

Exploring Trends of Organizational Citizenship Behavior (OCB) Studies for Future Research: A Bibliometric Analysis

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ABSTRACT

Purpose: The objectives of this study are to analyze research trends in OCB, identify research gaps, and examine author collaboration patterns to understand the intellectual structure of OCB research.

Research Method: This study employs a quantitative bibliometric approach to examine the development of research on Organizational Citizenship Behavior (OCB). A total of 300 articles published between 2021 and 2026 were retrieved from the ScienceDirect database and analyzed using VOSviewer to map co-authorship and co-occurrence networks.

Results and Discussion: The findings indicate that: (1) Recent OCB research increasingly integrates psychological factors with organizational sustainability concerns; (2) future research should integrating OCB determinants across four key pillars namely leadership style, employee work attitudes, employee occupational health, and organizational policies; and (3) the analysis of author collaboration reveals the dominance of four major author clusters that collectively shape the intellectual structure of OCB research during the analyzed period.

Implications: The findings suggest that organizations should integrate strategic policies, such as Green HRM and ethical leadership, to encourage employees' voluntary behaviors effectively. Furthermore, this bibliometric mapping suggests that future research should explore untapped areas such as energy transition and informal learning.

Keywords: organizational citizenship behavior; bibliometric; vosviewer; sciencedirect; research trends; OCB.

Introduction

Organizational goals can only be achieved if the organization pays attention to employee behavior in the workplace (Ansori & Wulansari, 2021). Human resource performance plays an important role in companies and organizations because the quality of their human resources determines their success and effectiveness. Issues in human resource management are still related to individual behavior within the organization, including work performance and attitudes (Dewi *et al.*, 2022). Employee performance in an organization is influenced by three factors, namely individual competence, individual effort, and organizational support (Hermanto & Srimulyani, 2022). Organizational functions can run more optimally if organizational members' efforts demonstrate behavior that exceeds the established formal provisions. (Hidayat & Patras, 2022). One factor that contributes to improved employee performance is organizational citizenship behavior (OCB) (Pelealu, 2022).



Organizational Citizenship Behavior (OCB) is defined as an individual's readiness to perform work beyond formal obligations (Bahtiar, 2023). Organizational Citizenship Behavior (OCB) is a voluntary behavior that enhances organizational effectiveness and is performed without the expectation of rewards (Soelton, 2023). Organizational Citizenship Behavior (OCB) can be understood as an internal employee factor encompassing employees' psychological conditions and personal characteristics that motivate them to voluntarily contribute their efforts to benefit the organization without receiving formal rewards (Ardiana *et al.*, 2020). Organizations whose employees exhibit Organizational Citizenship Behavior (OCB) tend to demonstrate strong organizational performance (Istanti *et al.*, 2021).

The concept of Organizational Citizenship Behavior (OCB), introduced in 1983, has remained a central focus in the study of organizational behavior (Yang & Chae, 2022). Previous research has shown that Organizational Citizenship Behavior (OCB) remains an important variable in organizational sustainability (Hidayat & Patras, 2022). Research indicates that the quality of work life positively affects Organizational Citizenship Behavior (OCB) (Sumarsi & Rizal, 2021). Transformational leadership has been shown to strongly influence Organizational Citizenship Behavior (OCB), which in turn has a significant effect on performance. (Purwanto *et al.*, 2021). Organizational culture and self-efficacy have a positive and significant effect on Organizational Citizenship Behavior (OCB) (Muhtadi *et al.*, 2022). Perceived Organizational Support (POS) has a positive and significant effect on OCB (Susanto, 2023). Furthermore, Organizational Citizenship Behavior (OCB) can moderate the relationship between academic leadership and performance (Ludwikowska *et al.*, 2025).

Research on Organizational Citizenship Behavior (OCB) has grown significantly over time, yet it remains dominated by a limited set of variables. This repetition has led to a fragmented body of literature, making it difficult to obtain a comprehensive understanding of the intellectual structure and overall research trends in OCB studies. Consequently, there is a need for a more systematic, data-driven approach to mapping the research landscape. In this regard, bibliometric analysis is considered the most appropriate method, as it enables the objective, comprehensive identification of publication patterns, collaboration networks, and thematic clusters. Therefore, this study employs a bibliometric approach not only to explore the development of OCB research but also to identify existing research gaps and provide directions for future studies. This study has the following research questions: (1) What are the trends in Organizational Citizenship Behavior (OCB) research in recent years? (2) Which research areas still require further research on organizational citizenship behavior (OCB)? (3) What is the pattern of collaboration between researchers in the study of Organizational Citizenship Behavior (OCB)? This study is expected to make theoretical contributions to the OCB literature and to serve as a basis for future research.

