



MAPPING THE RESEARCH LANDSCAPE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOUR: A BIBLIOMETRIC ANALYSIS

Nurul Asyikin Deraman^{a*}, Noor Ashikin Seman^b, Fauziah Deraman^c

^a*Faculty of Communication, Visual Art and Computing, Universiti Selangor Bestari
Jaya, Selangor, Malaysia*

^b*Faculty of Computers, Media and Technology Management, University College
TATI City Campus, Terengganu, Malaysia*

^c*Faculty of Hotel and Tourism Management, Universiti Teknologi MARA (UiTM),
Dungun, Terengganu, Malaysia*

**Corresponding author's email: asyikinderaman@unisel.edu.my*

ABSTRACT

This study explores the research trend of Organizational Citizenship Behaviour (OCB) through a bibliometric lens, offering a comprehensive overview of the field's scholarly development. OCB, recognized as the voluntary and discretionary behaviours that support organizational functioning, has garnered increasing attention from academics and practitioners alike. Despite the vast growth in literature, a consolidated analysis mapping the intellectual structure and research evolution of OCB is lacking. To address this gap, we conducted a bibliometric analysis using data extracted from the Scopus database, employing three main keywords: "organizational," "citizenship," and "Behaviour." A total of 905 relevant documents were identified and refined using OpenRefine for data cleaning, while analytical visualization was carried out using Scopus Analyzer and VOSviewer software. The results reveal a steady increase in OCB publications, particularly from 2015 to 2024, with a notable surge in 2024. The United States emerged as the most influential contributor in terms of publications and citations, followed by China, Malaysia, and Australia. Key themes identified include leadership styles, employee engagement, job satisfaction, and sustainability, indicating interdisciplinary linkages and evolving research focuses. Influential authors such as Podsakoff and Organ continue to shape the discourse, as reflected in citation analysis. Keyword co-occurrence maps highlight emerging trends such as green OCB and workplace spirituality. The findings provide valuable insights into the developmental trajectory, influential contributors, thematic concentrations, and collaborative networks in OCB research. This study not only enhances understanding of the intellectual landscape of OCB but also guides future researchers in identifying gaps and new directions in this vibrant domain.

JEL classification: M12, M14

Keywords: organization communication; organizational citizenship behaviour; discretionary behaviour; job satisfaction; work effectiveness

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1.INTRODUCTION

Over the past several decades, academic interest in Organizational Citizenship Behaviour (OCB) has expanded considerably, signalling its recognized role in improving both organizational effectiveness and employee well-being. Early research primarily centred on conceptualizing OCB and identifying its core dimensions and influencing factors, such as individual characteristics, managerial approaches, and workplace culture (Yang et al., 2023); (Guiling et al., 2022). The United States has consistently led in producing OCB literature, contributing a substantial volume of highly cited work. Key topics frequently addressed include job satisfaction, leadership influence, and employee psychological conditions (Yang et al., 2023); (Guiling et al., 2022). Moreover, the geographical scope of OCB research has widened to include previously underrepresented regions like Latin America and Africa, illustrating a more globalized scholarly interest (Fernandes et al., 2021).

Current developments in OCB studies reflect how evolving workplace conditions affect discretionary work behaviours. Global integration, advances in technology, and shifting organizational values have redefined which forms of OCB are prioritized and how employees can engage in them (Harvey et al., 2018). Researchers have also investigated the effects of various leadership styles particularly ethical and transformational leadership on employees' likelihood to go beyond their formal duties. These leadership behaviours play a key role in creating environments that nurture extra-role performance (Arshad et al., 2021); (Choi, 2007); (Ye et al., 2022). Furthermore, a strong link has been observed between OCB and job satisfaction, with findings suggesting that higher levels of OCB contribute positively to employee morale and organizational productivity (Jena & Goswami, 2013).

