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A Systematic Analysis on Organisational Citizenship Behaviour around the World from 2005 to 2025

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ABSTRACT

This study examines how research on Organizational Citizenship Behaviour (OCB) has developed globally from 2005 to 2025 and projects its likely direction in 2026. It seeks to identify the most active authors, journals, institutions, and countries, while also highlighting the themes that are shaping current and future OCB research. We conducted a bibliometric analysis of 2,602 publications retrieved from the Scopus database, of which 1,824 met the inclusion criteria following PRISMA guidelines. Analytical techniques such as performance indicators, keyword co-occurrence, bibliographic coupling, and co-authorship mapping were applied using R and VOS Viewer. To extend beyond descriptive analysis, we used a time-series forecasting model in R to predict both the volume of OCB publications and emerging research themes for 2026. The findings show a steady rise in OCB research, with the United States, China, and India contributing the most. Leading publication outlets include the Journal of Business Ethics and the International Journal of Hospitality Management. OCB is most often linked with job satisfaction, organizational commitment, leadership, and justice, while recent studies also explore green HRM, abusive supervision, and work–family conflict. Forecasting suggests that the field will rebound in 2026 with around 114 publications expected, and that employee attitudes, leadership, and organizational support will remain central themes. By combining bibliometric mapping with predictive modelling, this study not only reviews the global state of OCB research but also offers a forward-looking view of where the field is heading. The results provide useful insights for academics and practitioners interested in the evolving role of OCB in organizations.

Keywords: Citizenship Behaviour, Extra-Role Behaviour, Organizational Citizenship, Organizational Civic Virtue, Organizational Citizenship Behaviour
JEL Classifications: M12, M54, J53

1. INTRODUCTION

In today's rapidly changing business environment and uncertain labour markets, organizations depend heavily on behaviours that go beyond formal job descriptions. These discretionary and cooperative actions, commonly referred to as Organizational Citizenship Behaviour (OCB), play a vital role in building stronger social relationships, fostering collaboration, and enhancing organizational effectiveness (Organ, 1988; Mackenzie et al., 2011). OCB has been associated with a wide range of positive outcomes, including higher employee productivity, organizational sustainability, and workplace well-being (Coldwell and Callaghan, 2014; Majeed and Jamshed, 2021). As a result, understanding the evolution of OCB research is not only of theoretical interest but also of practical importance to leaders and policymakers seeking to improve organizational performance.

While OCB has attracted global scholarly attention, previous reviews of the literature remain fragmented. For example, Estivalete et al. (2014) analyzed differences between Brazilian and

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international OCB publications, Yaylaci (2016) examined OCB research in Turkey, and de Geus et al. (2020) focused specifically on the public sector. These studies offered useful insights but were largely limited to single countries, specific sectors, or narrow time periods. Broader narrative reviews (Azmi et al., 2016; Ocampo et al., 2018; Tambe and Meera, 2014) confirmed the growing relevance of OCB but did not capture the field's development at a global level, nor did they attempt to anticipate how OCB research might evolve in the near future.

To address these gaps, this study provides the first comprehensive global bibliometric analysis of OCB research spanning 2005 to 2025, based on the Scopus database. Beyond mapping influential authors, journals, institutions, and countries, the study also identifies emerging research themes and uses time-series forecasting to project OCB research into 2026. This predictive element is particularly valuable, as it highlights the directions in which the field is heading such as the growing influence of leadership, employee attitudes, and organizational support offering a forward-looking view that earlier reviews have not provided. By linking bibliometric evidence with organizational outcomes such as productivity, well-being, and sustainability, this paper contributes both to scholarly debates and to managerial practice, helping organizations understand how OCB can continue to shape the workplace of the future.