Literature Review and Hypothesis Development

Organizational Citizenship Behavior (OCB) has been one of the most dominant research topics in organizational behavior and management studies over the past three decades. The concept of Organizational Citizenship Behavior (OCB) can also be defined as voluntary work behavior that goes beyond formal role requirements and is not directly rewarded, yet supports organizational functioning. (Widarko & Anwarodin, 2022). Organizational Citizenship Behavior (OCB) refers to employees' innovative behaviors that go beyond formal job duties and contribute to long-term organizational sustainability (Vu *et al.*, 2022). Organizational Citizenship Behavior (OCB) is defined as employees' initiative-driven, voluntary, and spontaneous behaviors that fall outside formal job obligations and are



not directly rewarded by the organization, yet enhance the effectiveness of organizational functions and contribute to the psychological and social work environment (Wibowo, 2022). According to the study by Widarko and Anwarodin (2022), Organizational Citizenship Behavior (OCB) is divided into two dimensions, namely:

- OCB-O (Organizational Citizenship Behavior–Organization) refers to behaviors that provide benefits to the organization as a whole. For example, employees demonstrate attendance beyond established norms and comply with informal (unwritten) rules to maintain order, civic virtue, conscientiousness, and sportsmanship.
- OCB-I (Organizational Citizenship Behavior–Individual) refers to behaviors that directly contribute to the organization—for example, helping coworkers who are absent from work, demonstrating altruism, courtesy, peacemaking, providing moral support, and showing greater concern for other employees.

Several factors that influence the emergence of Organizational Citizenship Behavior (OCB) in individuals, according to Wibowo (2022), can be explained as follows:

- Job satisfaction refers to individuals who feel more satisfied with their jobs being more likely to display Organizational Citizenship Behavior (OCB) and having a lower tendency to seek alternative employment.
- Personalities refers to individuals who tend to comply with rules, experience fewer workplace accidents, and have higher levels of job satisfaction, thereby contributing to organizational performance through Organizational Citizenship Behavior (OCB).
- Organizational Justice refers to individuals who perceive their work environment as fair being more likely to exhibit higher levels of Organizational Citizenship Behavior (OCB), particularly when they feel that the organization and its leaders treat them fairly.
- Spirituality at work refers to individuals who perceive spirituality at work as being more likely to demonstrate extra-role behaviors, experience inner peace, and attain satisfaction and meaning in their work, thereby encouraging the emergence of Organizational Citizenship Behavior (OCB).
- Psychological contract refers to the fulfillment of the psychological contract, which can enhance individuals' Organizational Citizenship Behavior (OCB). In contrast, violations of the psychological contract tend to reduce employees' extra-role contributions beyond their formal roles.
- Psychological empowerment, various dimensions of psychological empowerment enable individuals to act proactively, thereby generating higher levels of work effectiveness.

Previous research findings also indicate that coaching has a positive and significant effect on employee performance, both directly and indirectly through the mediating role of Organizational Citizenship Behavior (OCB) (Nadeak *et al.*, 2021). Studies also reveal that knowledge sharing positively influences OCB, which subsequently enhances employee performance (Sa'adah & Rijanti, 2022). Furthermore, the situational leadership style has been found to have a significant positive impact on employees' OCB, encouraging voluntary and extra-role behaviors that support organizational effectiveness (Pasaribu *et al.*, 2022). The simultaneous interaction between Organizational Citizenship Behavior and leadership effectiveness contributes most strongly to organizational performance, highlighting the strategic importance of leadership practices and collaborative behaviors in fostering



superior outcomes. Organizational Citizenship Behavior and leadership effectiveness jointly exert the most substantial influence on organizational performance (Notanubun, 2021).

