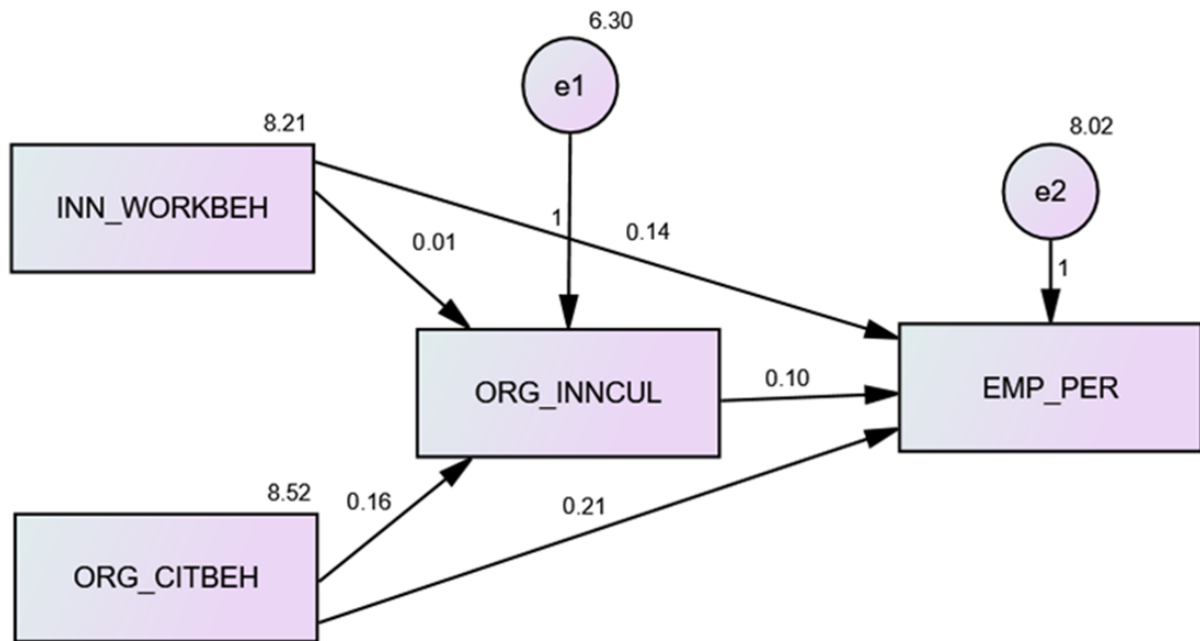


Figure 2. Path analysis.

5.8. Regression Weights

In accordance with Table 7, hypothesis 1, IWB did not have a favourable effect on OIC and EP, which exhibited insignificant findings of $\beta = 0.013$ and $p = 0.794$, therefore, hypothesis 1 is “not supported”. Hypothesis 2 was supported ($\beta = 0.141$ and $p = 0.011$) as IWB has a major impact on EP. Furthermore, hypothesis 3 and 4 were supported as OCB has a positive impact on OIC ($\beta = 0.161$ and $p = 0.000$) and EP ($\beta = 0.207$ and $p = 0.000$). After analyzing the data, it was determined that hypothesis 5 was “not supported” ($\beta = 0.096$ and $p = 0.129$). Consequently, it is accepted that OIC does not have any impact on EP.

Table 7. Regression weights.

Regression weights: (Group number 1 - Default model).						
Path			Estimate	S.E.	C.R.	P
ORG_INNCUL	<---	INN_WORKBEH	0.013	0.049	0.261	0.794
EMP_PER	<---	INN_WORKBEH	0.141	0.056	2.538	0.011
ORG_INNCUL	<---	ORG_CITBEH	0.161	0.048	3.340	***
EMP_PER	<---	ORG_CITBEH	0.207	0.055	3.743	***
EMP_PER	<---	ORG_INNCUL	0.096	0.063	1.519	0.129

Note: *** indicates statistically significant at the 0.001 level (two-tailed).

5.9. Overall Effects

The influence of OCB on both OIC and EP is the most significant highlighting the critical part of OCB in the development of EP and the promotion of an innovative culture. IWB and OIC also have a positive impact on EP, maybe to a lesser extent which can be noticed from Table 8.

Table 8. Overall effects.

