

The moderating influence of Organizational Citizenship Behavior (OCB) on the relationship of Organizational Culture and Employee Performance: An analysis

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Abstract

Employee performance has been regarded as one of the pivotal concerns in public services. Employee performance is the research construct that has been studied from time to time due to its abstract ability and importance for organizations. Hence the prevalence of reluctant behavior among the faculty members in the public sector educational institutions creates a hurdle in achieving performance (Panagiotis et al., 2014). So far, The prime objective of the current study was to evaluate the relationship between the Organizational Culture (OC) and Employee Performance (EP) among the faculty members engaged in the public sector Universities of Sindh. Moreover, the current study attempted to analyze the influence of Organizational Citizenship Behavior (OCB) being the moderator of the relationship between Organizational Culture (OC) and Employee Performance (EP) among the faculty members engaged in the public sector Universities of Sindh. Since the nature of the study was causal and the respondents of this study were the faculty members of public sector Universities who have five years of experience. This study used Structural Equation Modeling (SEM) software for hypothesis tests. For data a correlation, Cronbach alpha, Convergent, Discriminant, and descriptive analysis were performed Further, the results have validated and approved the study hypothesis.

Keywords: Employee Performance (EP), Organizational Culture(OC), Organizational Citizenship Behavior (OCB)

1. Introduction

Employee performance has been regarded as one of the pivotal issues in the arena of public services. Since the inception of public services, organizations toiled to understand the complex behavior of humans. To maintain the motivation level of their employees, which will lead them to perform high. Moreover, employee performance being the research construct has been studied from time to time due to its abstract ability and importance for the organizations. Hence the organizational culture sometimes became an obstacle in the way for attaining perfection in employee performance. Studies also provided insights into the prevailing reluctant behavior in the faculty members of the public sector educational institutions. This potential problem invites more concentration of the researchers for ensuring the smooth conduct in the organization which motivates the employees. Therefore, the current study attempted to reduce the negative

influence of organizational culture on employee performance in public sector educational institutions. Since the study has introduced organizational citizenship behavior (OCB) as the moderating variable to neutralize the negative implications of organizational culture on employee performance among the faculty members of the public sector universities in Sindh.

1.1 Research Objectives

This study attempted to explore the following objective

- To analyze the influence of Organizational Culture on Employee Performance among the faculty members engaged in public sector Universities of Sindh
- To evaluate the relationship between the Organizational citizenship Behaviour (OCB) and Organisational Culture among the faculty members engaged in public sector Universities of Sindh
- To determine the relationship of Organizational citizenship Behaviour (OCB) and Employee Performance among the faculty members engaged in public sector Universities of Sindh
- To know the moderating effect of Organizational Citizenship Behaviour (OCB) on Organizational Culture and Employee Performance among the faculty members engaged in public sector Universities of Sindh

1.2 Research Scope

The current study primarily focuses on the relationship of organizational culture (OC) and Employee Performance among the faculty members engaged in public sector Universities in Sindh. Moreover, this study attempted to evaluate the influence of organizational culture on Employee Performance. Furthermore, the moderating effect of Organizational Citizenship Behaviour (OCB) has also been evaluated. Whereas, the subjective theme of this study is Human Resources Management (HRM).

1.3 Significance of the Study

The current study attempted to determine the behavior of faculty members engaged in public sector universities and the prevailing consciousness among the general public for these public sector universities. Findings of the current study contribute to the existing literature on Employee Performance and organizational dynamics.

1.4 Problem Statement

Employee performance has been related to the behavior of an individual, yet this behavior of any individual is not the simple and consistent one. Since this ever changeability of human behavior creates a complex scenario for the organizations in the way for motivating employees. However, the employees working in public sector organizations show a reluctant behavior that causes a marginalization in their performance. So far the public organizations are inclined to maintain smooth conduct to provide a conducive environment. To motivate their employees. Employees exhibit this behavior due to the varying organizational culture, that exerts an influence on employee performance. Hence the current study tried to

bridge the gap by introducing Organizational Citizenship Behavior (OCB) as the moderating variable to reduce the negative implication of Organizational Culture (OC) on employee performance.

2. Review of Related Literature

2.1. Organizational Culture

The word, culture implies something that is learned and shared (Titiev, 1959). Culture indicates a set of distinct values, values, norms, rules, and philosophies to formulate a decision (Pettigrew, 1979). Culture has been defined as a conduit for the communication of rules and regulations among individuals in an organization. In the current modern contemporary age, the sole notion of culture is outdated in an organization, hence the concept of organizational culture has been put forward, aimed at the analysis, interpretation, and understanding among the members of an organization. Culture is a composite whole of beliefs, ideas, customs, and traditions material artwork, e.g., monuments, buildings, etc (Schein, 1985). Due to relentless cultural changes in the modern-day organization, it is hard to predict the patterns or processes of change in the organizational culture (Mackenzie, 1986). Thus, the topic of organizational culture has attracted the focus of scholars in the social science field (Cartwright & Cooper, 1990). Lundy & Cowling (1996) has explained culture as “the ways we do things around here”. In addition, much experimental attention, for research variables, has always been an overriding concern of researchers due to its significance and wider application regarding the efficacy and employee performance (Denison, 1990; Kotter & Heskett, 1992; Martin, 1992; Giri, 2017). Robbins has defined organizational culture as a ceiling that expounds on the state of role mentioning. Furthermore, culture has been defined as a guiding factor that shapes the behavior patterns and attitude of employees, with a set of rules and (Robbins, 2001). A Morocco-based study found significantly a positive correlation between performance and organizational culture in a constitutional team setting (Oumli & Balloun, 2009). However, constant discussions increased the importance of the concept of organizational culture in the community of academics and institutions. A study found a lot of experimental and investigative endeavors to interpret cultural diversity in the corporate and academic world (Shafiq & Qureshi, 2014). OC has always been a context-sensational one, with different outcomes of research studies relative to the given culture in various social settings. Thus, a Pakistan-based study defined organizational culture as a linchpin in an organization; all other components rotate around it cyclically (Saeed et al., 2010). An Iran-based study expounded the behavior patterns of employees, with an insight on the operation and structure of an organization (Bidokhti et al., 2011). A Greek study reported a negative correlation between a hierarchal culture in an organization and the motivation of employees in the public sector (Panagiotis et al., 2014). The study of organizational culture got a wider currency in the research community that guided and delineated the contours of organizational culture (Tsui, Wang, & Xing, 2011; Shafiq & Qureshi, 2014; Giri, 2017). Notwithstanding, there is a paucity of existing statistics and data about the working conditions of public employees, working in Sindh.