2. RESEARCH METHODOLOGY

The goal of this study is to provide organization and simplicity to a large and scattered body of literature on organizational citizenship behaviour from the previous 20 years. This study uses bibliometric analysis since it is a tried-and-true method for providing a thorough picture of research trends in the literature. According to Rey-Martí et al. (2016), bibliometrics comprises a range of approaches that are used to identify measurable and qualitative changes in a scientific research theme, construct the profile of journals on a specific issue, and determine trends and organisational aspects within a subject.

According to Bjork et al. (2014), bibliometric analysis's benefit is its ability to provide a broad picture of a particular subject of study. The bibliometric analyses that have been so popular in the natural sciences are beginning to be used in the social sciences. There are numerous examples in literature, including Diem and Wolter (2013), Nederhof et al. (1989), and Zou et al. (2015). Over the past 50 years, bibliometric techniques have been successfully applied in a range of business domains, including management (Fernandez-Alles and Ramos-Rodríguez, 2009; Podsakoff et al., 2008) and industrial/organizational psychology (Carlson and Millard, 1984; Meltzer and Nord, 1973; Piotrowski, 2012), in addition to the social sciences (Nederhof, 2006; Schui and Krampen, 2010).

The procedures established by PRISMA were adhered to by us (Moher et al., 2009). Using information recovered from the Scopus database, the researchers examined all publications on organizational citizenship behavior from 2005 to 2025. The qualified records were subjected to bibliometric analysis when the search and data screening processes were finished. Bibliometric analysis uses a few expressive and evaluative tools to statistically analyse the features of publications (McBurney and Novak, 2002). The main categories of data analysed for bibliometrics are journals, authors, institutions, nations, keywords, references, and trends in a particular theme (Abramo et al., 2011).

This bibliometric analysis was conducted both quantitatively and qualitatively using the Scopus database, as previously described. The majority of descriptive analysis was carried out utilizing Scopus's built-in analyzer features (Choudhri et al., 2015). Additionally, many aspects of publications on organizational citizenship behaviour, including citation analysis, co-occurence analysis, country analysis, and keyword analysis, were analyzed using R progrm and VOS Viewer software. The program "VOS Viewer" was heavily utilized by the bibliometric researchers (Costa et al., 2019; Ferreira et al., 2015; Pinheiro et al., 2018; Zhao et al., 2015).

3. LITERATURE SEARCH

The Scopus database was searched for literature published between 2005 and 2025 (Figure 2). The keywords used in the search were: "extra-role behavior," "citizenship behavior," "organizational citizenship," "organizational civic virtue," and "organizational citizenship behavior" terms that were also employed in previous studies (Estivalete et al., 2014). The main aim of the search was to comprehensively map the body of literature on Organizational Citizenship Behaviour across various disciplines. To ensure comprehensive coverage, the analysis included research articles from diverse sources such as books, trade publications, conference papers, and book chapters. However, review articles were specifically excluded from the dataset. The identification and selection process for the documents followed PRISMA guidelines, as outlined in Figure 1. The goal was to retrieve all relevant studies on organizational citizenship behaviour. The search parameters were as follows:

