

**Impact of Organizational citizenship Behaviour on Task performance in Delhi NCR:
The mediating Role of Innovative Work Behaviour**

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Abstract: This study Investigated the effect of Organizational Citizenship Behavior(OCB) on the Task Performance of IT professionals in Delhi, National Capital Region (NCR), through the mediating factor of Innovative Work Behaviour (IWB). This study involved data of 500 IT professionals of Delhi NCR (Gurugram, Noida & Delhi). This is causal study because it examines the impact of OCB directly on task performance and indirectly through IWB. This study used reflective -reflective model of OCB and IWB and disjoint two stage approach used in which first lower order construct reliability and validity checked and then raw score of dimensions used for higher order. AT higher order level dimensions of OCB and IWB used as items of higher order. Hypothesis were tested through Smart PLS–SEM version4. Measurement model reliability and validity are well established and structural model show path coefficient and its significance. Finding demonstrated that OCB positively impact Task performance. Results showed IWB partially mediate the relationship between OCB and Task performance. Based on the findings, the study recommends IT companies should improve employee OCB which enhance IWB and Task performance. IWB has a significant positive effect on Task Performance.

Keywords: Organizational Citizenship Behaviour (OCB), Innovative Work behavior (IWB), Task Performance, Delhi, NCR.

Introduction

In the current scenario, the Information Technology (IT) industry has emerged as one of the leading industries which is innovation-oriented and very dynamic in nature. The performance of the employee has gained much significance in terms of productivity and efficiency in performing task, adaptability, and behavior in context. While traditionally task performance was considered a major aspect, with changing times, newer aspects like IWB and OCB have become equally important to consider (Borman & Motowidlo, 1997). There is a gap in empirical research validating the relationship among task performance, IWB, and OCB despite theoretical advances. This research aims at filling some of the existing gaps by understanding the effect of OCB and IWB on Task Performance in the IT sector.

Organizations operating within the Indian context, particularly in the National Capital Region (NCR) having offices in Gurugram, Noida, and New Delhi, face intensely competitive business environments characterized by rapid technological advancements, escalating consumer expectations, and continuous pressure to innovate while maintaining operational efficiency. Under such circumstances, an organization is not solely dependent on the job description performed by the individual but also on the discretionary actions he/she performs. This discretionary role behavior is commonly referred to as Organizational Citizenship Behavior and Innovative Work Behavior.

II. LITERATURE REVIEW

2.1 Organizational Citizenship Behaviors (OCB)

The concept of Organizational Citizenship Behaviors (OCB) describes discretionary behaviors by an individual that, although not included in job descriptions, add value to organizations by making them effective (Podsakoff, MacKenzie, & Lee, 1994). Organizational Citizenship Behavior is a fundamental theory in organizational behavior that incorporates aspects such as altruism, courtesy, sportsmanship, conscientiousness, and civic virtue, which facilitate effective collaboration in the workplace (Podsakoff et al., 1994). The concept of Organizational Citizenship Behaviors (OCB), including actions such as altruism, courtesy, conscientiousness, sportsmanship, and civic virtue, has emerged as one of the main factors that influence performance among employees in health-care organizations. Recently conducted mixed methods study in a private hospital in Banjarbaru showed that high ratings in all OCB aspects correlate with excellent employee performance, emphasizing the need to encourage OCB to improve the quality of services and efficiency (Organizational Citizenship Behavior (OCB) Influence on Employee Performance in Hospital, 2024). OCB plays a crucial role in organizational effectiveness, being discretionary and voluntary activities that boost work efficiency and flexibility (Dekas, Bauer, Welle, Kurkoski, & Sullivan, 2013). Nevertheless, the nature of work has changed radically, transitioning from a production economy into a knowledge economy characterized by unclear job descriptions and problem-solving skills of employees (Davenport, 2005). Consequently, historical definitions of OCB are no longer relevant in the current environment, having been created in a traditional setting (Organ, 1988). While research shows that OCBs lead to numerous positive results such as low turnover and profitability (Podsakoff et al., 2009) their definition does not correspond with the realities of contemporary work, especially regarding knowledge workers who emphasize creativity and independence (Dekas et al., 2013).

For example, behaviors related to being punctual or avoiding idle talk, which were OCBs before, are now meaningless and may even be detrimental in a flexible and knowledge-driven workplace environment (Dekas et al., 2013). It demonstrates that the time has come when it is crucial to redefine the concept of OCB for modern workplaces. The authors of the study in question, Dekas et al., try to bridge this gap through studying the characteristics of OCBs in knowledge workers employed by Google, which represents a knowledge economy firm. Through qualitative analysis, including conducting focus groups, and replication of results based on a representative sample, Dekas et al. (2013) identified eight OCB dimensions, four of which were entirely novel to previous research. They were employee sustainability, social

participation, knowledge-sharing, and administrative behavior. The researchers discovered that traditional OCBs, for example, those related to obedience or compliance, do not work in the context of a knowledge work environment and can even be damaging (Dekas et al., 2013, p. 225). Additionally, the development of OCB-Knowledge Worker scale is a great contribution to further research in this area (Dekas et al., 2013, p. 230). This research is vital not only theoretically but also practically because it underscores the need for modifying the existing models of OCB to fit the evolving nature of employment. This research adds value to current knowledge by proposing how to modify the concept of citizenship behavior among knowledge workers to foster innovation within organizations.