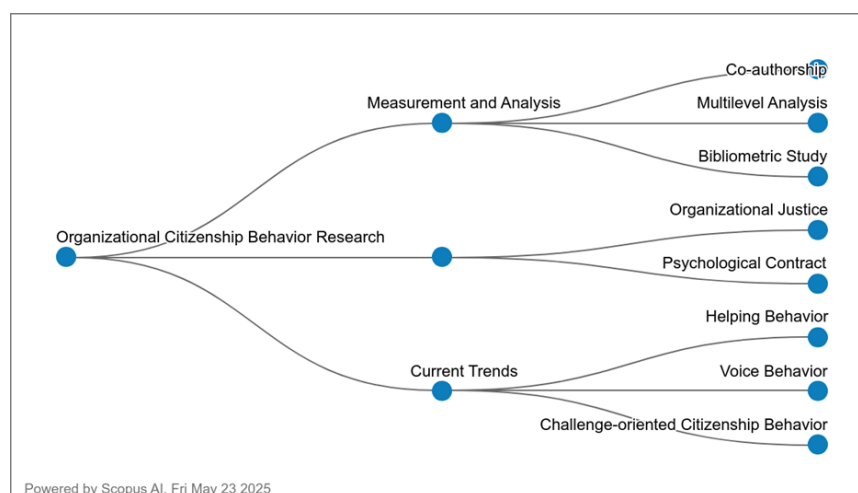


Figure 1: Overview trend of organizational citizenship behaviour research

Future inquiries into OCB are expected to delve deeper into the interaction between organizational frameworks and individual differences. A growing area of interest involves examining how career progression opportunities mediate the

relationship between organizational culture and employee commitment, and how these factors together influence OCB (Hasan et al., 2024). Additionally, the effects of ethical leadership and the organizational environment on change-driven forms of OCB are being explored more frequently, especially during periods of transformation (Ye et al., 2022). As work environments continue to shift, gaining a nuanced understanding of OCB's various expressions and their consequences for both employees and institutions remains a significant research priority (Yang et al., 2023); (Harvey et al., 2018); (Choi, 2007).

2. RESEARCH QUESTION

- 2.1 What are the research trends in organizational citizenship Behaviour studies according to the year of publication?
- 2.2 What are the most cited articles?
- 2.3 Where is the top 10 countries based on number of publications?
- 2.4 What are the popular keywords related to the study?
- 2.5 What are co-authorship by countries collaboration?

3. METHODOLOGY

Bibliometric analysis refers to the process of collecting, organizing, and examining bibliographic records from scholarly publications (Alves et al., 2021; Assyakur & Rosa, 2022; Verbeek et al., 2002). It goes beyond simple metrics like identifying the most active journals, years of publication, or top contributors (Wu & Wu, 2017) by incorporating advanced methodologies such as co-citation analysis, bibliometrics includes more sophisticated techniques like document co-citation analysis. A rigorous literature review necessitates a structured and iterative approach, involving the careful selection of keywords, comprehensive database searches, and detailed analytical procedures. This methodology supports the creation of an extensive list of relevant sources and strengthens the reliability of the findings (Fahimnia et al., 2015). With this in mind, the study focused on high-impact publications, as they provide meaningful insights into the theoretical frameworks that shape the research field. Accordingly, this study emphasized literature with substantial scholarly influence, as such works typically offer deeper insights into the conceptual foundations of the research domain. For the purpose of ensuring accuracy and comprehensiveness, the SCOPUS database was chosen as the main platform for retrieving bibliographic records (Al-Khoury et al., 2022; di Stefano et al., 2010; Khiste & Paithankar, 2017). Additionally, to maintain quality, the study only considered articles published in peer-reviewed academic journals, deliberately excluding books and lecture notes (Gu et al., 2019). Using Elsevier's Scopus, known for its broad coverage, publications were collected from 2020 through December 2023 for further analysis.