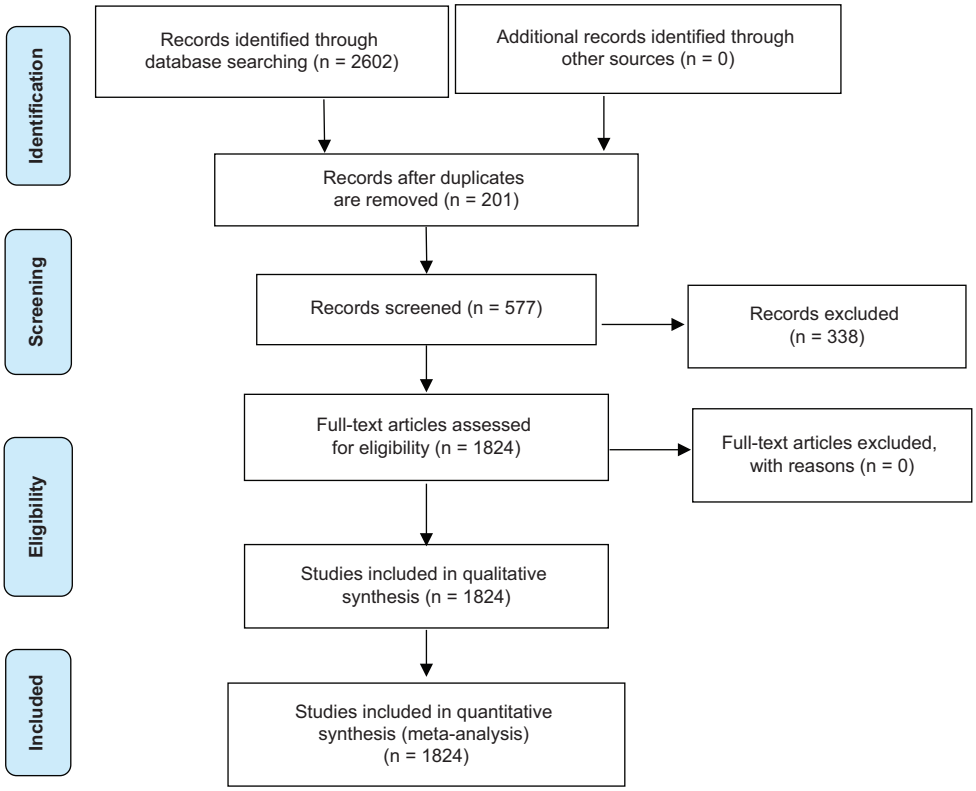
- Inclusion Criteria: Publications dated from 2005 to 2025.
- Keywords Used: "Citizenship behavior," "extra-role behavior," "organizational citizenship," "organizational civic virtue," and "organizational citizenship behavior."
- Included Sources: Trade journals, conference papers, proceedings, books, and book chapters.
- Exclusion Criteria: Review papers were not considered.

The initial search yielded 2,602 records based on titles, abstracts, and author-provided keywords. After applying the eligibility criteria and using Scopus filters to remove 778 irrelevant or review-based documents, a total of 1,824 records remained for bibliometric analysis (refer to Figure 1)

3.1. Leading Authors, Top Journals, Institutions, and Countries

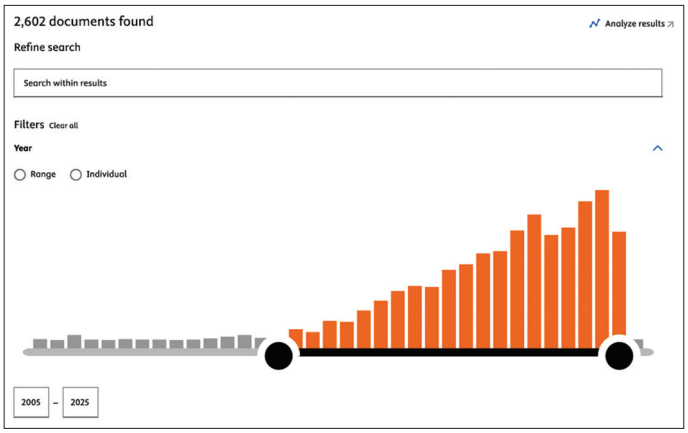
The frequency analysis of authorship (Figure 3) indicates that MA E (14 publications) and DE CLERCQ D (13 publications) are the leading contributors in this research domain, demonstrating consistent scholarly engagement. KARK R and YANG F, each with 9 publications, also stand out as key contributors. This