2.1.1 Organizational Culture Dimensions

2.1.2 Competitive Culture

The term competitive being the dimension of organizational culture is not novel in social science. A multitude of research studies illuminated the idea of competitive culture (Esra, 2011). Competitive culture indicates a nexus between employees' efficiency and higher productivity rate in an organization (Ogbonna & Harris, 2000). A study reported a negative impact of competitive culture on the psychological

well-being of workers characterized by low job efficacy and retention in an organization (Budhwar et al., 2006). Another study found an inimical impact on the employees' self-efficacy and productivity (Whittington et al., 2009). The competitive organizational culture explains the competition and productivity of workers in materialistic terms in the market economy (Esra et al., 2011). A study found a lack of sufficient work on competitive culture concerning the performance with a special reference to a positive aspect (Shafiq & Qureshi, 2014). Another study noticed an increase in the performance of workers in a competitive working environment of a particular organization (Schrock et al., 2016). A study found recently a drastic change in a competitive environment (Giri, 2017).

2.1.3 Bureaucratic Organizational Culture

Bureaucratic culture is defined as a category of organizational culture that affects negatively the performance of workers with higher demotivation (Odom et al., 1990). A study defined bureaucratic culture as a type of organizational culture along with innovation and task acceptance as cultures (Xenikou and Furnham, 1996). Another study reported a lot of studies that analyze and understand the notion of an organizational culture concerning the performance of workers in an organization (Odom, 1990; Ogbonna, 2000). A research study reported the minimal performance of the employees in a bureaucratic organizational culture (Ogbonna & Harris, 2000). Another research study noticed a negative impact of bureaucratic culture on the performance of employees along with a lower level of motivation in an organization, aimed at providing consent to that type of culture (Lund, 2003). Raub confirmed the negative impact of bureaucratic culture on employees' behaviors in a service institution (2008). Another study reported lower devotion in the employees due to a bureaucratic culture in an organization (Mehdi et al., 2010).

The afore-cited studies show the adverse of bureaucratic organizational culture on the motivation of employees, working in an organization, private or public.

2.1.4 Community Culture

A study found community as an important aspect of organizational culture and reported a positive impact of community culture on employees' performance (Cameron and Freeman, 1991). A lot of researchers conducted such relevant studies on organizational culture (Deshpande et al., 1993; Ogbonna & Harris, 2000). Likewise, lots of academics tried to evaluate the impact of community culture on the job performance of employees in an organization (Wang, 2011). It has been found that motivation, employees' performance, and community correlated positively as integral parts of a culture in an organization (Ogbonna & Harris, 2000). Another study noticed a positive correlation between workers, organizational culture, and community, with higher job satisfaction among the workers (Lund, 2003). One of the characteristics of organizational culture is the loyalty of employees to an organization (Mehdi & Tahereh, 2010). A study observed loyalty of employees as an outcome of community culture in organizations (Tsui et al., 2011). Another study reported significantly a positive nexus of a particular organizational culture and Employee performance (Panagiotis et al., 2014). A study noticed enchantment in the performance of employees due to community as a vital part of organizational culture (Shafiq & Qureshi, 2014).

2.1.5 Innovative Culture

Innovative organizational culture addresses administrative inconsistencies and rules of an organization that is aimed at enabling an organization to exhibit an innovative initiative and enhance its performance (Greenley, 1995). The scope of innovative organizational culture grew increasingly in the research community (Peter, 1999; Ogbonna, 2000; Shafiq, 2014). Accordingly, many studies came to the fore to elucidate the dynamics of a relationship between innovative culture and employees' motivational

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level (Giri, 2017). A study found a satisfactory performance level of a worker, with higher loyalty towards an organization of an innovative culture (Peter & John, 1999; Ogbonna and Harris, 2000).

An innovative organizational culture is a democratic decision-making process in which the employees participate with a purpose to influence and shape the decisions following their wishes and innovation patterns (Esra & Mithat, 2011). A study noticed an easy change process in an innovative organizational culture, with an extrinsic stimulus (Hee et al., 2013). Shafiq and Qureshi (2014) reported a correlation between an innovative organizational culture and employees' motivation levels. Another study noticed a variation in the job performance of employees, with an innovative organizational culture (Giri, 2017).