OCB as outlined by Dekas et al. (2013): “Set of discretionary, extra role behaviors that include helping, voice, civic virtue, employee sustainability and social participation that knowledge workers undertake voluntarily to achieve well-being of the individuals and groups; strengthen interpersonal relationships, and make contributions to innovation performance of the organization in an adaptive autonomy-rich environment.” Organizational Citizenship Behavior refers to all those voluntary behaviors undertaken by employees which add value to the organization and its members, in addition to what is prescribed to be done in the job description. The following are the five empirically sound aspects of OCB, in a modern context involving knowledge-based work:

1. **Helping** – Assisting one’s colleagues in solving work-related issues or completing their workloads in a proactive manner, and making efforts to ensure that these problems do not arise in the first place. It includes traditional dimension Altruism & courtesy.
2. **Voice** – Voicing one’s constructive opinions on improving processes/products/organization as a whole irrespective of what others may think.
3. **Civic Virtue** – Engaging in macro-level, optional organizational activities (e.g., attending non-mandatory meetings, staying informed about company news, volunteering for special projects) that demonstrate a sense of responsibility to the broader organization.
4. **Employee Sustainability** – Performing behaviors that protect or enhance one’s own and others’ physical and psychological health and well-being (e.g., encouraging authentic self-expression, supporting coworkers’ health initiatives, praising successes).
5. **Social Participation** – taking part in informal, personal-relationship-building activities during the workday (e.g., celebrating life events, joining social or playful events, getting to know coworkers on a personal basis) that strengthen the social fabric of the workplace.

Together, these discretionary behaviours constitute OCB for contemporary knowledge workers: actions that are unrequired, non-rewarded, and aimed at sustaining individual energy, fostering collaborative relationships, and advancing the organization’s innovative capacity.

2.2 Innovative Work Behaviour:

Innovative Work Behaviour (IWB) refers to the intentional, proactive, and work-related behaviors of individual IT professionals aimed at identifying opportunities, generating creative ideas, organizing and sharing knowledge, continuously learning, and implementing innovative solutions to improve organizational processes, technologies, products, and services. IWB reflects the extent to which IT professionals actively engage in innovation-oriented activities

beyond routine job requirements in order to enhance individual and organizational effectiveness.

Innovative Work Behaviour is the set of purposeful actions that an employee takes to spot problems or opportunities, come up with new ideas, share and develop those ideas, and turn them into everyday work practices that improve the organisation.

The dimensions of IWB used in this study are **adapted** from the works of **De Jong and Den Hartog (2010), Kleysen and Street (2001), and (Parnitvitidkun et al., 2024)**. These dimensions provide a comprehensive understanding of innovation behavior in knowledge-intensive and technology-driven workplaces such as the IT sector.

1. Opportunity Exploration – Looking at your surroundings, seeing any weakness or gaps, and considering where an idea could solve that problem.

2. Idea generation – Generating original service/process ideas and developing some preliminary ways of implementing them.

3. Idea Learning – Seeking relevant information, remaining informed, and listening to user feedback on those ideas so they can become more realistic and useful.

4. Idea organization– Systematically storing and organizing the ideas (e.g., in a database) as well as collaborating with teammates on their development.

5. Idea Sharing – Informing other people about the developed ideas, explaining them to them, and supporting their application and implementation.

6. Idea Implementation & Application– Implementing the ideas, dealing with the related difficulties, and ensuring that they are actually put to work.

To summarize, IWB represents a systematic and sequential approach which consists of exploring opportunities, developing the idea, implementing it and achieving certain tangible results from it.

2.3 Organizational Citizenship Behavior and Task Performance:

Earlier studies showed positive impact of organizational citizenship behaviour (OCB) on Task performance (TO). Employee Performance can be enhanced through OCB (Albloush, 2020), study shows that the OCB dimensions of altruism and courtesy each have a strong, positive impact on overall employee performance in Kenyan banks (altruism $r = .83$, $\beta = .48$; courtesy $r = .80$, $\beta = .27$; both $p < .001$) and also enhance related performance facets such as knowledge sharing, team cohesion, and problem-solving (e.g., higher scores on “helping teammates,” “acting as a peacemaker,” and “encouraging colleagues” were linked to higher performance ratings) (Chelagat et al., 2015). Organizational Citizenship Behavior (OCB) positively influences employee performance through multiple dimensions. Altruism enhances collaborative efficiency by encouraging mutual support, leading to timely task completion (Halim & Dewi, 2020).

The courtesy behavior creates a harmonious atmosphere at work and leads to fewer interpersonal conflicts and improved service quality (Sanjaya, 2020). The conscientiousness motivates following policies and goals actively, thereby increasing organizational effectiveness (Podsakoff et al., 2000). The sportmanship develops adaptive skills and improves work productivity through the creation of positive climates (Putri & Utami, 2017). The civic virtue