Research Method

This study employs a bibliometric approach to analyze the data. Bibliometric methodology involves the application of quantitative techniques in research. Bibliometrics can handle large volumes of scientific data and make significant contributions to the assessment of research impact (Passas, 2024). The increasing popularity of bibliometric analysis in research is not just a passing trend, but rather reflects its usefulness, namely: (1) handling large volumes of scientific data; and (2) generating significant research impact. (Donthu *et al.*, 2021). Bibliometric analysis is used to examine emerging publication trends, evaluate the performance of articles and journals, map patterns of collaboration among researchers, and understand the intellectual structure of a field of study based on the available literature (Donthu *et al.*, 2021). This study will use VOSviewer software. VOSviewer serves as an important analytical tool for researchers who require advanced approaches to analyzing and mapping the structure of scientific literature (data) (Passas, 2024).

Bibliometrics is currently not only utilized by researchers but also by academic program administrators and policymakers as an evaluation tool to measure the productivity and scientific impact of academic outputs (Rahman, 2023). VOSviewer can construct and visualize various bibliometric networks, such as co-authorship, co-occurrence, and co-citation networks (Zakaria *et al.*, 2024). This study employs seven procedural steps for data collection in bibliometric analysis. (Passas, 2024). The steps will be explained in the following table **A1 (Appendix)**.

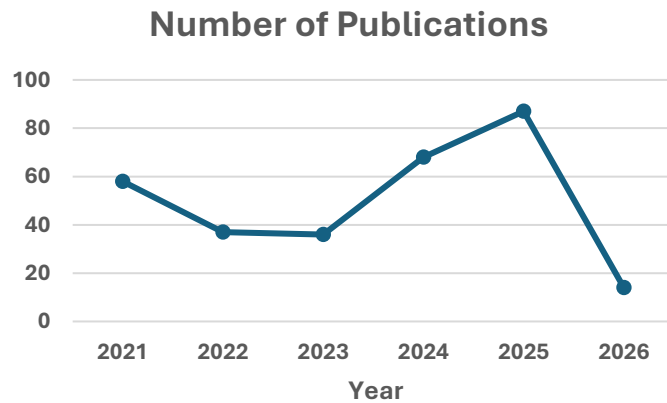
In line with previous studies, this research utilizes various software tools to support the analysis, including Mendeley for data organization, VOSviewer for bibliometric visualization, and Microsoft Word for reporting the analysis results. By combining a bibliometric approach, researchers can identify patterns of relationships among concepts, themes, and the knowledge structure that shapes a particular field of research (Zakaria *et al.*, 2024). This approach enables mapping of emerging research trends and provides insights into future research directions. Therefore, this study employs bibliometric analysis to systematically examine the structure and development of Organizational Citizenship Behavior (OCB) research.

Result and Discussion

Analysis Result

At this stage, the researchers analyzed the articles used as references in the study by employing the keyword "Organizational Citizenship Behavior (OCB)". The database used for the literature search was ScienceDirect, covering publication years from 2021 to 2026 (6 years), yielding 300 data records for processing with VOSviewer software. The annual distribution of the data is presented in Figure 1.



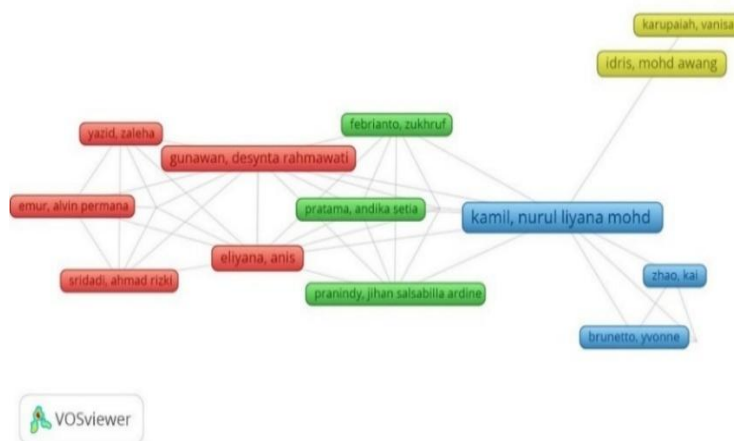


Source: Processed by the author (2026)

Figure 1. Distribution of Data by Year

The aspects analyzed included co-authorship and co-occurrence using VOSviewer software. In the metadata analysis of co-authorship and co-occurrence, a minimum threshold of two occurrences was applied to ensure the relevance and clarity of the generated networks. This threshold enabled the identification of meaningful relationships among authors and keywords within the dataset. Furthermore, the descriptive results of the metadata produced by VOSviewer are presented and discussed in Figure 2.