3.1 Data search strategy

The study utilized a systematic screening process to identify appropriate search terms for retrieving relevant articles. Initially, the Scopus database was searched using an online query. The search string was then refined to specifically include the term "organizational citizenship behaviour." This initial search generated 2,820 results, which were further filtered to include only English-language research articles, excluding review papers. After the final refinement of the search criteria, a total of 905 articles were selected for bibliometric analysis.

Table 1: The search string

Scopus	TITLE (organizational AND citizenship AND Behaviour)
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Table 2: The selection criterion is searching

Criterion	Inclusion	Exclusion
Language	English	Non-English
Subject	Social Science	Beside Social Science

3.1 Data analysis

VOSviewer is a bibliometric analysis tool developed by Nees Jan van Eck and Ludo Waltman at Leiden University in the Netherlands (van Eck & Waltman, 2010, 2017). This software is widely recognized for its capabilities in mapping and interpreting scientific publication data. It offers functions such as visualizing networks, grouping related elements, and constructing density maps. The tool supports detailed analysis of co-authorships, co-citations, and keyword associations, enabling users to gain a clearer picture of the research landscape. With an intuitive interface and ongoing updates, VOSviewer allows users to manage and navigate large volumes of bibliometric data efficiently. It also includes features for metric analysis, visual customization, and compatibility with multiple data formats, making it a practical solution for analyzing complex academic fields.

A key advantage of VOSviewer lies in its ability to translate complex bibliographic data into easy-to-understand visual formats. Its strength in network-based visualization supports the clustering of related concepts, detection of co-occurrence trends in keywords, and development of density plots. The software is designed to be accessible for both beginners and experienced researchers, enhancing the ease of exploring academic trends. Continuous improvements ensure that the platform stays relevant in the evolving field of bibliometric analysis. Its support for various types of bibliometric inputs such as citation and co-authorship data adds to its flexibility and usefulness, making VOSviewer a reliable tool for those looking to uncover structured insights within their research areas.

Data files containing information such as publication year, article title, authors, journal name, citation count, and keywords were retrieved from the Scopus database in PlainText format, covering the timeframe from 2004 to December 2024. The analysis of these records was conducted using VOSviewer software, version 1.6.19. This tool enabled the exploration and visualization of bibliometric relationships through its built-in clustering and mapping capabilities. Unlike traditional Multidimensional Scaling (MDS) techniques, VOSviewer utilizes a method that positions items within a low-dimensional space based on their level of similarity, ensuring that the spatial closeness between elements mirrors their actual connections (van Eck & Waltman, 2010). In doing so, it maintains conceptual alignment with

MDS methodologies while offering an optimized alternative for mapping scientific data (Appio et al., 2014). Diverging from MDS, which primarily engages in the computation of similarity metrics like cosine and Jaccard indices, VOS utilizes a more fitting method for normalizing co-occurrence frequencies such as, the association strength (AS_{ij}) and it is calculated as (Van Eck & Waltman, 2007):

$$AS_{ij} = \frac{C_{ij}}{w_i w_j}$$

which is “proportional to the ratio between on the one hand the observed number of cooccurrences of i and j and on the other hand the expected number of co-occurrences of i and j under the assumption that co-occurrences of i and j are statistically independent” (Van Eck & Waltman, 2007).

4. RESULT AND DISCUSSION

This chapter presents the results and discussions based on the data findings from the Scopus database, which were analysed using Scopus Analyzer and VOSviewer. The results and discussions are addressed based on the research questions outlined in section 2.

4.1 The trend of document publication by years

The analysis of publication trends on Organizational Citizenship Behaviour (OCB) from 1988 to 2025 reveals a significant growth trajectory, especially in the last decade. Between 1988 and 2005, research output was sparse, with single-digit publications annually and a cumulative contribution of less than 5% over this 18-year period. This early phase suggests that OCB was an emerging topic with limited academic focus. However, beginning in the mid-2000s, the frequency of publications began to rise gradually, indicating growing interest in the construct within organizational and Behavioural sciences. Figure 2 demonstrates the plotting of documentation publications by year.