motivates participation in the development activities that promote high levels of individual and organizational responsibility (Wiranti, 2020). In general, there is a correlation between the high level of organizational citizenship behaviors (OCBs) displayed by nurses and more successful performance results: there is a significant connection between overall OCBs and patient safety culture ($r = 0.35$, $p = 0.001$); moreover, the altruism, civic virtue, and courtesy aspects of the construct have a statistically significant association with the patient safety culture ($r = 0.26-0.43$, $p \leq 0.001$) (Jafarpanah & Rezaei, 2020). Organizational Citizenship Behavior (OCB) positively impacts Task Performance (TP) and Employee Well-Being (EWB) by fostering organizational support, autonomy, and reduced job stress (Das & Rajini, 2024). OCB enhances TP through proactive behaviors like altruism and conscientiousness, which align with workplace efficiency (Pattnaik & Sahoo, 2021). However, excessive OCB may inadvertently increase workload, negatively affect performance if not balance with organizational resources (Banwo & Du, 2020). OCB enhances in-role performance by fostering cooperation, helping behaviors, and conscientiousness that raise task efficiency, while it boosts extra-role (contextual) performance through voluntary civic-virtue, sportsmanship, and altruism that improve organizational climate and innovation (Hermanto & Srimulyani, 2022). Both dimensions (OCBI and OCBO) were found to significantly increase teacher performance in Indonesian schools (Hermanto, & Srimulyani 2022). Organizational Citizenship Behavior (OCB) enhances individual and group performance by fostering knowledge sharing, improving workplace relationships, and contributing to organizational competitiveness (Gouvea et al., 2020; Neves & Cerdeira, 2018). OCB promotes discretionary actions that support organizational effectiveness, such as voluntary cooperation and innovation, which directly impact task performance and strategic goal achievement (Organ, 1988, 1997; Podsakoff et al., 2014). These behaviors also mediate outcomes like job satisfaction and organizational commitment, further amplifying their positive effects on employee and organizational performance (V. F. Costa et al., 2017). Organizational Citizenship Behavior (OCB) positively impacts employee performance through enhanced collaboration, initiative, and organizational effectiveness. For example, OCB such as altruism (mentoring colleagues) improves team efficiency, whereas civic virtue (being well-informed) avoids any operational problems (Liang & Zainal, 2023). Furthermore, OCB helps create a positive organizational culture that enhances performance indirectly by promoting high morale and minimizing conflicts (Organ, 1988). Moreover, unpaid voluntary positions, such as planning safety programs, indicate how OCB contributes to innovations and efficiencies in organizations, helping to achieve organizational objectives (Liang & Zainal, 2023, p. 7). Based on the above, the first hypothesis was stated as:

Hypothesis 1: OCB positively influences Task Performance

2.4 OCB and IWB:

The study found a moderate positive link between the two extra-role constructs: the “advocacy participation” dimension of OCB was significantly correlated with innovative work behavior ($r = .703$, $p < .01$) (Newton, Blanton, & Will, 2008). Overall, the regression model showed that higher fulfillment of the psychological contract predicted both OCB (especially loyalty, advocacy participation, obedience and functional participation) and IWB, indicating that these behaviors tend to co-occur among IT professionals (Newton & Blanton, 2008). The study found

a moderate positive relationship between Organizational Citizenship Behavior (OCB) and Innovative Work Behavior (IWB) among manufacturing employees in Penang ($r = 0.652$, $p < 0.01$), supporting the hypothesis that OCB significantly influences IWB (Zahara Ismail & Azreen Rodzalan, 2021). Five OCB dimensions—altruism, conscientiousness, sportsmanship, courtesy, and civic virtue—collectively contributed to all stages of IWB, with employees demonstrating higher IWB when engaging in OCB practices (Zahara Ismail & Azreen Rodzalan, 2021). These results are in agreement with previous literature on how OCB contributes to innovation through collaboration and knowledge sharing (Ismail & Rodzalan, 2021, based on the works of Naqshbandi et al., 2016 and Gunduz et al., 2016). OCB and IWB have been found to have a positive association, showing a significant correlation coefficient of 0.386^{**} ($p < 0.01$), where employees with higher OCB will also show high levels of innovative work behavior (Saranya, 2025). Additionally, OCB mitigates job demands and burnout, thereby improving IWB (Zhou et al., 2022). Therefore, hypothesis proposed that

Hypothesis 2: OCB Impact IWB positively.

2.5 Innovative work behavior and Task Performance:

Innovative work behavior (generation, promotion, and actualization of novel ideas) positively affects performance through its direct impact on job performance; an increase in innovative work behavior by one-unit improved job performance by 0.40 standardized units ($\beta = 0.40$, $p < 0.005$) (Deng et al., 2022). Innovative work behaviors have a role in job performance since innovative activities of employees lead to better work outcomes. Innovative work behaviors (IWB) boost task performance by ensuring that employees have the needed knowledge and skills needed to cope with a fast-changing environment and come up with novel ideas (De Jong & Den Hartog, 2010; Janssen, 2000). In their research, Stoffers et al. (2019) showed that IWB is positively correlated with employability. Furthermore, Stoffers et al. (2019) show that IWB acts as a mediator of the relationship between LMX and OCB. Therefore, IWB helps employees develop the skills needed to innovate and improve the performance of tasks. Moreover, perceived organizational politics negatively moderate this relationship, meaning that high political involvement lowers chances of employing innovation skills (Stoffers et al., 2019).

Therefore, IWB improves task performance through skills acquisition, adaptability, and goal alignment within the organization, although some external environmental factors such as political influences can negatively affect this outcome. In the analysis, innovative work behavior (IWB), which includes the five validated dimensional scale (opportunity exploration, idea generation, information investigation, idea championing, and implementation), is positively and significantly linked to task performance, whereby employees who actively participate in all the phases of innovative work behaviors generate productive and innovative results (Dahiya & Raghuvanshi, 2021). It was discovered that innovative work behavior (IWB) directly impacts business performance by helping organizations adopt new ideas, products, and processes and improve their productivity and competitiveness (Sjahrudin et al., 2024). Psychological empowerment positively affects IWB, which further mediates the relationship between psychological empowerment and performance, with idea implementation, one of the dimensions of IWB, significantly increasing task performance ($\beta = 0.446$, $p < 0.001$) (Sjahrudin et al., 2024). This research finding is consistent with previous studies that have

explored the link between IWB and organizational performance (Park, 2020; Stanescu et al., 2020). The results of this study are compatible with other literature on the impact of IWB on organizational performance (Park, 2020; Stanescu et al., 2020). These results are consistent with other literature on the association between IWB and improved organizational performance (Park, 2020; Stanescu et al., 2020). It was shown that all eight IWB dimensions, including opportunity exploration, idea sharing, idea creation, idea implementation, idea organization, idea learning, idea promotion, and idea realization, had a positive and significant relationship with performance at work for IT help desk employees (Parnitvitidkun et al., 2024). Thus, it is hypothesized that:

Hypothesis 3: IWB affect the Task Performance positively

2.6 OCB, IWB and Task Performance:

This research reveals that more satisfaction of psychological contract among information technology personnel (particularly the scope, tangible, and focused components) results in increased organizational citizenship behaviors (OCB) such as loyalty, participation in advocacy, obedience, and functional participation, thereby promoting innovative work behavior (IWB) and improving task performance (Newton & Blanton, 2008). OCB indirectly affects task performance (EP) through IWB since OCB creates a conducive environment for innovation. According to this study, OCB has a considerable effect on OIC and EP (H3 and H4 confirmed), whereas IWB positively influences EP (H2 confirmed; $\beta = 0.141$, $p = 0.011$). Despite the fact that OCB does not mediate the impact of IWB on EP (H1 rejected), the path analysis reveals that OCB has a greater overall impact on EP (0.223) and IWB has a positive direct impact (0.141), implying a sequential effect of OCB on IWB, which in turn positively affects EP. This corresponds with the study's findings that "IWB mostly improves individual performance" (Saranya & Anbu, 2025). Therefore, following hypothesis proposed that

Hypothesis 4: Relationship between OCB and Task Performance is mediated by IWB.

III. RESEARCH METHODOLOGY

3.1 Sample size and Demographic statistics of sample respondents:

Respondents of this study were 500 IT professionals from Top 5 companies of Delhi NCR having head Quarter Gurugram, Noida and Delhi. Purposive sampling is the method used in this study to disseminate the questionnaire. Of the responders, 35% were women and more than half (65%) were men. The age distribution is centred in the 30 to 35 and 35 to 40 age groups, each of which makes up 30% of the sample. This correlates closely with the reported professional experience, confirming a mid-career professional demographic. Regarding educational qualification, the majority of respondents (54%) held Bachelor degree, followed by 18.4% of respondents with Diploma degree, 20% of respondents held Master degree, and only 7.6% of respondents held other degree. 6.60% had less than 3 years of working experience, 37.8% had 3-6 years, 43.40% had 6-10 years, 12.20% had above 10 years. The job title of respondents covers Analysts 15%, developer 50%, manager 5%, QA/ tester 20% and 10% others.

3.2 Instrumentation

Dekas et al. (2013) served as the model for the OCB instrumentation. This scale, which had 23 items and 5 dimensions, measured OCB using a 5-point Likert scale that ranged from

strongly disagree to strongly agree. "I assist employees who have heavy workload" and "I make others feel comfortable being themselves at work." were sample items of these scales. (Jong & Hartog, 2010), Kleysen and Street (2001), and (Parnitvitidkun et al., 2024) were the authors of the instruments for innovative work behaviour. IWB was measured using a 5-point Likert scale with six categories and 28 items that ranged from strongly disagree to strongly agree. "I always search for new ideas to improve my work routine" and "I experiment the new ideas and solutions" were sample items of these scales. The task performance instrumentation was adapted from Pradhan & Jena (2019), Williams & Anderson (1991), and Ramos-Villagrasa et al. (2019). Based on 5-point Likert scales, the seven items on the scale ranged from strongly disagree to strongly agree. These scales included sample items like "I meet the performance requirement of the job" and "I set priorities of various tasks."

IV. RESULTS AND DISCUSSION

4.1 Descriptive Statistic

Descriptive statistics of study dimensions gives more details about the responses of respondents (Sekaran & Bougie, 2010). Table 1 presents the descriptive statistics of each dimension that summarizes the main characteristics of the data set. The comparative analysis of mean scores indicates that Helping Behaviour exhibits the highest level among OCB dimensions, followed by Idea Generation and Task Performance. This suggests that employees are more inclined toward assisting colleagues and contributing ideas. In contrast, Employee Sustainability and Idea Learning dimensions show relatively lower mean values, indicating lesser engagement in sustainability-related practices and leadership in innovation. However, the differences across dimensions are marginal, reflecting a generally balanced perception among respondents.

Table 1: Descriptive Statistics

	N	Skewness	Kurtosis	Skewness	SE	Kurtosis	SE
ES1	500	2.99	1.41	0.027	0.109	-1.29	0.218
ES2	500	2.99	1.43	-0.0125	0.109	-1.31	0.218
ES3	500	2.96	1.43	0.02205	0.109	-1.33	0.218
ES4	500	2.98	1.45	-0.0047	0.109	-1.38	0.218
SP1	500	2.99	1.41	0.01777	0.109	-1.29	0.218
SP2	500	3.01	1.4	0.02621	0.109	-1.28	0.218
SP3	500	3.01	1.4	-0.039	0.109	-1.26	0.218
SP4	500	3	1.41	0	0.109	-1.29	0.218
CV1	500	3	1.4	0.05296	0.109	-1.27	0.218
CV2	500	3	1.4	-0.008	0.109	-1.28	0.218
CV3	500	2.99	1.4	0.01787	0.109	-1.29	0.218
CV4	500	2.97	1.39	0.06638	0.109	-1.25	0.218
CV5	500	2.96	1.4	0.05988	0.109	-1.25	0.218
VO1	500	3.02	1.42	0.0202	0.109	-1.28	0.218
VO2	500	3	1.42	-0.0126	0.109	-1.31	0.218