Figure 1: PRISMA Flow Diagram for Article



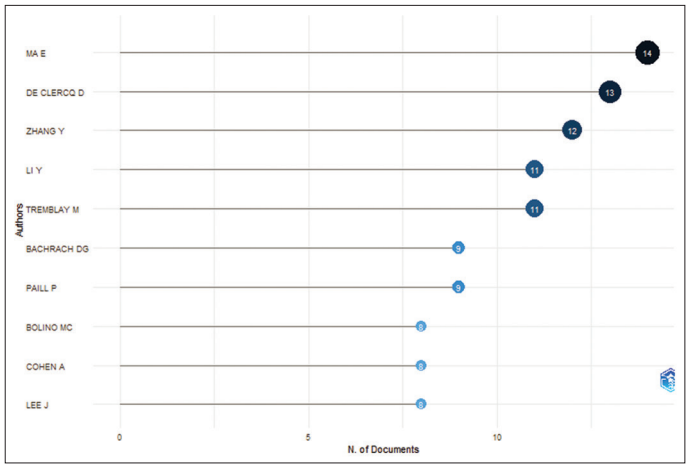
Source: Adapted from Page et al., 2021

Figure 2: Publications records on organizational citizenship behaviour from 2005 to 2025



Source: Scopus Database

Figure 3: Most relevant Authors



pattern reflects a concentrated pool of influential researchers who are actively shaping the discourse in this field, suggesting potential thought leadership and expertise centered around these individuals.

The analysis of source journals indicates (Figure 4) that research on the topic is concentrated in a few key journals, reflecting specific disciplinary interests. The Journal of Business Ethics leads with 74 publications, followed by the International Journal of Hospitality Management (57), Journal of Business and Psychology (43) and the International Journal of Human Resource Management (42). This distribution highlights a strong scholarly focus on ethical considerations, psychological aspects, and human resource practices within organizational settings. The prominence of these journals suggests that the topic is being extensively explored from the perspectives of business ethics, employee behavior, and HR management, particularly within hospitality and service-oriented industries.

From the Figure 5 it is identified that, the leading contributing institutions in terms of publication volume were The Hong Kong Polytechnic University (35 articles), Sun Yatsen University (27 articles), Michigan State University (25 articles), and the University of Haifa (23 articles). These institutions demonstrate global academic leadership in the field, with prominent