Total effects (Group number 1 - Default model).			
Variables	ORG_CITBEH	INN_WORKBEH	ORG_INNCUL
ORG_INNCUL	0.161	0.013	0.000
EMP_PER	0.223	0.142	0.096

5.10. Summary of Structural Equation Model Fit

The current instance demonstrates an exceptional model fit value that can be determined from Table 9 as evidenced by the GFI value of 0.942 and the AGFI score of 0.909 both of which exceed 0.9. The RMSEA and RMR values are 0.071 and 0.069, respectively which represent a perfect match and the values are less than 0.08. In addition, the calculated NFI value (0.971) and CFI value (0.915) suggest it is a perfect fit. In conclusion, the model fit is established.

Table 9. Structural equation model fit summary.

Indices	Value	Suggested value
Chi-square value	7.436	-
DF	4	-
P value	0.051	> 0.05 (Hair, Anderson, Tatham, & Black, 1998)
Chi-square value/DF	1.922	< 5.00 (Hair et al., 1998)
GFI	0.942	> 0.90 (Hu & Bentler, 1999)
AGFI	0.909	> 0.90 (Hair, Anderson, Tatham, & Black, 2006)
NFI	0.971	> 0.90 (Hu & Bentler, 1999)
CFI	0.915	> 0.90 (Daire, Hage, & Lenz, 2008)
RMR	0.069	< 0.08 (Hair et al., 2006)
RMSEA	0.071	< 0.08 (Hair et al., 2006)

From the statistical tools used, the results were obtained to analyse the relationship between EP, OIC, IWB, and OCB. The summary of the results is as follows: the demographic data of the participants was verified which covered gender, age and work experience through percentage analysis. Based on Cronbach's values, reliability of the variables was obtained; the value of 0.798 for IWB indicates good reliability when compared to EP, OIC and OCB. Correlations analysis indicates that IWB, OCB, and OIC are positively correlated with EP even with varying degrees. The R-square value indicates a 69.6% relationship between exogenous and endogenous variables. The autocorrelation output of a regression model was verified using the Durbin-Watson statistic. The significance value (0.000) proves the existence of a correlation between EP and IWB, OCB, and OIC.

Hypotheses 1 and 5 were not supported as IWB and OIC do not have a substantial effect on EP. The hypotheses 3 and 4 were supported and it concludes that OCB has a major influence on OIC and EP. The RMSEA and RMR values represent a perfect match and the values are less than 0.08. In addition, the calculated GFI, AGFI, NFI and CFI values suggest it is a perfect fit. In conclusion, the model fit is established.

6. DISCUSSION

This study provides important facts about the relationships between EP, OIC, IWB, and OCB. From the findings, hypotheses 3 and 4 were supported and it concludes that OCB has a major influence on OIC and EP. Hypotheses 1 and 5 were not supported as IWB and OIC do not have a substantial effect on EP. Initially, EP is significantly influenced by IWB suggesting that when employees exhibit innovation in their jobs, their efficiency is strengthened. However, these actions don't significantly affect the OIC's improvement, indicating that individual innovation may not be sufficient to change the overall culture. Further contextual factors, such as leadership support or employee training may be necessary to effectively translate to improve EP in the absence of collective engagement (Astuti & Soliha, 2021). It is interesting that in spite of the fact that OIC has a positive effect on EP,

this relationship is not statistically significant as it is possible to believe that additional mediating or moderating variables such as employee engagement play a critical part but were not considered in the present study (Ali, Li, & Qiu, 2022). Thus, OIC is undoubtedly useful for cultivating an innovative mindset among employees while its direct influence on EP might require a more challenging perception that takes into account these relational aspects. These dimensions should be the focus of future research that explores the ways in which OIC can effectively improve EP in a variety of organisational contexts (Hogan & Coote, 2014).

In contrast, OCB has a highly significant, positive and reliable influence on EP and OIC. This suggests that when employees willingly exist beyond their formal requirements during their employment that benefits their colleagues and organisation, it directly improves EP and cultivates a culture of innovation. The findings suggest that organizations can benefit from promoting OCB through supportive management practices which can lead to higher employee satisfaction and retention rates. The findings suggest that the relationship between EP and IWB, as well as between OCB and EP is not substantially mediated by OIC. The lack of significance suggests that OIC does not significantly mediate the improvement of EP within this model despite the fact that it has a positive but non-significant impact. Organizations can enhance EP by simultaneously strengthening these attributes. This investigation is significant that it demonstrates the performance is more directly influenced by individual behaviours (IWB, OCB), thereby challenging cultural concepts. Specifically, organizations should implement targeted strategies, including innovation efforts with evident objectives to optimize EP (Reza, 2024). The dynamic workplace is encouraged by an environment that prioritizes innovation, collaboration, and personal initiative which in turn motivates employees to continually improve their performance (Ausat et al., 2022).