2.2 Employee Performance

A study found an overwhelming discussion in the research community on the topic of employees performance; hence many research studies on the impact of an employee's performance (Maslow, 1954; Mausner, 1959; Alderfer, 1972). The behavior and attitude of an employee in the performance of a task or job indicated the level of motivation (Snyderman et al., 1959). A study found the attitude of an employee as an important aspect of motivation in performing a task (Herzberg et al., 1959). Another study noticed an overriding concern of employees about their performance, most likely resulting in the loss of a job in the future (McGregor, 1960). A study reported higher performance levels through internal as well as external rewards (Awonusi & Chris, 2004; Callahan & Reio, 2004). A comparative study found the low performance of employees due to internalized low self-esteem and the study found the employees' fulfillment of the goals of an organization with antecedent satisfaction of employees by the administration (Robbins, 2005). A Pakistan-based study found training, capacity building, employee-employer relations, friendly environment, compensation mechanism, and job assurance as predictors of the maximum performance of an employee in an organization (Hafiza et al., 2011). another study reported development opportunities, compensation, and recognition as antecedents to employee's performance (Porter et al., 2016). A study emphasized equally the motivation of employees in an organization at a workplace (Wae-esor et al., 2016).

2.3. Organizational Citizenship Behaviour (OCB)

OCB can be defined as the "willingness of a person to contribute efforts to the cooperative system" (Barnard, 1938). Katz has defined organizational citizenship behavior as a quick and innovative response of an individual, constituting an additional part of the job description (1964). Organizational Citizenship Behaviour (OCB) has been explained as "individual volunteer service without direct or explicit recognition by a formal reward system, and is aimed generally at the promotion of an effective organizational function". (Organ, 1988). The organ elaborated organizational citizenship behavior (OCB) the task-oriented attitude of a worker as a token of goodwill in the larger interest of an organization (Organ, 1990). A study found variations in organizational citizenship behavior-based performance of an employee within an organization due to various settings (Graham, 1991). A study suggested the behavior of organization citizenship-based behavior (OCB) as a supplementary role of an employee that the performer is required to carry out in an organization (Tepper et al., 2001). A study found five major characteristics of organizational citizenship behavior (OCB) in an organization (LePine et al., 2002). The organization citizenship-based behavior is widely known as intentional enthusiasm exhibited willingly by workers at a workplace in an organization, with a provision of compensation for the check and balance of the organization-employee relationship (Bolino et al., 2002). A study described organizational citizenship behavior-based behavior as an attitude to perform a task without any consideration to rewards given by an organization (Luthans, 2005). Nielsen

subdivided organizational citizenship behavior into five distinct domains, e.g., “civic virtue, sportsmanship, altruism, courtesy and consciousness” (2009), are enumerated as under:

2.3.1 Conscientiousness

Conscientiousness is an attitude and perception of an individual towards the performance of tasks and their colleagues in a specific setup (Kim, 2006). Conscientiousness is not a part and parcel of the goals of an organization; but wilful and increased interest in of an employee in the performance of a job in an organization (Podsakoff et al., 1990). Conscientiousness is a set of behaviors and attitudes without any regard to a job description (Law, 2005).

2.3.2 Sportsmanship

Sportsmanship is defined as an optimistic behavior of an individual working in an organization, with a sense of tolerance (Podsakoff et al., 1990). That has been also explained in research that sportsmanship is “a willingness to tolerate the inevitable inconveniences and impositions of work without complaining” (Organ, 1990). This implies true compliance with the rules of a game, consisting of a spirit of bravery and resilience. So do the employees of an organization remain satisfied, even though their input is sidelined, the employees are still contended to carry out any task readily without any heed to working conditions (Organ, 2006). A study reported OCB –induced optimism among the employees for the performance of a range of tasks that counterbalances the pessimism in an institution (Demeroutia & Cropanzob, 2017).

2.3.3 Civic virtue

The word civic-virtue nurtures employees’ behavior for making a positive behavior, aimed at portraying a promising image of an organization (Podsakoff, 1990). The persons, with a high level of civic- virtue, partake actively in discussions and analysis of an organization (Graham, 1991). A study called for civic virtue in an organization as an important of OCB (Lee & Allen, 2002). Another study defined civic virtue as volunteerism and the devotion of an employee in an organization to perform an array of tasks (Law, 2005). A study reported a positive correlation between the efficiency of an organization and civil virtue (Romle et al., 2016).