Figure 4: Most relevant sources

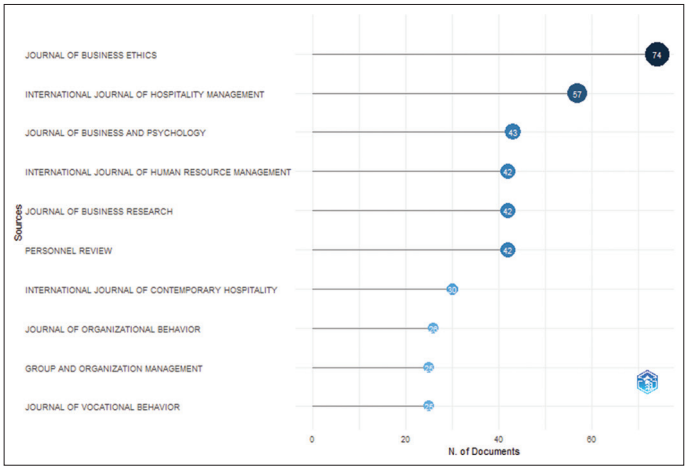


Figure 5: Most relevant affiliation

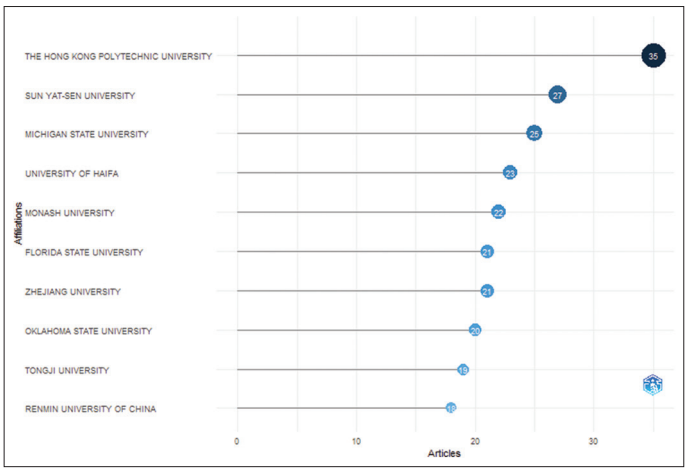


Figure 6: Corresponding Authors countries

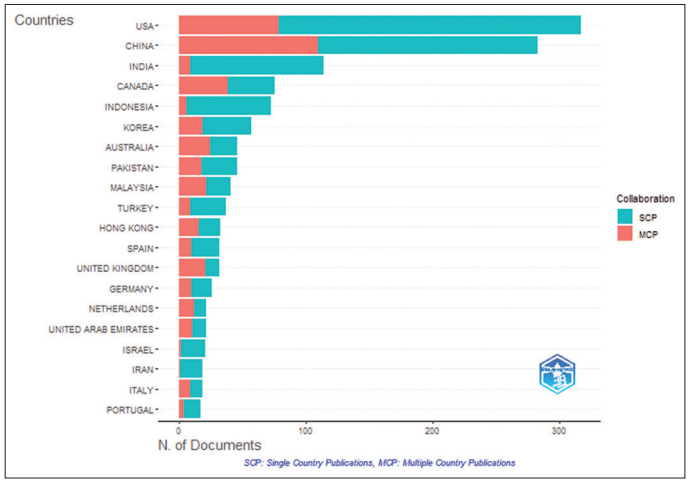
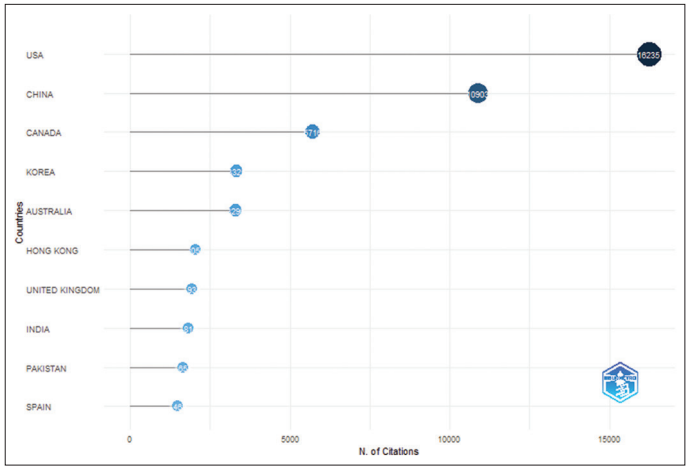


Figure 7: Most cited countries



representation from Asia, North America, and the Middle East (Author's analysis based on Scopus data, 2024).