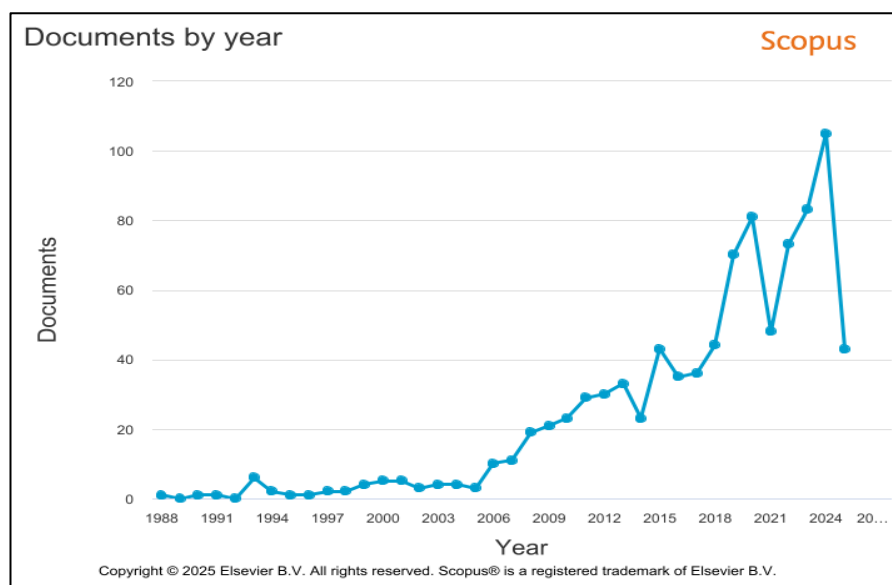


Figure 2: Plotting document publication by years.

The period from 2010 to 2019 marks a more mature and sustained growth phase. Annual publications ranged from 23 to 81, with a consistent upward trend peaking in 2020 with 81 articles. Notably, from 2015 to 2020, there was a visible increase in research activity, likely fuelled by a global emphasis on organizational performance, employee engagement, and workplace dynamics during times of social and economic change. The consistent growth in this period suggests a stable academic commitment to investigating OCB from various disciplinary and geographical perspectives.

The years 2021 to 2025 reflect a sharp acceleration in research output, with 2024 marking the highest number of publications at 105 (11.6%), followed by 2023 (83) and a projection of 43 in 2025 thus far. This surge can be attributed to post-pandemic organizational restructuring, increased interest in hybrid work dynamics, and renewed focus on prosocial employee behaviours. The data suggest that OCB remains a highly relevant and evolving topic, especially as organizations navigate new challenges in employee well-being, conflict management, and corporate culture. This recent surge indicates that OCB is transitioning into a core research area within management and organizational Behaviour scholarship.

4.2 The top 10 authors based on citation

The citation analysis of the top 10 most cited authors in Organizational Citizenship Behaviour (OCB) research, based on Scopus data, reveals that foundational theoretical and empirical contributions continue to dominate scholarly influence. The most cited work is by (Podsakoff et al., 2000), with 3,486 citations, emphasizing the role of transformational leadership in shaping trust, satisfaction, and OCB. This high citation count highlights the enduring relevance of leadership Behaviour in understanding prosocial workplace conduct. Additionally, the second most cited work by (Podsakoff et al., 1990) serves as a seminal text on the nature and consequences of OCB, cited 1,684 times, indicating its status as a key reference for both conceptual clarity and empirical direction in the field.