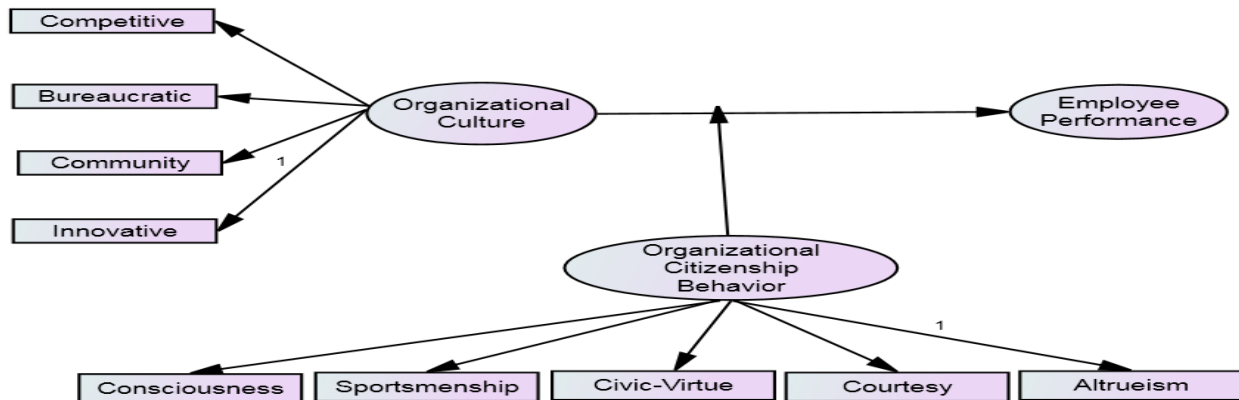
2.3.4 Courtesy

Organizational citizenship behavior OCB indicates courteous manners exhibited by employees during social interaction with others, consisting of politeness in an organization exchanged through guidance from their counterparts or the supervisors (Podsakoff et al., 1990). Courtesy is also defined as a tolerant attitude of employees towards their hostile counterparts in a working environment (Law et al., 2005).

2.3.5 Altruism

A study defined altruism as an aspect of organizational citizenship behavior that discusses the attitude and the behavior of an individual that is exhibited during the performance of a task in consultation with others in a specific organization (Podsakoff et al., 1990). Another study noted the strength of altruism as a motion to produce a congenial environment for the workers to carry out the given tasks in an organization (Hodson, 2002).

2.4 CONCEPTUAL MODEL



2.5 Hypothesis Of the Study

H₁: There is a significant and positive relationship between Organizational Culture and Employee Performance among the employees working in public sector universities in Sindh.

H₂: There is a significant and positive relationship between Organizational Citizenship Behaviour (OCB) and organizational culture among the employees working in public sector universities in Sindh.

H₃: There is a significant and positive relationship between Organizational Citizenship Behaviour (OCB) and Employee Performance among the employees working in public sector universities in Sindh.

H₄: Organizational Citizenship Behaviour (OCB) moderates the relationship of organizational culture and Employee Performance among the employees working in public sector universities in Sindh

3. Research Methodology

3.1 Type, Nature of Study

The research design of the current study is a causal one. However the nature of the study is a quantitative one, that attempts to analyze the Cause and effect relationship between Organizational Culture and Employee Performance. Meanwhile, the OCB being the moderating variable influenced the relationship of OC and Employee Performance.

3.2 Respondents

Respondents for this research were the faculty of the public sector universities in Sindh. Moreover, after applying the inclusion and exclusion criteria. Such as universities that offer a Ph.D. program, imparting Business Education, and must have been at least five years of teaching experience. Further, the following table incorporates the numbers 1836,1540, and 1355 as the population, targeted population, and traceable population respectively.

Table: 01. Respondents of the Study

| S # | Public Sector Universities | N | Targeted | Traceable |
|-----|----------------------------|---|----------|-----------|
|-----|----------------------------|---|----------|-----------|

| | | | | |
|--------------------|------------------------------|-------------|-------------|-------------|
| 1 | IBA Karachi | 120 | 110 | 95 |
| 2 | SALU Khairpur | 175 | 160 | 150 |
| 3 | SMIU Karachi | 70 | --- | ---- |
| 4 | SIBA Sukkur | 140 | 130 | 110 |
| 5 | University of Karachi | 710 | 645 | 600 |
| 6 | University of Sindh Jamshoro | 540 | 495 | 400 |
| 7 | BBSU Lyari Karachi | 40 | --- | --- |
| 8 | SBBU Shaheed Benazirabad | 41 | --- | --- |
| Respondents | | 1836 | 1540 | 1355 |

3.3 Study Sample

The sample size for this study has been determined through the thumb rules given by Roscoe (1975). Which stressed on the number of variables should multiply by thirty times its number (1*30) to get the sufficient numbers of respondents. So far the number of respondents for the current study is 360.

Table:2.Allocation of Sample (Respondent wise) (n=360)

| No. | Stratas | N | % | n |
|--------------------|--------------|-------------|------------|------------|
| 1 | Lect: | 405 | 30 | 108 |
| 2 | Asst: Prof: | 580 | 43 | 155 |
| 3 | Asoct: Prof: | 135 | 10 | 35 |
| 4 | Professors | 216 | 16 | 58 |
| 5 | Meritorious | 19 | 1 | 4 |
| Respondents | | 1355 | 100 | 360 |

Table:3.Allocation of Sample (University wise) (n=360)

| No | Universities | Lecturer | A.P | Asoct: .P | Prof: | Mertus :P | N | Sample % | n |
|----|---------------|----------|-----|-----------|-------|-----------|-----|----------|-----|
| 1 | IBA Karachi | 40 | 38 | 9 | 8 | — | 95 | 7 | 25 |
| 2 | SALU Khairpur | 47 | 51 | 11 | 37 | 1 | 150 | 11 | 40 |
| 3 | SIBA | 47 | 41 | 11 | 11 | — | 110 | 8 | 29 |
| 4 | UoK | 174 | 260 | 57 | 102 | 7 | 600 | 44 | 158 |

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| | | | | | | | | | |
|--------------------|-------------|------------|------------|------------|------------|-----------|-------------|------------|------------|
| 5 | US Jamshoro | 97 | 187 | 51 | 59 | 6 | 400 | 30 | 108 |
| Respondents | | 405 | 580 | 135 | 216 | 19 | 1355 | 100 | 360 |