VO3	500	2.99	1.44	0.04172	0.109	-1.36	0.218
VO4	500	2.99	1.39	0.00258	0.109	-1.27	0.218
HP1	500	3.01	1.43	-0.0205	0.109	-1.31	0.218
HP2	500	3.01	1.45	-0.0368	0.109	-1.35	0.218
HP3	500	3	1.42	-0.0253	0.109	-1.31	0.218
HP4	500	3.06	1.4	-0.0525	0.109	-1.29	0.218
HP5	500	3.04	1.44	0.00953	0.109	-1.35	0.218
HP6	500	3.03	1.43	-0.0107	0.109	-1.32	0.218
OE1	500	3	1.39	0.0117	0.109	-1.28	0.218
OE2	500	2.97	1.43	0.00647	0.109	-1.31	0.218
OE3	500	2.99	1.45	-0.0295	0.109	-1.36	0.218
OE4	500	3	1.4	-0.0234	0.109	-1.3	0.218
OE5	500	3.01	1.43	-0.0147	0.109	-1.34	0.218
OE6	500	2.99	1.38	0.00684	0.109	-1.21	0.218
IG1	500	3.03	1.41	-0.0491	0.109	-1.3	0.218
IG2	500	2.97	1.41	0.07062	0.109	-1.29	0.218
IG3	500	3.01	1.43	-0.0414	0.109	-1.32	0.218
IG4	500	2.99	1.4	0.00301	0.109	-1.31	0.218
IO1	500	2.99	1.42	-0.0069	0.109	-1.3	0.218
IO2	500	3.02	1.41	-0.0605	0.109	-1.3	0.218
IO3	500	3.01	1.42	0.04176	0.109	-1.31	0.218
IO4	500	3.01	1.43	0.03109	0.109	-1.32	0.218
IS1	500	3	1.39	-0.0333	0.109	-1.28	0.218
IS2	500	2.97	1.39	0.04479	0.109	-1.23	0.218
IS3	500	2.97	1.43	0.02733	0.109	-1.31	0.218
IS4	500	3.01	1.4	-0.0099	0.109	-1.28	0.218
IL1	500	2.97	1.39	0.03762	0.109	-1.27	0.218
IL2	500	2.99	1.43	0.01291	0.109	-1.33	0.218
IL3	500	2.97	1.43	0.0452	0.109	-1.34	0.218
IM1	500	2.99	1.41	0.00139	0.109	-1.31	0.218
IM2	500	2.97	1.43	0.03527	0.109	-1.34	0.218
IM3	500	3	1.44	0.01681	0.109	-1.34	0.218
IM4	500	3.02	1.41	0.0062	0.109	-1.3	0.218
IM5	500	2.97	1.41	0.04618	0.109	-1.3	0.218
IM6	500	2.99	1.41	0.03862	0.109	-1.32	0.218
IM7	500	2.99	1.38	0.01701	0.109	-1.26	0.218
TP1	500	3.01	1.4	-0.0151	0.109	-1.26	0.218
TP2	500	3	1.41	0.03024	0.109	-1.29	0.218
TP3	500	3	1.43	-0.0237	0.109	-1.33	0.218
TP4	500	3.02	1.38	-0.0369	0.109	-1.23	0.218

TP5	500	3.03	1.41	-0.024	0.109	-1.28	0.218
TP6	500	3	1.41	0.04412	0.109	-1.28	0.218
TP7	500	2.98	1.42	0.01565	0.109	-1.32	0.218

4.2 Measurement Model

This is reflective measurement model which represent effect of underlying constructs on items in which constructs are employee sustainability, social participation, civic virtue, voice, helping, Idea generation, idea sharing, idea organization, idea learning, opportunity exploration, idea implementations & application and task performance are constructs. Therefore, causality is from construct to indicators (measures). Reflective measures dictates that all indicator items are “caused” by same construct (i.e., they stem from the same domain), indicators associated with a particular construct should be highly correlated with each other (Nunnally and Bernstein, 1994).

Lower order construct’s reliability and validity:

The results showed that outer loading range of the reflective constructs employee sustainability (.770-.834), social participation (.770 -.836), civic virtue (.752- .821), voice(.763-.829), helping (.714-.825), Idea generation (.852-.878), Idea learning(.874-.892), Idea implementation & Implication(.815-.868), Idea organization(.832-.893),Idea sharing (.844-.896), Opportunity exploration(.832-.863)and task performance (.769-.849) are well above the threshold value of .708, which represent sufficient level of indicator reliability (Carmines, E.G., Zeller, R.A. 1979). Composite reliability (ρ_a) (.865 for helping, .838 for civic virtue, .809 for employee sustainability, .816 for social participation, .912 for task performance and .820 for voice, Idea generation .889, idea learning .858, Idea implemtenion and application .936, Idea organization .885, Idea sharing .889, Opportunity exploration .924) (Hair, Risher, Sarstedt, & Ringle, 2019), (Drolet & Morrison 2001; Hayduk & Litvay 2012) of the reflective constructs are well above the threshold value of .700, which suggest sufficient level of internal consistency. The results show that Average Variance Extracted (AVE) value of helping (.593), Civic virtue (.606), Employee sustainability (.633), Social participation (.633), Task performance (.650), Voice (.645) idea generation (.748), idea learning (.778), Idea implementation and application (.715), idea organization(.737), Idea sharing (.743),Opportunity exploration (.722)are well above the required minimum level of .50 (Fornell, C; Larcker, D.F.; 1981).