A closer look at the themes shows the field's growing diversification. Studies such as (J. L. Farh et al., 1997) and (Van Dyne & Pierce, 2004) illustrate early attempts to contextualize OCB in non-Western cultures and explore psychological constructs like ownership and possession. Meanwhile, (Moorman & Blakely, 1995) examined individual-level predictors such as cultural orientation (individualism-collectivism), showing that researchers have long been interested in how personal and cultural factors shape OCB. These mid-range citation counts (around 700–1,000) indicate that while leadership and organizational frameworks are central, psychological and cultural dynamics are also gaining scholarly attention.

Contemporary studies in Organizational Citizenship Behaviour (OCB) increasingly address modern organizational priorities. For instance, the work by (Pham et al., 2019), which has garnered substantial citations in a relatively short time, underscores the convergence of environmental sustainability and green human resource management practices within the OCB framework an area now referred to as Organizational Citizenship Behaviour for the Environment (OCBE).

Table 3: The top 10 authors based on citation by research.

Authors	Title	Year	Source title	Cited by
Podsakoff P.M.; MacKenzie S.B.; Moorman R.H.; Fetter R.	Transformational leader behaviours and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviours (Podsakoff et al., 1990)	1990	The Leadership Quarterly	3486
Organ D.W.; Podsakoff P.M.; MacKenzie S.B.	Organizational citizenship Behaviour: Its nature, antecedents, and consequences (Organ et al., 2006)	2006	Organizational Citizenship Behaviour: Its Nature, Antecedents, and Consequences	1684
Farh J.-L.; Earley P.C.; Lin S.-C.	Impetus for action: A cultural analysis of justice and organizational citizenship Behaviour in Chinese society (J.-L. Farh et al., 1997)	1997	Administrative Science Quarterly	993
Van Dyne L.; Pierce J.L.	Psychological ownership and feelings of possession: Three field studies predicting employee attitudes and organizational citizenship Behaviour (Van Dyne & Pierce, 2004)	2004	Journal of Organizational Behaviour	969
Moorman R.H.; Blakely G.L.	Individualism-collectivism as an individual difference predictor of organizational citizenship Behaviour (Moorman & Blakely, 1995)	1995	Journal of Organizational Behaviour	794
Pham N.T.; Tučková Z.; Chiappetta Jabbour C.J.	Greening the hospitality industry: How do green human resource management practices influence organizational citizenship Behaviour in hotels? A mixed-methods study (Pham et al., 2019)	2019	Tourism Management	519
Boiral O.; Paillé P.	Organizational Citizenship Behaviour for the Environment: Measurement and Validation (Boiral & Paillé, 2012)	2012	Journal of Business Ethics	461
Randall M.L.; Cropanzano R.; Bormann C.A.; Birjulin A.	Organizational politics and organizational support as predictors of work attitudes, job performance, and organizational citizenship Behaviour (Randall et al., 1999)	1999	Journal of Organizational Behaviour	417
Graham J.W.	An essay on organizational citizenship Behaviour (Graham, 1991)	1991	Employee Responsibilities and Rights Journal	393
Bogler R.; Somech A.	Influence of teacher empowerment on teachers' organizational commitment, professional commitment and organizational citizenship Behaviour in schools (Bogler & Somech, 2004)	2004	Teaching and Teacher Education	385

Similarly, (Boiral & Paillé, 2012) have contributed to this emerging domain by developing and validating an instrument specifically designed to assess environmental

dimensions of OCB. These developments signify a notable evolution in OCB research, as scholars extend its application to encompass contemporary organizational challenges such as sustainability initiatives, employee well-being, and the unique dynamics of various sectors including hospitality and education. This integration of foundational theories with novel contexts demonstrates the conceptual depth and evolving adaptability of the OCB literature.

4.3 The top 10 countries based on number of publications

The bibliometric data on the top 10 countries based on the number of publications in Organizational Citizenship Behaviour (OCB) research highlights a notable global distribution of scholarly interest as shown in Figure 3.