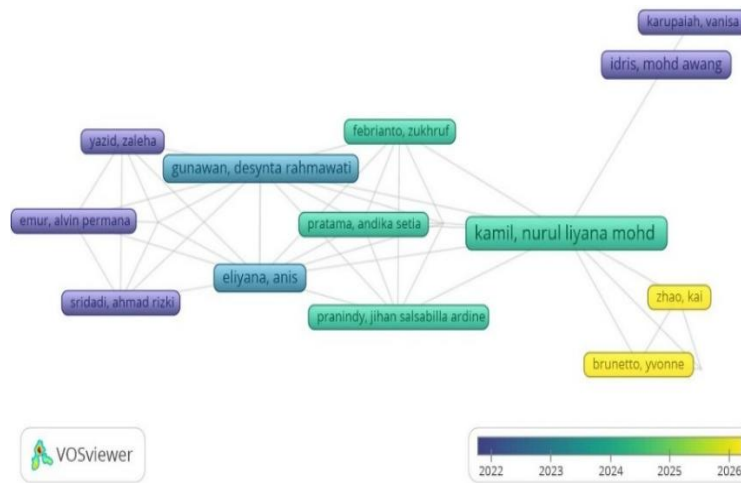
Co-authorship



Source: Processed by the author (2026)

Figure 2. Co-authorship network

Based on Figure 2, it can be concluded that there are collaborative relationships among authors who study the same theme, namely Organizational Citizenship Behavior (OCB). This relationship is illustrated by a co-authorship network, in which nodes represent authors and edges represent the intensity of their collaboration. The presence of interconnected networks indicates that research on Organizational Citizenship Behavior (OCB) is not conducted in isolation but rather develops through academic collaboration among authors. It can be seen that 4 clusters have formed.



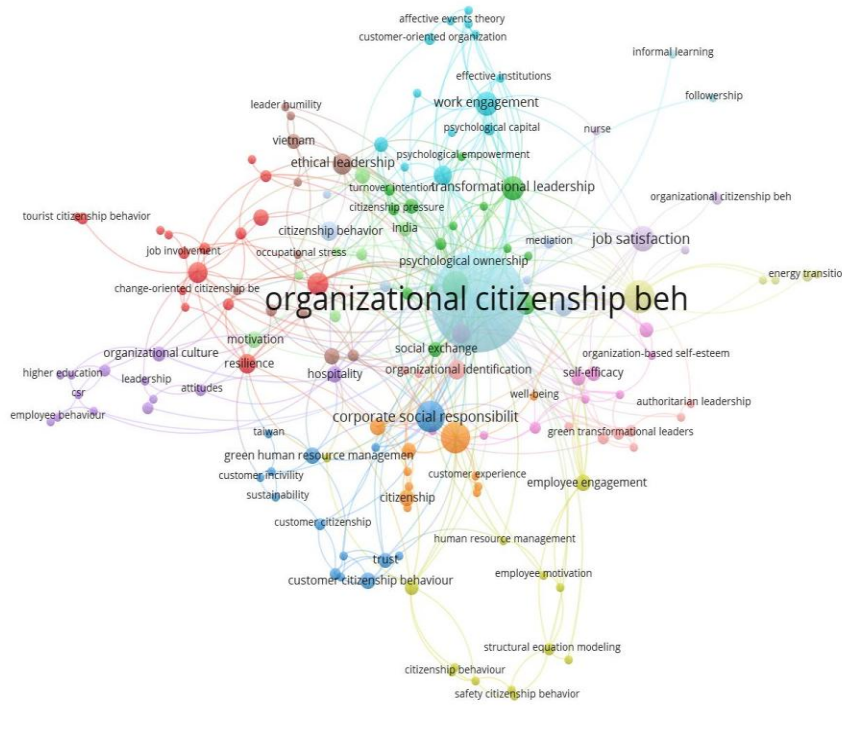
Source: Processed by the author (2026)

Figure 3. Co-authorship overlay network

Based on Figure 3, the visualization is a co-authorship map with an overlay that displays collaborative relationships between authors and the publication time dimension. Each node represents an author, and the connecting lines indicate collaborative writing in scientific publications. The size of the node reflects the level of contribution or strength of the author's collaboration. In contrast, the node color indicates the dominant time period of the author's involvement in the publication, represented by a gradient from 2021 to 2026.