Table:4.Allocation of Sample (University Intra) (n=360)

| No. | University | Lecturer | A.P | Asocet: .P | Prof: | Mertus ::P | N | Sample % | n |
|--------------|-----------------------|------------|------------|------------|-----------|------------|-------------|------------|------------|
| 1 | IBA Karachi | 10 | 11 | 2 | 2 | — | 95 | 7 | 25 |
| 2 | SALU Khairpur | 11 | 12 | 3 | 13 | 1 | 150 | 11 | 40 |
| 3 | SIBA | 13 | 11 | 3 | 2 | — | 110 | 8 | 29 |
| 4 | University of Karachi | 51 | 71 | 12 | 22 | 2 | 600 | 44 | 158 |
| 5 | US Jamshoro | 25 | 66 | 22 | 23 | 3 | 400 | 30 | 108 |
| Total | | 108 | 155 | 35 | 58 | 4 | 1355 | 100 | 360 |

3.4 Sampling technique and Collection of Data

Proportionate stratified random sampling has been adopted. Since the respondents of the study were comprised of different strata. therefore this technique provided an equal opportunity for each member in these strata to become a respondent for this study. Moreover, the data has been collected through filling up questionnaires from the respondents of the study.

3.5 Measures

Five-point Likert scale modified questioners have been used to measure the responses for the current study. Organizational culture was measured through a questionnaire developed by (Cameron & Quinn, 2006; Ogbonna & Harris, 2000), Employee Performance (Ololube & ERIC, 2006), and OCB (Podsakoff & Organ, 1990; MacKenzie, Podsakoff, & Fetter, 1991).

4. Data Analysis

The current study has adopted multiple statistical tests for the data analysis. These tests include reliability, descriptive, collection analysis, and performed CFA. Further, the current study applied structural Equation Modeling (SEM) for hypothesis testing.

Table:5.Descriptive Analysis

| Demographics | Respondents | n | % |
|--------------|-------------|------------|------------|
| Sex | Male | 227 | 63 |
| | Female | 133 | 37 |
| Total | | 360 | 100 |
| Age Group | Up to 35 | 184 | 51 |
| | Above 35 | 176 | 49 |
| Total | | 360 | 100 |

| | | | |
|---------------|---------------------|------------|------------|
| Job Title | Lecturers | 119 | 33 |
| | Asst: Prof: | 140 | 39 |
| | Asoc: Prof: | 32 | 9 |
| | Professors | 65 | 18 |
| | Meritorious | 4 | 1 |
| Total | | 360 | 100 |
| Qualification | Masters/(16 yerars) | 158 | 44 |
| | M.Phil./ (18 years) | 130 | 36 |
| | PhD | 72 | 20 |
| Total | | 360 | 100 |
| Experience | 5 to 10 y | 146 | 40.5 |
| | 11 to 15 y | 137 | 38 |
| | >15 y | 77 | 21.5 |
| Total | | 360 | 100 |

Above the descriptive analysis, the table contains males which are 63% and females 37% respondents. Further, 51% is of 35 years and 49% is of above 35 years of respondents. Whereas, the job title of the respondents was lecturer 33%, Asst: Prof: 39%, Asoc: Prof: 9%, Professor 18%, and Meritorious 1%. Moreover, the qualification of respondents were Masters (16y) 44% M.Phil(18) 36%, and Ph.D. 20%. Experience being the last item of demographic variable in table depicts 40.5%, 38%, 21.5 %, of respondents 5to10 y, 11to 15y and above 15y respectively

4.1 Reliability

Table:6.Reliability Analysis

| S # | Constructs | score | Items | | |
|-----|------------|-------|-------|------|---|
| 1 | OC | .921 | 7 | | |
| | Innov: | | | | |
| | Comm: | | | | |
| | Bur: | | | | |
| | Comp: | .852 | 5 | | |
| 2 | OCB | .834 | 5 | | |
| | Cons: | | | | |
| | Spor: | | | .927 | 7 |
| | CV | | | .967 | 6 |
| | Court: | | | .786 | 5 |
| | Altr: | .823 | 6 | | |
| 3 | EP | .978 | 8 | | |

Above the reliability, the table depicts the scores for the constructs of this study. Organizational Culture is the construct of the study that has been evaluated through four dimensions Innovation, Community, Bureaucratic and Competitive. Organizational Citizenship Behaviour (OCB) the second construct of the study has been analyzed through five dimensions as Consciousness, Sportsmanship, Civic-Virtue, Courtesy, and Altruism. Employee Performance has also been evaluated for the study. However, the

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Cronbach alpha scores for the dimensions of the study <.70. which is acceptable according to the standard thresh-hold <.70 & .60 to .89 (Pallant, 2005).

4.2 Correlation analysis

Table:5.Correlation (Pearson)