Table 2: Items Loading, AVE and Composite Reliability for the Measurement Model

Constructs	Items	Outer loadings	Composite reliability (ρ_a)	Average extracted variance (AVE)
Civic virtue	CV1 <- CV	0.753	0.838	0.606
	CV2 <- CV	0.752		

	CV3 <- CV	0.78		
	CV4 <- CV	0.784		
	CV5 <- CV	0.821		
Employee sustaiaability	ES1 <- ES	0.778	.809	.633
	ES2 <- ES	0.770		
	ES3 <- ES	0.80		
	ES4 <- ES	0.834		
Helping	HP1 <- HP	0.714	.865	.593
	HP2 <- HP	0.734		
	HP3 <- HP	0.757		
	HP4 <- HP	0.784		
	HP5 <- HP	0.801		
	HP6 <- HP	0.825		
Idea generation	IG1 <- IG	0.866	.889	.748
	IG2 <- IG	0.878		
	IG3 <- IG	0.865		
	IG4 <- IG	0.852		
Idea learning	IL1 <- IL	0.88	.858	.778
	IL2 <- IL	0.874		
	IL3 <- IL	0.892		
Idea implemmentation & application	IM1 <- IM	0.815	.936	.715
	IM2 <- IM	0.868		
	IM3 <- IM	0.846		
	IM4 <- IM	0.856		
	IM5 <- IM	0.852		
	IM6 <- IM	0.842		
	IM7 <- IM	0.838		

Idea Organization	IO1 <- IO	0.851	.885	.737
	IO2 <- IO	0.857		
	IO3 <- IO	0.893		
	IO4 <- IO	0.832		
Idea sharing	IS1 <- IS	0.844	.889	.743
	IS2 <- IS	0.896		
	IS3 <- IS	0.855		
	IS4 <- IS	0.854		
Opportunity Exploration	OE1 <- OE	0.853	.924	.722
	OE2 <- OE	0.839		
	OE3 <- OE	0.86		
	OE4 <- OE	0.849		
	OE5 <- OE	0.863		
	OE6 <- OE	0.832		
Social participation	SP1 <- SP	0.779	0.816	0.643
	SP2 <- SP	0.77		
	SP3 <- SP	0.822		
	SP4 <- SP	0.836		
Task performance	TP1 <- TP	0.769	.912	.650
	TP2 <- TP	0.77		
	TP3 <- TP	0.817		
	TP4 <- TP	0.786		
	TP5 <- TP	0.831		
	TP6 <- TP	0.849		
	TP7 <- TP	0.82		
Voice	VO1 <- VO	0.763	.820	.645
	VO2 <- VO	0.802		
	VO3 <- VO	0.829		
	VO4 <- VO	0.817		

Discriminant validity:

Thereafter, the discriminant validity was tested the measurement model, discriminant validity is the extent to which a variable is truly distinct from other variables (Hair et al., 2013). Table 3 demonstrates discriminant validity via HTMT is established, with the highest ratio observed between helping and employee sustainability at 0.714.

Table 3: Discriminant Validity Analysis

	CV	ES	HP	IG	IL	IM	IO	IS	OE	SP	VO
CV											
ES	0.669										
HP	0.658	0.714									
IG	0.396	0.343	0.395								
IL	0.403	0.345	0.386	0.617							
IM	0.394	0.287	0.355	0.546	0.655						
IO	0.363	0.34	0.327	0.546	0.628	0.621					
IS	0.308	0.307	0.318	0.547	0.578	0.542	0.61				
OE	0.364	0.331	0.36	0.569	0.622	0.61	0.608	0.526			
SP	0.669	0.715	0.7	0.352	0.372	0.35	0.34	0.325	0.328		
VO	0.658	0.678	0.711	0.42	0.439	0.339	0.368	0.359	0.379	0.648	

Higher order construct measurement model evaluation:

Table 4: Items Loading, AVE and Composite Reliability for the Measurement Model

Constructs	Items	Outer loadings	Composite reliability (rho_a)	Average extracted variance (AVE)
Organizational Citizenship Behavior	CV <- OCB(HO)	0.793	.903	.607
	ES <- OCB(HO)	0.813		
	HP <- OCB(HO)	0.827		
Innovative work behavior	IG <- IWB(HO)	0.756	.904	.653
	IL <- IWB(HO)	0.806		
	IM <- IWB(HO)	0.8		
	IO <- IWB(HO)	0.784		
	IS <- IWB(HO)	0.744		
	OE <- IWB(HO)	0.785		

	SP <- OCB(HO)	0.806		
	VO <- OCB(HO)	0.802		

For attaining this objective disjoint two stage approach adopted in which first raw score of lower order latent construct added in data file. After that lower order construct used as item of higher order construct.

To assess higher order construct, the factor loading, Composite Reliability (CR) and Average Variance Extracted (AVE) were used. Hair et al., (2013) pointed that items should achieved loading more than 0.70, AVE must achieve at least 0.5 and CR of the measurement model is acceptable when it exceeds 0.7 (Hair, Black, Babin, & Anderson,2010). Table 4 shows that all latent constructs in this study have factor loading range from .744 to .827, Composite reliability (rho-a) range from .903 to .904, in this case the AVE of of OCB and IWB were greater than 0.5, according to Fornell & Larcker, (1981).

Discriminant validity:

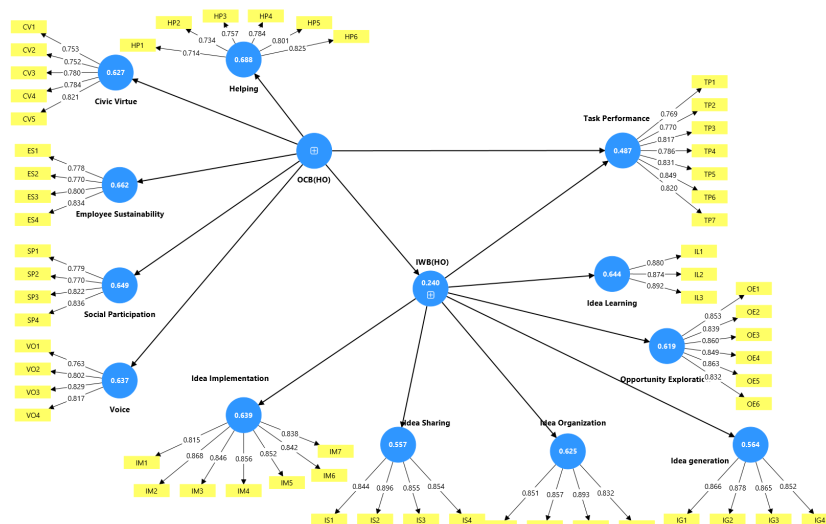
Thereafter, the discriminant validity of the measurement model tested, discriminant validity is the extent to which a variable is truly distinct from other variables (Hair et al., 2013). Table 5 demonstrates discriminant validity via HTMT is established, with the highest ratio observed between OCB and TP at 0.688.