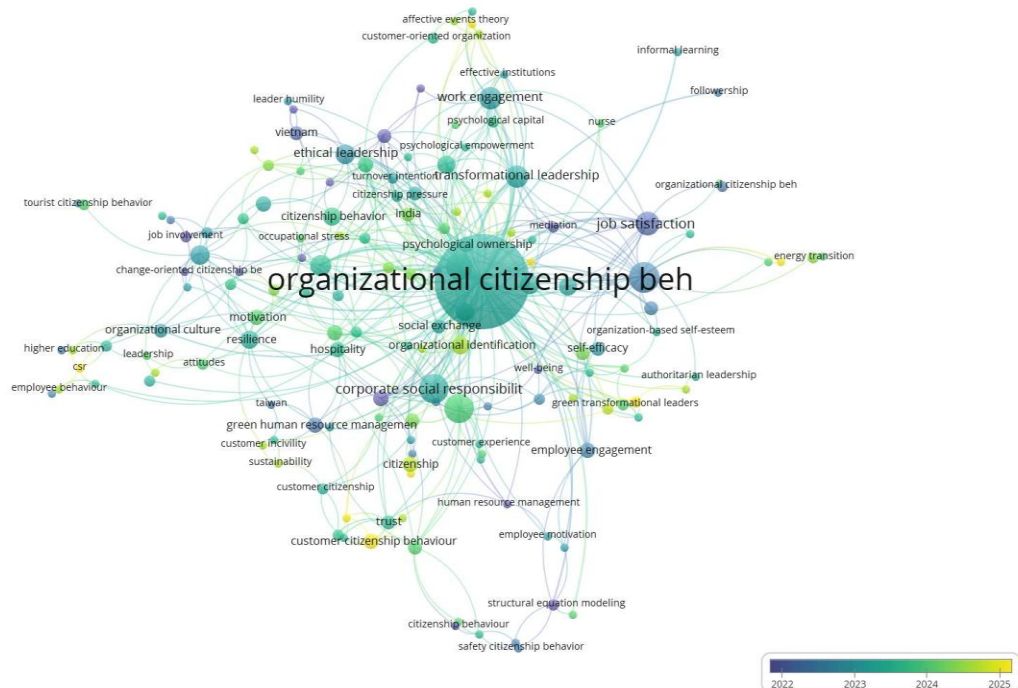
In Figure 4, nodes represent terms extracted from the analyzed collection of scientific publications. The connecting lines between nodes illustrate the degree of association or co-occurrence between the terms. The thickness of the lines between nodes indicates the strength of the relationship between the terms. The largest and most centrally positioned node represents the research topic, Organizational Citizenship Behavior (OCB), indicating that this concept is the primary theme in the dataset underlying the visualization. The different colors of the nodes indicate different thematic groupings (clusters), thus demonstrating the formation of several main clusters.

The co-occurrence overlay visualization in Figure 5 shows the interrelationships among keywords in Organizational Citizenship Behavior (OCB) research and the temporal development of research themes. Node size represents the frequency of keyword occurrence, while color gradation indicates the dominant year of publication. Darker green nodes indicate that the research was published in an earlier year. Lighter yellow nodes indicate that the research was published in a more recent year, namely 2024 to 2026.



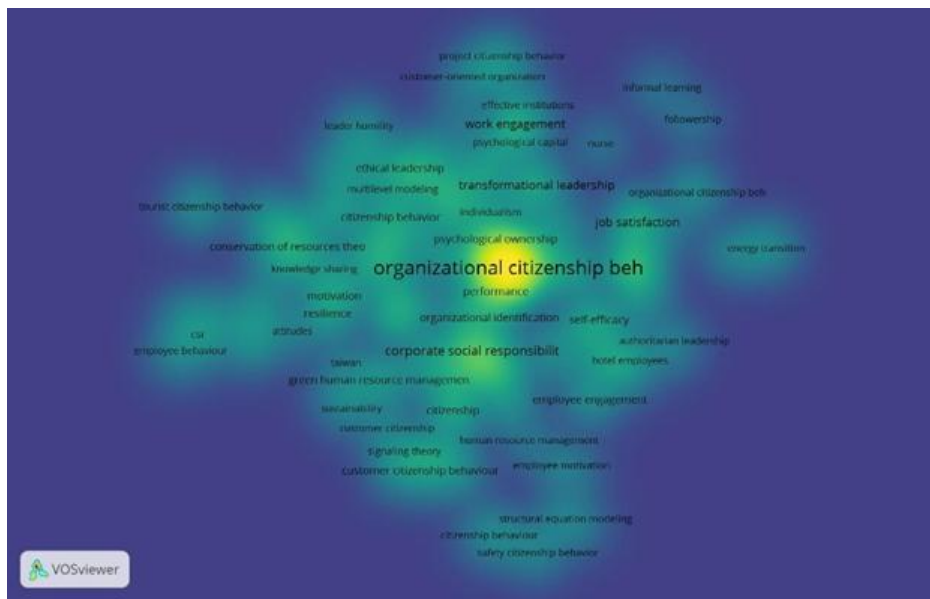
Source: Processed by the author (2026)