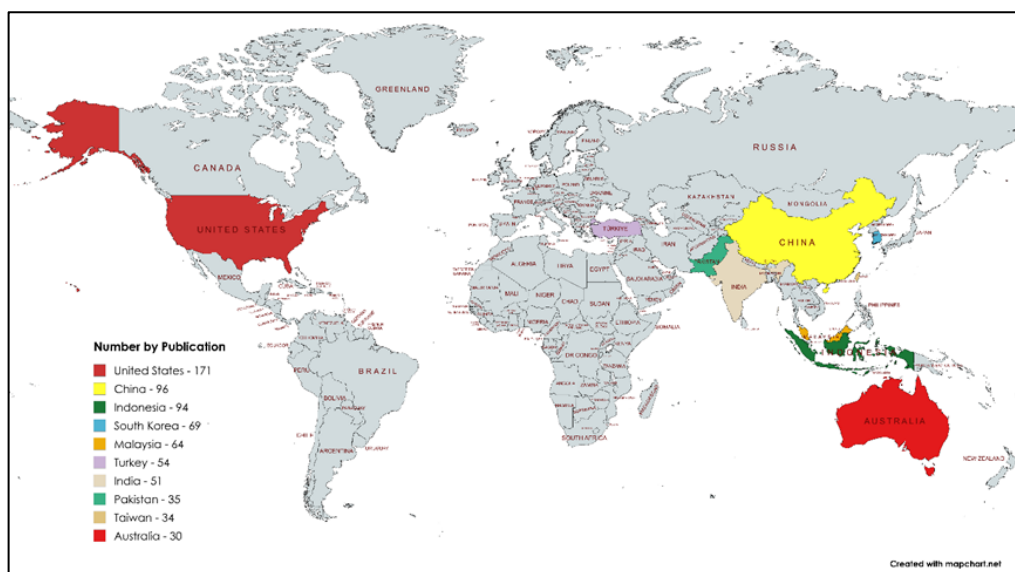


Figure 3: Top 10 countries based on number of publications

The United States leads the list with 171 publications, underscoring its foundational role in shaping and advancing OCB theory. This prominence is consistent with earlier contributions by key scholars and long-standing institutional support for organizational Behaviour research. The dominance of the U.S. reflects not only its research volume but also its influence in establishing key constructs and methodological frameworks widely adopted in other regions.

Emerging economies in Asia show strong representation, with China (96) and Indonesia (94) securing the second and third spots, respectively. This reflects a significant shift in the geography of OCB scholarship, with Asian countries increasingly contributing to global academic discussions. South Korea (69) and Malaysia (64) also demonstrate active engagement, suggesting growing academic capacity and regional relevance of OCB topics. The increasing contributions from these nations may be linked to rising interest in employee Behaviour, leadership, and performance outcomes in culturally diverse and economically dynamic work environments.

Other countries such as Turkey (54), India (51), Pakistan (35), Taiwan (34), and Australia (30) also feature prominently, indicating that OCB research is not confined to Western academic contexts. While Australia is traditionally strong in organizational studies, the growing output from countries like Turkey, India, and Pakistan reflects a

wider adoption of OCB frameworks in varying institutional and cultural contexts. This international participation contributes to a more diverse, contextually grounded understanding of OCB, highlighting the construct's adaptability and relevance across different socio-economic and organizational landscapes.

4.4 The popular keywords related to the study

The bibliometric keyword analysis using VOSviewer highlights the most prominent and interconnected research themes within the field of Organizational Citizenship Behaviour (OCB). The term “organizational citizenship Behaviour” has the highest occurrence (681) and total link strength (1008), affirming its central role as the core construct. Closely linked terms like “OCB” (57 occurrences, 123 link strength), “employees” (20 occurrences, 45 link strength), and “leadership” (19 occurrences, 45 link strength) indicate a strong scholarly focus on individual behaviours within organizational systems and leadership dynamics. The frequent co-occurrence of “job satisfaction” (73 occurrences, 162 link strength) and “perceived organizational support” (29 occurrences, 64 link strength) further emphasizes their importance as key antecedents and correlates of OCB.