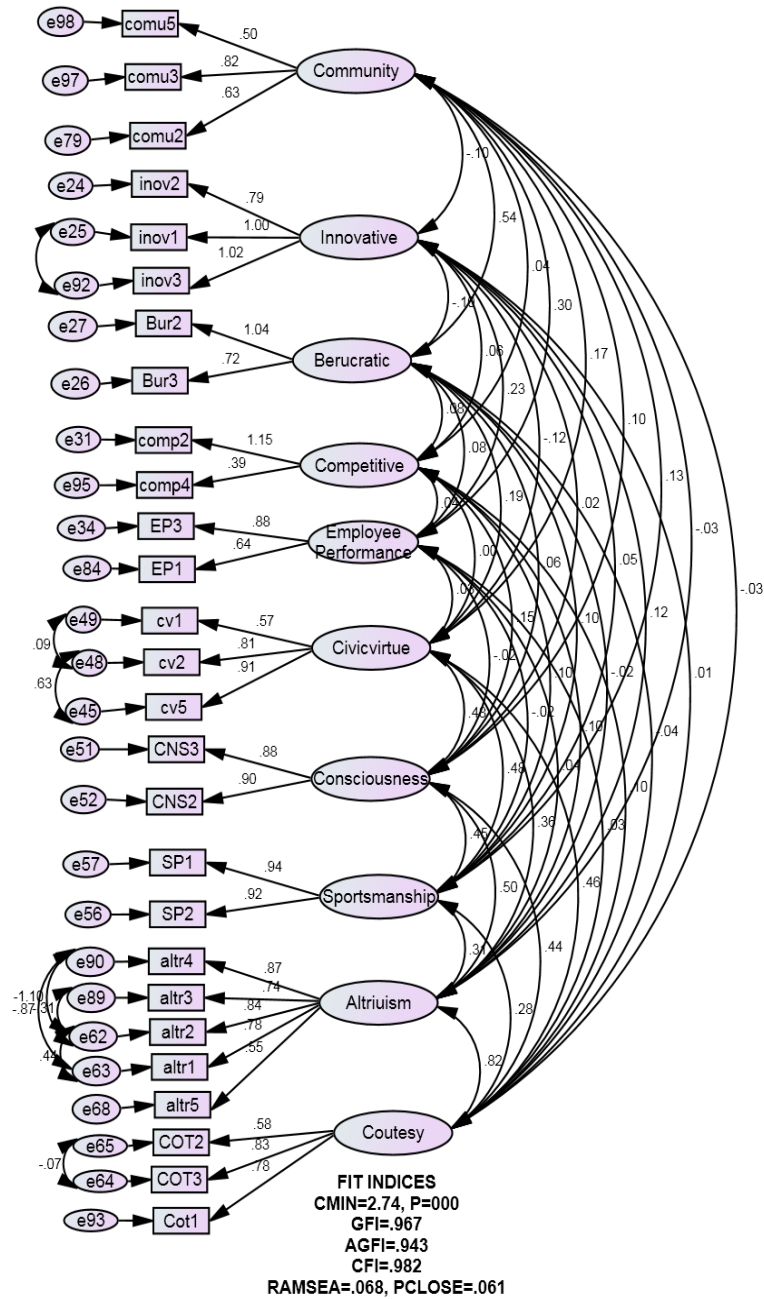
| Constructs | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|--|---|------------|-----------------|-----------------|------------|------------|------------|------------|------------|-----------------|
| Innov: | 1 | .385* * | - .470* * | - .229* * | .347* * | .353* * | .261* * | .337* * | .242* * | .319* * |
| Comm: | | 1 | - .272* * | -.126* * | .296* * | .589* * | .248* * | .358* * | .140* * | .463* * |
| Bur: | | | 1 | .186* * | .229* * | .118* * | .309* * | .292* * | .113* * | - .399* * |
| Comp: | | | | 1 | .198* * | .158* * | .259* * | .316* * | .259* * | - .174* * |
| Cons: | | | | | 1 | .571* * | .199* * | .420* * | .298* * | .424* * |
| Spor: | | | | | | 1 | .247* * | .211* * | .373* * | .204* * |
| C-V | | | | | | | 1 | .183* * | .843* * | .788* * |
| Court: | | | | | | | | 1 | .195* * | .391* * |
| Altr: | | | | | | | | | 1 | .666* * |
| EP | | | | | | | | | | 1 |
| ** significant at the 0.01 level (2-tailed). | | | | | | | | | | |
| * significant at the 0.05 level (2-tailed). | | | | | | | | | | |

The above table

conducive and depicted the scores for Correlation analysis to check the association between the constructs of the current study. So far, the correlation of Innovative Culture is significant and positive with other constructs of the study except Bureaucratic and Competitive. Community culture correlates positively and insignificant manner with the constructs of the study apart of the Bureaucratic and Competitive culture. Bureaucratic Culture negatively and significantly mannered correlate with employee performance. Competitive being the construct of the study correlates negatively significantly with the Employee Performance. Consciousness being the dimension of OCB correlates in a positive and significant manner with all the constructs of the study. Moreover, Sportsmanship, Civic-Virtue, Courteousness, and Altruism as the dimensions of OCB correlate positively with constructs of this study.

4.3 Structural Equation Modeling

Confirmatory Factor Analysis (CFA)



4.3.1 Convergent & Discriminant validity

| Dimensions | CR | AVE | MSV |
|------------|----|-----|-----|
|------------|----|-----|-----|