Table 5: Discriminant Validity Analysis

	IWB	OCB	TP
IWB			
OCB	0.565		
TP	0.663	0.688	

Figure 1: Measurement Model

4.3 Structural Model



Structural model describes the relationship between latent variables. The sequence of constructs in structural model is based on theory, logic, or practical experiences observed by researcher. The sequence is displayed from left to right, with Independent (Predictor) constructs like Organizational Citizenship behavior and Innovative work behavior on the left and dependent (Outcome) variable like Task performance on the right-hand side. This study used the PLS- SEM Algorithm and the standard bootstrapping procedure with a number of 5000 bootstrap samples to check the path coefficients significance (Hair et al., 2014; Hair et al., 2011; Hair et al., 2012; Henseler et al., 2009). Figure 1 show the model of the research. Table 6 the R² value of dependent latent variable task performance (.487) and IWB (.241) are moderate. We applied bootstrapping with 5,000 subsamples with p value less than .05 and found that model's explanatory power is significant (Hair, Black, Babin, & Anderson, 2019). Table 10, indicate that OCB positively impact on task performance ($\beta = 0.423$; $t = 11.793$; $p < 0.001$) as a result Hypothesis first (H1) was accepted. According to finding of previous studies OCB enhance employee performance. The present findings are consistent with previous studies reporting a positive relationship between OCB and performance outcomes (Sanjaya, 2020, Podsakoff et al., 2000, Albloush et al., Chelagat, Chepkwony, & Kemboi, 2015; Halim & Dewi, 2020; Organ, 1988, 1997; Podsakoff et al., 2014; V. F. Costa et al., 2017). The Finding of study indicate that OCB positively influences Innovative Work Behavior (IWB) ($\beta = 0.491$, $t = 14.138$, $p < 0.001$), hence supporting hypothesis two (H2). This indicates that higher OCB among IT professionals leads to higher innovative work behavior, which subsequently enhance task performance. This study results match with previous studies found a moderate positive relationship between Organizational Citizenship Behavior (OCB) and Innovative Work Behavior (IWB) among manufacturing employees in Penang ($r = 0.652$, $p < 0.01$), supporting the hypothesis that OCB significantly influences IWB (Ismail & Rodzalan, 2021). So we can say OCB is a sound predictor of the IWB. The findings align with prior research indicating that OCB enhances innovation by fostering collaborative environments and knowledge sharing (Ismail & Rodzalan, 2021, citing Naqshbandi et al., 2016; Gunduz et al., 2016). OCB and IWB are positively correlated, with a significant correlation coefficient of 0.386** ($p < 0.01$), indicating that employees exhibiting higher organizational citizenship behavior also demonstrate greater innovative work behavior (Saranya & Anbu, 2025). Result of study indicate that IWB positively impact Task performance ($\beta = 0.385$; $t = 10.773$; $p < 0.001$), Hence hypothesis three (H3) was accepted. The findings of the study consistent with previous studies (Parnitvitidkun et al., 2024, p. 7). The study found that innovative work behaviour (the generation, promotion, and realisation of new ideas) directly enhances job performance; a one-unit increase in innovative work behaviour raised performance by 0.40 standardised units ($\beta = 0.40$, $p < 0.005$) (Deng et al., 2022).