Figure 4. Co-Occurrence network



Source: Processed by the author (2026)

Figure 5. co-occurrence overlay network



Source: Processed by the author (2026)

Figure 6. co-occurrence density network

Based on the density visualization map in Figure 6, the co-occurrence network analysis shows that Organizational Citizenship Behavior (OCB) occupies a central position as the main focus of research, indicated by the highest density level in bright yellow. Surrounding the OCB circle, there is a very strong concentration of research on the variables of transformational leadership, corporate social responsibility (CSR), and job satisfaction. This concludes that these topics are the most popular antecedents or factors appearing in the academic literature on Organizational Citizenship Behavior (OCB).

Discussion

The visualization of the co-authorship network reveals four author clusters based on research collaboration patterns. Each cluster is represented by a different color, indicating groups of authors who collaborate more frequently with one another than with authors in other clusters. The cluster colors are red (5 authors), green (3 authors), blue (3 authors), and yellow (2 authors). This pattern reflects the presence of research communities that consistently examine Organizational Citizenship Behavior (OCB) from the perspective of specific variables. Furthermore, larger node sizes, such as Kamil Nurul Liyana Mohd in the blue cluster, indicate authors with more publications. This co-authorship map confirms that strong and sustainable researcher networks support the development of Organizational Citizenship Behavior (OCB) research.

Based on the co-authorship overlay network, the visualization shows that dominant authorship primarily appears in 2022, as indicated by the purple cluster. The color differences in the nodes indicate the temporal dynamics of research collaboration. Authors with darker shades of blue and purple indicate research conducted in the past, while green to yellow shades indicate authors who have published more actively in the most recent period. This pattern demonstrates the continuity and development of

research over time, in which collaboration is not static but evolves as new authors connect to the existing network.

Based on the co-Occurrence network, it can be concluded that there are at least 10 clusters. These 10 clusters can be described as follows.

Red Cluster

The red cluster represents individual psychological attachment to their work and their adaptive capacity for dealing with work-related pressure or change. Job involvement reflects the extent to which employees are cognitively and emotionally engaged in their work. In contrast, resilience refers to an individual's ability to endure, adapt, and recover from work-related challenges. This cluster positions Organizational Citizenship Behavior (OCB) as an extra-role behavior that emerges when employees exhibit high levels of job involvement and strong psychological resilience. The cluster also indicates that research examining the effects of job involvement and resilience on OCB remains limited.

Dark purple Cluster

The purple cluster illustrates how the work environment and mental conditions influence employee behavior within organizations. Elements such as organizational culture, job satisfaction, and leadership function as determinants of the organizational climate and policy direction. Meanwhile, employee attitudes represent psychological responses that give rise to work behaviors, including voluntary actions or Organizational Citizenship Behavior (OCB). This cluster indicates that employee behavior does not emerge spontaneously but results from the interaction among organizational culture, job satisfaction, and leadership style. Furthermore, this cluster highlights the lack of research on the relationships among organizational culture, job satisfaction, leadership, and OCB.

Light Purple Color

The light purple cluster represents employees' positive self-perception within the organization, as reflected in organization-based self-esteem (OBSE) and self-efficacy. This cluster positions Organizational Citizenship Behavior (OCB) as an extra-role behavior that emerges when employees perceive themselves as valuable organizational members and believe they can perform work tasks effectively. Employees with high OBSE and strong self-efficacy tend to show greater confidence, initiative, and willingness to engage in voluntary behaviors that support coworkers and organizational effectiveness. This cluster also indicates that empirical studies linking OBSE and self-efficacy directly to OCB remain relatively limited, particularly in examining their combined psychological influence on discretionary employee behavior.