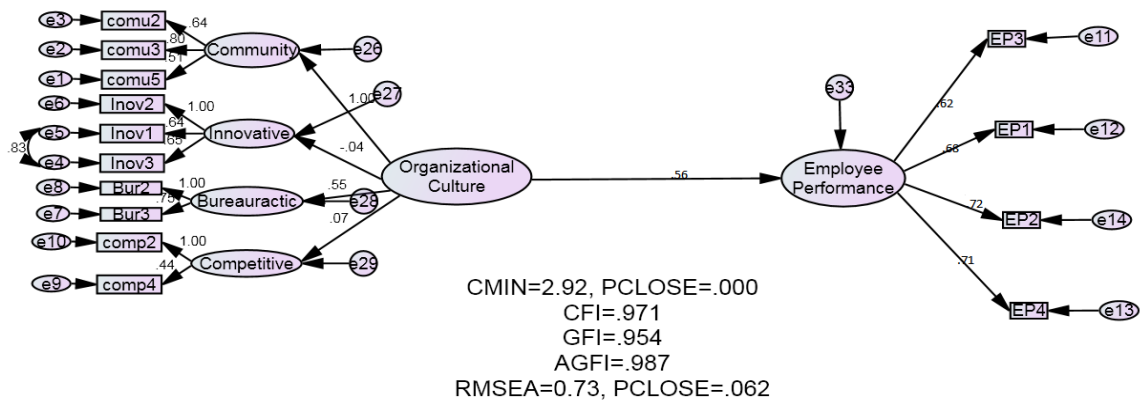
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| | | | |
|-----------------------------|-------|-------|-------|
| Innovative | 0.934 | 0.875 | 0.156 |
| Community | 0.795 | 0.537 | 0.314 |
| Bureaucratic | 0.878 | 0.786 | 0.224 |
| Competitive | 0.725 | 0.558 | 0.078 |
| Consciousness | 0.885 | 0.793 | 0.462 |
| Sportsmanship | 0.925 | 0.861 | 0.244 |
| Civic-Virtue | 0.828 | 0.627 | 0.255 |
| Courteousness | 0.768 | 0.532 | 0.269 |
| Altruism | 0.871 | 0.579 | 0.469 |
| Employee Performance | 0.766 | 0.638 | 0.437 |

The above table provided the concise validities (CR) composite reliability, Average Variance Extract (AVE) and Maximum Shared Variance (MSV) results for the current study. However, the dimensions of the organizational culture, innovation, Community, Bureaucratic, Competitive have been evaluated through the standard threshold As the results must be AVE (>.05), CR (>.07), and MSV<AVE (Malhotra & Dash, 2011). Hence the result of the above dimensions is according to the given threshold and accepted for the current study.

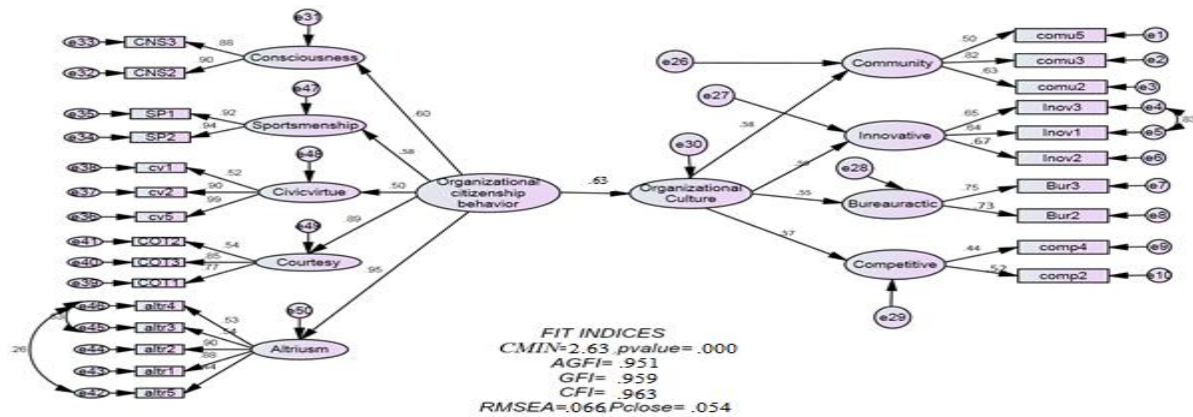
4.4 Hypotheses Test

H₁: There is a significant and positive relationship between Organizational Culture and Employee Performance among the employees working in public sector universities in Sindh



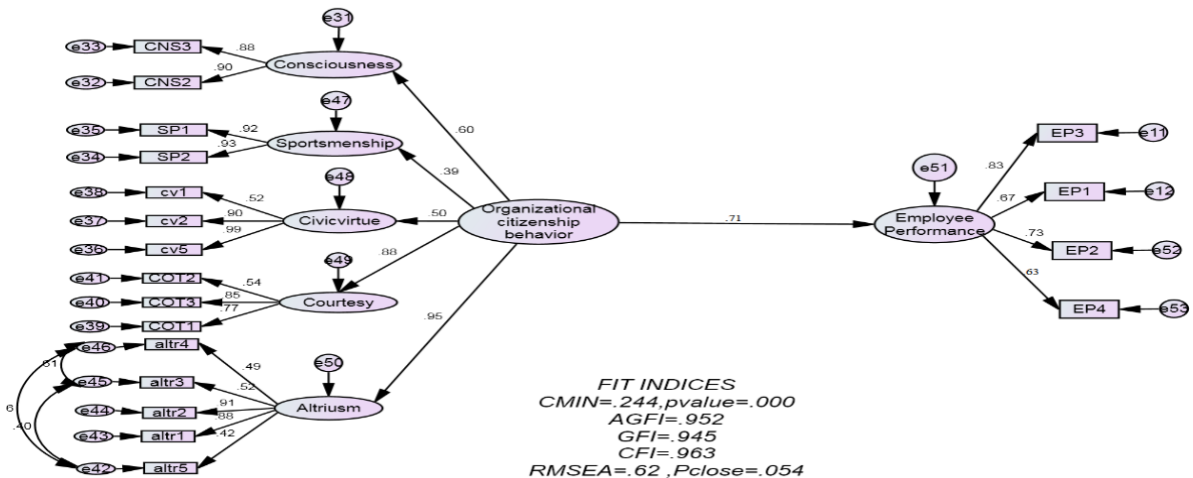
The above model for the Hypothesis test shows the effect of organizational culture on employee performance. Hence based on the values ($\beta=.56$, $p.0.00$) and fit indices for the model which are in line with the standard threshold (Jackson et al., 2009), therefore the Hypothesis has been retained. That means the change of 56% in Employee performance was due to a change in organizational culture.