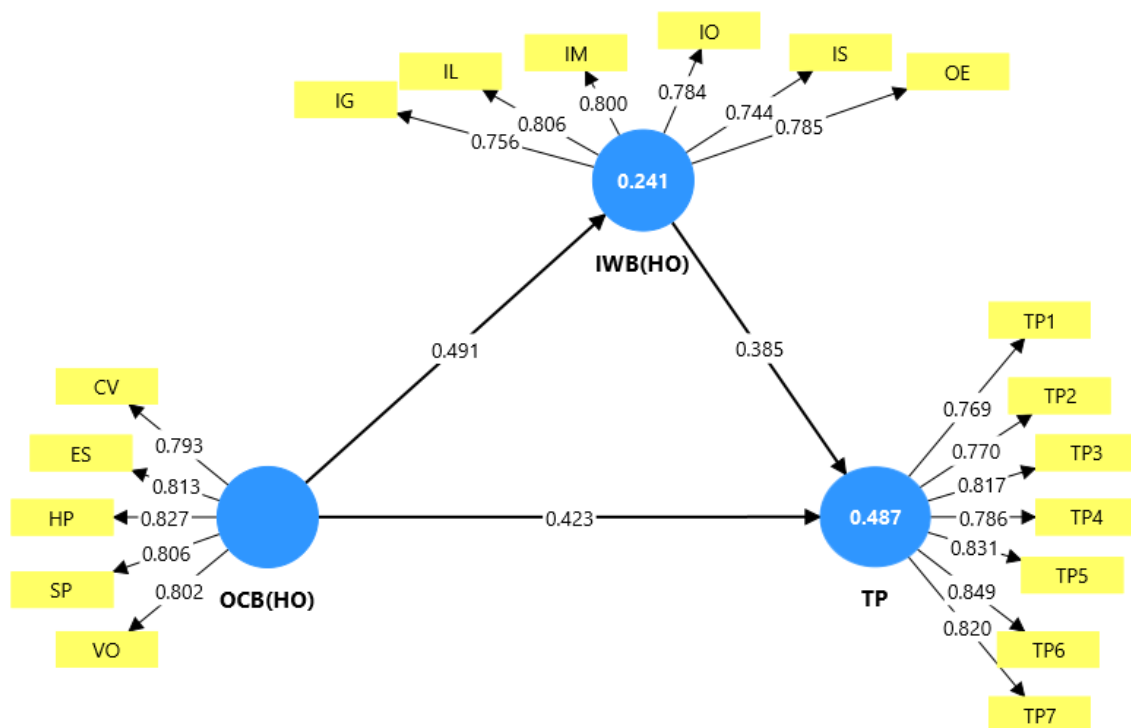


Figure 2: Structural Model

Inner model collinearity statistics:

Table 7: Collinearity statistics

	VIF
IWB -> TP	1.318
OCB -> IWB	1
OCB -> TP	1.318

All VIF values are clearly below the threshold value of 5. The model does not persist in multicollinearity issues (Diamantopoulos and Siguaw, 2006).

Models explanatory power:

Explanatory Power: The integrated inner model demonstrates substantial explanatory capability. OCB explains 24.1% of the variance in IWB (R-square = 0.241). In combination, OCB and IWB explain a highly substantial 48.7% of the total variance in Task Performance (R-square = 0.487).

Table 7: R square

Construct	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
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IWB	0.241	0.244	0.034	7.078	0
TP	0.487	0.49	0.032	15.414	0

Models effect size:

The F-square effect sizes indicate that OCB exerts a strong effect on IWB (0.318), while both OCB (0.264) and IWB (0.220) demonstrate strong, comparable direct effects on Task Performance.

Table 8: F square

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	Tstatistics (O/STDEV)	P values
IWB -> TP	0.22	0.224	0.048	4.605	0
OCB -> IWB	0.318	0.326	0.06	5.28	0
OCB -> TP	0.264	0.269	0.053	4.952	0

Models predictive power:

The PLS Predict LV summary verifies strong out-of-sample predictive power for TP, yielding a Q-square predict value of 0.371.

Table 9: PLS Predict LV summary:

	Q²predict	RMSE	MAE
IWB	0.236	0.877	0.718
TP	0.371	0.795	0.652

Mediation analysis:**Path Coefficients and Mediation Analysis:**

To test the mediation hypothesis, bootstrapping was utilized to calculate the direct effects, specific indirect effects, and total effects.

Table 10: Hypotheses Testing (Direct Effect)

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Decision
IWB -> TP	0.385	0.386	0.036	10.773	0	Supported
OCB -> IWB	0.491	0.493	0.035	14.138	0	Supported
OCB -> TP	0.423	0.423	0.036	11.793	0	Supported

Specific Indirect effect:**Table 11: Results of Mediating Effects**

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Results
OCB->IWB->TP	0.189	0.19	0.021	9.069	0	Partial mediation

Lastly, this study examined the mediating effects of IWB between OCB and Task Performance using the bootstrapping method. In particular, the study's indirect effects were estimated using the bootstrapping approach with 5000 samples and P value, as advised by Zhao et al. (2010) and Hair et al. (2014). Table 11 and Figure 2 show the bootstrapping results for the mediating influence of IWB on the relationship between OCB and task performance. Finding of study show that IWB partially mediate the relationship between OCB and Task performance with values ($\beta = 0.189$, $t=9.069$; $p < 0.001$,) and indirect effect ($a*b$) was significant. As a result, hypothesis four (h4) was accepted. The results shows that while OCB still explains a portion of task performance that is independent of IWB, certain effects of OCB on task performance are mediated through IWB. Therefore, the present study emphasises the Role of OCB and IWB influencing task performance among IT professionals in Delhi NCR. OCB indirectly impacts task performance (EP) through IWB by fostering a supportive environment that encourages innovative behaviors.

Table 12: Total effect:

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Decision
IWB -> TP	0.385	0.386	0.036	10.773	0	significant
OCB -> IWB	0.491	0.493	0.035	14.138	0	significant
OCB -> TP	0.612	0.613	0.029	20.89	0	significant

V. CONCLUSION

The main objective of the study is to determine the direct impact of OCB on the task performance of IT professionals in Delhi NCR, and indirect effect through the mediating role of IWB. There is a positive impact of OCB on task performance. Accordingly, higher level of Organizational citizenship behavior increases the task performance. The beneficial impact of OCB on workers' performance is enhanced by the mediating role of IWB. The study's conclusions offer guidance on how practitioners and managers might improve worker

performance. This can be achieved by fostering OCB and giving IT staff members chances to grow their IWB. Therefore, in order to achieve better performance and long-term success, IT businesses should focus on OCB and IWB. Actually, the current study was the first for IT workers in Delhi NCR to use PLS-SEM to analyse the combined impact of OCB and IWB on task performance because earlier study conducted in banking, hospitality sector, education sector but not on IT professionals. The study has certain shortcomings that need more attention. First off, only the top five IT firms in a specific region were chosen. Second, only cross-sectional data were utilised. As a result, it is likely that the relationship between variables will be impacted by the data gathered at various times. Lastly, IWB has been used in this work as a mediator variable between task performance and OCB. It is also possible to take into account additional mediator variables including organisational commitment, work satisfaction, motivation, organisational culture, and emotional intelligence.

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