7. CONCLUSION

The objective of this investigation was to establish the function of OIC in mediating the connection between IWB and OCB. The research that explains this study identifies OIC, OCB, and IWB as critical determinants of EP that influence the automotive industry. The structured questionnaire and hypothesis testing were utilized to determine the goal result of the research. The results indicate that the automotive industry's employees exhibit a high level of OIC and OCB which is mediated by IWB and has an impact on their performance. To improve the performance of the employees OCB's dimensions such as altruism, courtesy, conscientiousness, civic virtue and sportsmanship can be enhanced. IWB has a substantial and beneficial effect on the EP. OIC is undoubtedly useful for cultivating an innovative mindset among employees; its direct influence on EP might require a more challenging perception that takes into account these relational aspects. These dimensions should be the focus of future research that explores the ways in which OIC can effectively improve EP in a variety of organisational contexts (Rojak, Sanaji, Witjaksono, & Kistyanto, 2024). Organisations should implement targeted strategies, including the integration of innovation efforts with evident objectives and the promotion of collaboration, in order to optimize EP (Mafrudoh, 2023).

As a result of this, it suggested that the organization either create a suitable environment for employees to engage in activities that can foster innovative behaviour such as conducting discussions or feedback from employees in order to stimulate each employee's innovative behaviours (Kmieciak, 2021). The findings of the previous study were representative of the major contributions that OCB makes to the performance of individuals and organisations. Both the employee and the organisation are benefited from OCB. In contrast, IWB there is no essential correlation between OIC and EP in the automotive sector. Innovative culture may be beneficial for a variety of organizational objectives while it does not seem to have a substantial impact on EP. Rather, EP is more directly impacted by individual actions, specifically IWB and OCB (Chang, Hu, & Keliw, 2021). Consequently, organisations that are striving to enhance their performance may be more successful if they concentrate on the cultivation of these individual behaviours rather than simply investing in the development of an innovative culture as a primary strategy for performance enhancement (Khan, Raya, & Viswanathan, 2022). Still, this does not reduce the potential

long-term advantages of an innovative culture in which it encourages adaptability, creativity, and growth. Overall, the results point the significance of OCB in the development of an innovative environment and the improvement of EP whereas IWB predominantly improves individual performance (Pulakos, Arad, Donovan, & Plamondon, 2000).

7.1. Practical Implications

Organisations that desire to improve EP should prioritize the cultivation of OCB, the development of IWB, and the promotion of OIC, according to the findings of this study. Organisations can establish an interactive and performance-driven work environment by encouraging employees to grow beyond their formal positions as the strong correlation between OCB and both organizational innovation culture and EP underlines. In addition, the major impact of IWB on performance underscores the necessity of enabling employees to independently resolve issues and take creative risks which directly improves productivity. An organizational innovation culture did not directly influence performance but it provides a supportive environment that promotes adaptability and motivates employees to participate in innovative practices. Overall, these results indicate that a balanced approach, which prioritizes individual initiative, supportive behaviours, and an innovation-friendly culture, can result in long-term performance changes, thereby establishing a resilient workforce that is ready to meet future challenges.

7.2. Limitation and Future Studies

The OIC, OCB, and IWB variables that impact EP are the only covered in this study. This study simply clarifies how IWB functions as a mediating variable. The addition of moderating and control variables between OIC and OCB with regard to EP may in the future offer additional possibilities for investigation and a different order for findings. A small sample size is employed in this study to represent the population of automotive industries which frequently results in inadequate internal validity. Future researchers may implement an adequate sample size to improve the model. The primary objective of the present investigation is to demonstrate the beneficial and significant impact of IWB and OCB as mediated by OIC. Researchers in the future may investigate the potential mechanisms of EP in the context of various leadership styles or organizational cultures.

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