H₂: There is a significant and positive relationship between Organizational Citizenship Behaviour (OCB) and organizational culture among the employees working in public sector universities in Sindh



Based on the ($\beta=.63$, $p.0.00$) value and the Fit indices for the fitness of the model (Jackson et al., 2009). The above hypotheses have been retained, which authenticates the significant and positive relationship between organizational citizenship behavior and the organizational Culture among the employees working in Public sector Universities in Sindh.

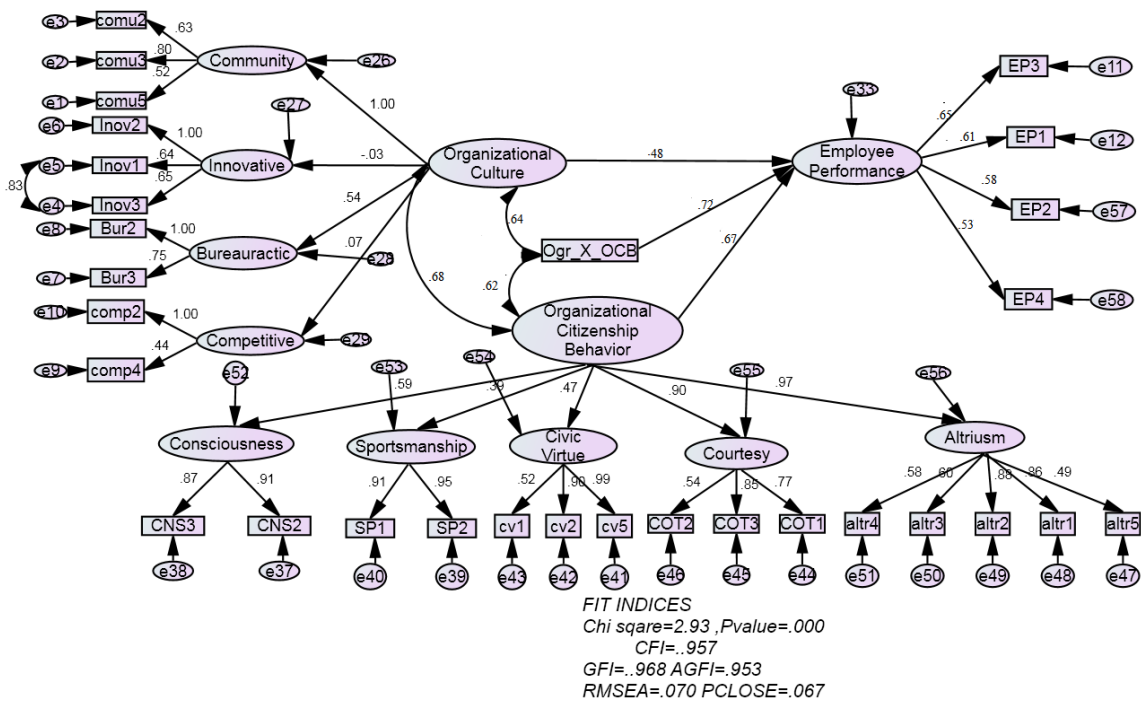
H₃: There is a significant and positive relationship between Organizational Citizenship Behaviour (OCB) and Employee Performance among the employees working in public sector universities in Sindh.



The above model authenticated the relationship between Organizational Citizenship Behaviour and Employee Performance based on the ($\beta=.71$, $p.0.00$) value. Which signifies the positive relationship between the OCB and Employee Performance among the employees working in public sector universities in Sindh. Whereas, the fit indices of the model were also incongruent with the standard threshold model (Jackson et al., 2009). Hence the hypotheses have been approved

H₄ Organizational Citizenship Behaviour (OCB) moderates the relationship of organizational culture and Employee Performance among the employees working in public sector universities in Sindh

The moderating influence of Organizational Citizenship Behavior (OCB) on the relationship of Organizational Culture and Employee Performance: An analysis



The above model has been used to evaluate the moderating influence of Organizational Citizenship Behavior (OCB) of Organizational culture (OC) and Employee Performance (EP) for the employees working in public sector universities in Sindh. Since the ($\beta=.48$, $p.0.00$) value of the model validates the hypothesis. Moreover, the influence of organizational culture was reduced from (.56, $p<.01$ to .48, $p<.01$). hence based on the result the hypothesis has been retained.

5 CONCLUSION

Findings of the study unearthed the significant and positive relationship between the organizational culture (OC) and Employee Performance (EP), Organizational citizenship behavior (OCB) and organizational culture (OC), Organizational citizenship behavior (OCB), and Employee Performance among the faculty members of the public sector universities in Sindh. This study also declared Organizational citizenship behavior (OCB) as the moderator of the organizational culture (OC) and Employee Performance (EP) among the faculty members of the public sector universities in Sindh. Hence based on the statical results hypothesis of the study, H₁, H₂, H₃, and H₄ have been approved.

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