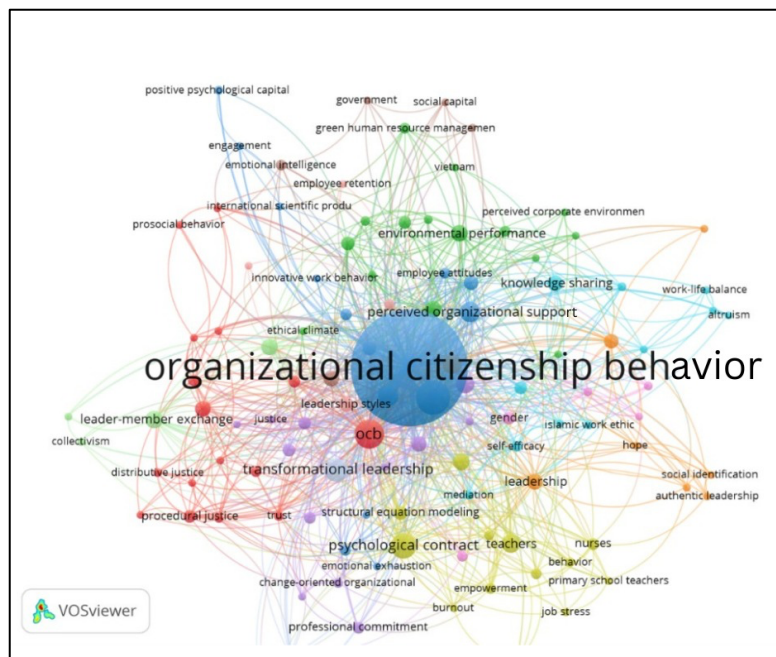


Figure 4: The popular keywords related to the study

Several keywords point to the evolution of OCB into emerging and socially relevant domains. Terms such as “green human resource management”, “employee green behaviour”, and “green organizational citizenship Behaviour” reflect the rising interest in environmental and sustainability-focused behaviours in the workplace. This trend is supported by the prominence of “corporate social responsibility” (15 occurrences, 35 link strength) and “sustainability” (21 occurrences, 47 link strength), suggesting that OCB is increasingly being studied in the context of ethical and ecological responsibilities. Similarly, the inclusion of “hospitality industry”, “higher education”, “public sector”, and “information technology companies” reveals a sector-specific diversification of OCB research.

Psychological constructs and leadership styles are also well represented, indicating multidimensional approaches to studying OCB. Keywords such as “transformational leadership” (38 occurrences, 80 link strength), “servant leadership”, “authentic leadership”, and “ethical leadership” show that leadership theory remains a major lens for analyzing citizenship Behaviour. Additionally, constructs like “psychological contract” (43 occurrences, 94 link strength), “emotional intelligence”, and “self-efficacy” emphasize the psychological underpinnings of employee motivation and engagement. This extensive network of terms underscores the dynamic, interdisciplinary nature of OCB research, encompassing organizational psychology, management, ethics, and sustainability.

4.5 The co-authorship countries' collaboration

Figure 5 below reveals the collaboration between the co-authorship countries. The bibliometric analysis of country-wise contributions to Organizational Citizenship Behaviour (OCB) research reveals that the United States is the most prolific and influential contributor, with 171 documents and an impressive 17,494 citations, reflecting its long-standing leadership and foundational influence in the field. Its total link strength of 74 also indicates strong international collaboration and interconnectedness with other countries' research networks. This dominance may be attributed to early theoretical development and high-impact authors such as Podsakoff and Organ, whose foundational work continues to shape global OCB research.