Dark Blue Cluster

The dark blue cluster represents studies that emphasize Green Human Resource Management (Green HRM), trust, and sustainability. This indicates that environmentally oriented human resource management practices are viewed as important instruments in supporting long-term organizational sustainability. Research within this cluster generally positions Green HRM and organizational trust as strategic approaches to promoting sustainable performance, from both environmental and organizational perspectives. Studies in this cluster are still predominantly framed by policy and



organizational practice perspectives. Furthermore, the linkage between Green Human Resource Management (Green HRM) and organizational trust, as a form of organizational sustainability, and Organizational Citizenship Behavior (OCB) remains relatively limited and warrants further investigation.

Light Blue Color

The light blue cluster shows a strong relationship among work engagement, psychological empowerment, psychological capital, and organizational orientation towards customers, with Organizational Citizenship Behavior (OCB) at the center, as indicated by its use of the same color. This indicates that these variables often co-occur and are conceptually close to OCB. This cluster explains that OCB tends to emerge when employees feel involved in their work, have self-confidence, feel empowered, and work in a customer-oriented organization. These positive psychological conditions and the organizational context encourage employees to demonstrate work behaviors that go beyond formal demands voluntarily.

Yellow Cluster

The yellow cluster depicts research focused on Human Resource Management (HRM), safety citizenship behavior, employee engagement, and employee motivation. This emphasizes the role of HR practices in building employee engagement and intrinsic motivation. Studies in this cluster generally view engagement and motivation as key factors influencing employee behavior and overall performance. Most studies still treat engagement and motivation as outcome variables, necessitating research examining their roles as mediators or moderators of Organizational Citizenship Behavior (OCB).

Pink Cluster

The pink cluster represents studies focusing on psychological factors and variations in leadership styles, such as authoritarian leadership and green transformational leadership, and their influence on employee attitudes and work behaviors. This cluster highlights how leadership characteristics shape behavioral responses in the workplace. Leadership styles that emphasize support, values, and sustainability tend to foster positive employee attitudes, while more controlling leadership approaches may produce different behavioral outcomes. This cluster indicates the need for further research on the influence of leadership styles in explaining Organizational Citizenship Behavior (OCB).

Green Cluster

The green cluster represents studies focusing on turnover intention, transformational leadership, and citizenship pressure. This cluster highlights the dynamics of leadership and organizational pressure on employees' intentions to leave the organization. Research in this cluster generally examines how transformational leadership styles can suppress or strengthen the impact of citizenship pressure on employee attitudes and decisions. This cluster indicates that the roles of turnover intention, transformational leadership, and citizenship pressure, particularly with respect to Organizational Citizenship Behavior (OCB), have not been widely studied.



Brown Cluster

The brown cluster represents studies focusing on ethical leadership and leader humility. This emphasizes the role of moral values, role models, and leader humility in shaping employee attitudes and behaviors. Research in this cluster generally highlights how ethical and humble leaders can create a fair and trusting work climate and encourage positive employee behavior. This cluster concludes that there remains a research gap regarding the relationships among ethical leadership, humility leadership, and Organizational Citizenship Behavior (OCB).

Orange Cluster

The orange cluster represents studies emphasizing customer experience and employee well-being as contextual factors influencing employee behavior in service-oriented organizations. This cluster positions Organizational Citizenship Behavior (OCB) as a form of voluntary behavior that arises when employees experience positive well-being and perceive meaningful interactions with customers in the delivery of service quality. Employees with higher levels of well-being are more likely to demonstrate positive emotions and proactive behaviors that enhance customer experience and reinforce discretionary behaviors such as OCB. However, this cluster indicates that research explicitly linking customer experience and employee well-being to Organizational Citizenship Behavior (OCB) remains limited.

The co-occurrence density network analysis reveals that Organizational Citizenship Behavior (OCB) occupies a central, highly dense position, indicating its strong conceptual connectivity across multiple research themes. High-density areas (represented by brighter colors) highlight key variables such as job satisfaction, transformational leadership, work engagement, and corporate social responsibility, suggesting that these constructs are the most frequently studied and closely associated with OCB. In contrast, variables located in lower-density areas, such as energy transition, informal learning, and customer citizenship behavior, indicate emerging or less-explored topics within the OCB literature. This pattern suggests that while the core of OCB research remains concentrated on well-established organizational and psychological factors, there is a gradual expansion toward interdisciplinary and contemporary issues. Overall, the density network illustrates both the maturity of traditional research streams and potential gaps for further exploration in future studies.

Based on the density visualization map, the presence of terms such as psychological capital, self-efficacy, and organizational identification indicates that research on Organizational Citizenship Behavior (OCB) extends beyond overt individual behavior to encompass individual cognitive psychology. This suggests that integrating the individual, organizational leadership, and culture levels is a highly recommended approach for understanding the dynamics of Organizational Citizenship Behavior (OCB). The map also shows a shift in research focus toward contemporary issues such as green human resource management and sustainability. Meanwhile, in the outermost, darker green areas, variables such as energy transition, safety citizenship behavior, leader humility, and informal learning are present. This indicates that there are still rarely explored topics related to Organizational Citizenship Behavior (OCB). This provides an opportunity for future researchers to explore novel avenues by linking Organizational Citizenship Behavior (OCB) variables to organizational environmental issues, organizational sustainability, and individual behavior.



Conclusion

This study suggests that Organizational Citizenship Behavior (OCB) remains an important factor in supporting organizational effectiveness, particularly through voluntary employee behaviors that go beyond formal job requirements. Based on a bibliometric analysis, the findings provide indicative insights into the evolution of OCB research, showing a shift from traditional management perspectives toward the integration of psychological dimensions and emerging organizational issues. The mapping of author collaborations further reveals several intellectual clusters that appear to shape the thematic development of OCB studies within the selected dataset.

However, these findings should be interpreted with caution, as they are limited to a specific database and rely on descriptive bibliometric techniques. Within these limitations, the study highlights several potential directions for future research. In particular, future studies may benefit from more integrative approaches that combine multiple managerial determinants of OCB. This includes dimensions such as: (1) leadership style including ethical leadership, green transformational leadership, authoritarian leadership and leader humility; (2) work attitudes including work engagement, job involvement, safety citizenship, motivation and job satisfaction; (3) occupational health like employee psychological well-being; (4) and organizational policies encompassing corporate culture such as Perceived Organizational Support (POS), informal learning, energy transition initiatives, Corporate Social Responsibility (CSR), and Green Human Resource Management.

These organizational policies function as strategic mechanisms that shape the work environment, guide employee behavior, and reinforce sustainable organizational practices. This study provides preliminary insights into the multidimensional nature of OCB and underscores the need for more comprehensive and empirically driven research designs. The main contribution of this study lies in highlighting the potential interplay between individual psychological dynamics and organizational strategic practices as a promising avenue for future OCB research.

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Appendix

Table A1. Bibliometric analysis main steps

Step	Description	Tools/Software
1. Defining Research Objectives	<ol style="list-style-type: none"> 1. Identifying current OCB publication trends 2. Analyzing gaps in OCB research that still require further study 3. Mapping patterns of researcher collaboration in the field of OCB 	N/A
2. Searching and Collecting Data	<ol style="list-style-type: none"> 1. This research uses data from the ScienceDirect database, which was accessed on February 2, 2026, via https://www.sciencedirect.com/. 2. Researchers use the keyword 'Organizational Citizenship Behavior' in the database search string 3. The researchers identified 28,195 relevant articles 4. Researchers selected the database by applying inclusion criteria in database 5. The researcher performed data selection by applying filters using the criteria checklist options on the left-hand panel of the ScienceDirect database. 6. The result are; (1) publications between 2021 and 2026 (total 11,017); (2) review articles and research articles (total 9,814); (3) business and management subject areas (total 3,376); and (4) open access articles (total 745); and (5) English language (total 695). 5. Researchers obtained 695 articles and downloaded them in RIS format. 	ScinceDirect
3. Cleaning and Processing Data	<ol style="list-style-type: none"> 1. A total of 695 records will be further screened based on the relevance of their titles and abstracts to the research objectives. 2. The researchers determined a sample of 300 suitable records 3. Researchers correct data for metadata (author name and keyword) 	Mendeley
4. Choosing Bibliometric Techniques	This research uses bibliometric techniques in the form of co-authorship and co-occurrence	Vosviewer
5. Data analysis	Researchers analyzed network visualization, overlay visualization and density visualization	Vosviewer
6. Visualization	Data visual map network vizualization, overlay visualization dan density visualization	Vosviewer
7. Interpretation and reporting	Researchers report the results of their analysis to produce research findings and implications	Ms. Word