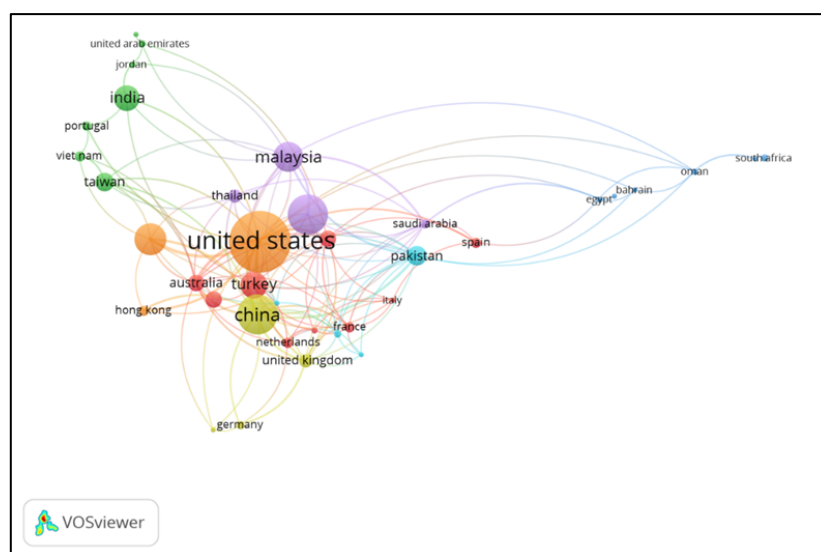


Figure 5: The co-authorship countries' collaboration

China ranks second with 96 documents and 2,609 citations, showing significant growth in publication volume but a relatively lower citation count compared to the United States. This suggests that while China is rapidly producing OCB research, its overall impact is still developing. Similarly, countries like Australia, Canada, and the United Kingdom demonstrate substantial influence, particularly Canada with a modest number of 28 documents but a high citation count of 2,321, indicating the production of high-quality, widely cited research. These countries benefit from well-

established academic systems and a strong emphasis on research quality and global collaboration.

Notably, Malaysia stands out among developing countries with 63 documents, placing it fourth in terms of volume. While its citation count (869) and link strength (30) are lower than more established countries, Malaysia's growing presence in OCB research reflects increasing academic engagement and regional relevance. Pakistan and Saudi Arabia also show active participation, though with smaller citation footprints. These trends point to a broader globalization of OCB research, with both developed and developing nations contributing to a more diverse and regionally nuanced understanding of organizational behaviour.

5. CONCLUSION

This study aimed to explore the intellectual landscape and publication trends of Organizational Citizenship Behaviour (OCB) research through a bibliometric analysis. The main objective was to identify the patterns in publication activity, influential contributors, popular themes, and collaboration networks within the field. A total of 905 peer-reviewed articles were retrieved from the Scopus database using the keywords "organizational," "citizenship," and "behaviour." The data were cleaned using OpenRefine and analysed with Scopus Analyzer and VOSviewer software to visualize trends and connections.

The findings reveal a significant and consistent increase in OCB research over the past two decades, with a notable surge beginning in 2015 and peaking in 2024. The United States emerged as the leading contributor in terms of volume and impact, followed by China, Malaysia, and Australia. The most cited publications highlight enduring interest in leadership, job satisfaction, and prosocial behaviours, while keyword co-occurrence analysis uncovered emerging subfields such as green OCB, workplace spirituality, and ethical leadership. The results also demonstrated a growing interest in sector-specific studies and the integration of psychological and environmental dimensions into OCB research.

This analysis contributes to the understanding of how OCB scholarship has evolved and diversified, offering a structured overview of thematic progressions and research frontiers. It provides practical insights for future investigations by identifying well-explored and underdeveloped areas. While the study was limited to Scopus-indexed articles and excluded non-English sources and other document types, the findings still offer a solid foundation for mapping academic discourse. Future studies could broaden the scope by incorporating multiple databases and applying longitudinal analysis to thematic evolution. Overall, this bibliometric investigation emphasizes the value of systematic mapping in revealing knowledge structures and guiding future inquiries in the field of OCB.

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