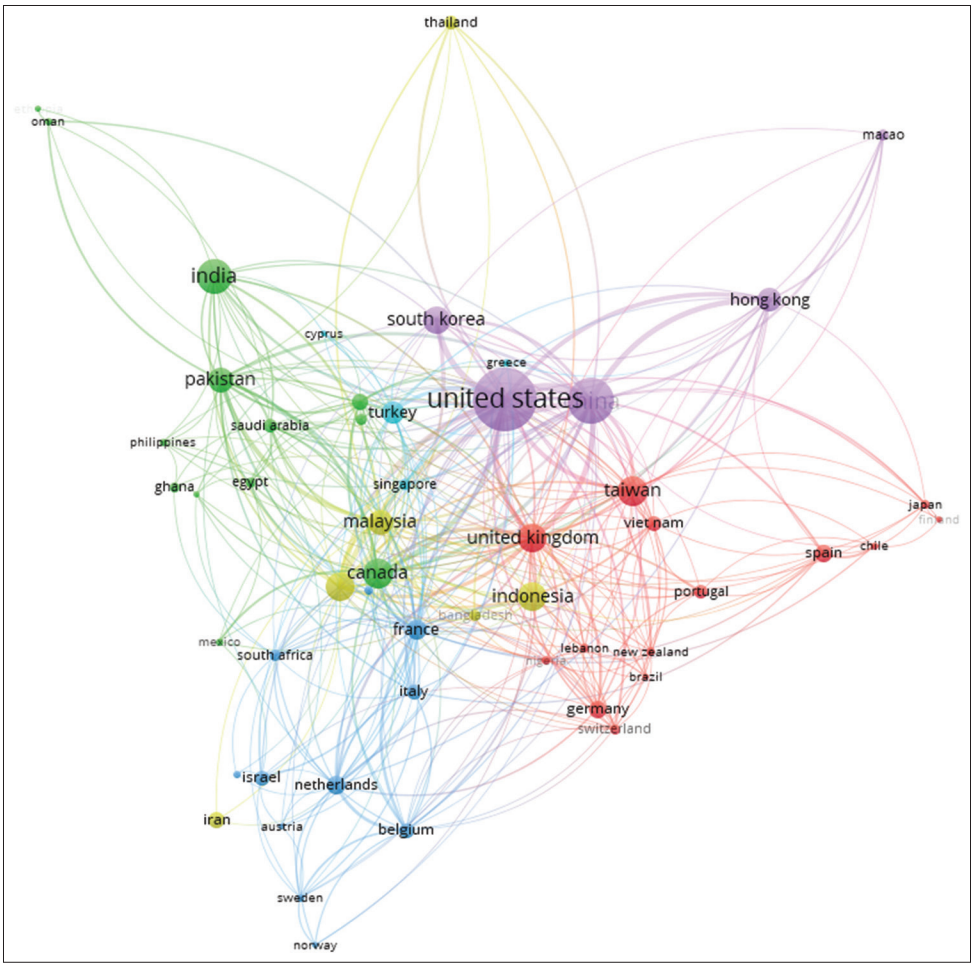
From the Figure 6 it is identified that the United States leads global contributions with 317 publications (17.39%), followed by China with 283 (15.52%) and India with 114 (6.25%). Other significant contributors include Canada (4.17%), Indonesia (4.00%), Korea (3.13%), Australia and Pakistan (2.52% each), and Malaysia (2.25%). Several countries from Asia, Europe, and the Middle East showed active involvement, including Turkey (2.03%), Hong Kong (1.81%), and Germany (1.43%). Notably, developing nations such as Bangladesh, Ghana, and Nigeria also appeared in the dataset, though with lower frequencies.

3.2. Most Influential Countries/Territories and Their Co-Authorships

Figure 7 indicates that the United States is the most influential country, with 16,235 contributions, showcasing its dominant role in global academic research. China follows with 10,903 contributions, reflecting its rapidly growing influence in the scholarly community. Canada, with 5,716 contributions, ranks third, reinforcing its strong academic presence. Other leading contributors include Korea, Australia, and the United Kingdom, all maintaining consistent output and collaboration in research. Among Asian nations, countries like India (1,810), Pakistan (1,654), Hong Kong (2,050), and Indonesia (879) are actively contributing, highlighting the region's increasing engagement in global knowledge production. European countries such as the United Kingdom, Germany, France, Netherlands, and Spain also play a vital role, suggesting well-established research systems and strong international collaboration networks. Emerging economies like the United Arab Emirates, Malaysia, and Thailand show notable participation, indicating the gradual rise of research activities in the Global South. However, countries such as Colombia, Kosovo, Kenya, and Chile have minimal or no recorded contributions, reflecting regional disparities and potential underrepresentation in scholarly output. Overall, while developed nations dominate the bibliometric landscape, the increasing involvement of developing countries suggests a positive trend toward more inclusive and diversified global research collaboration.

The co-authorship network (Figure 8) visualization reveals the global research collaboration patterns among countries, highlighting key hubs and clusters. The United States emerges as the central node in the network, with extensive co-authorship ties across continents, particularly with China, the United Kingdom, Canada, Germany, South Korea, and Hong Kong. This central

Figure 8: Co-authorship network



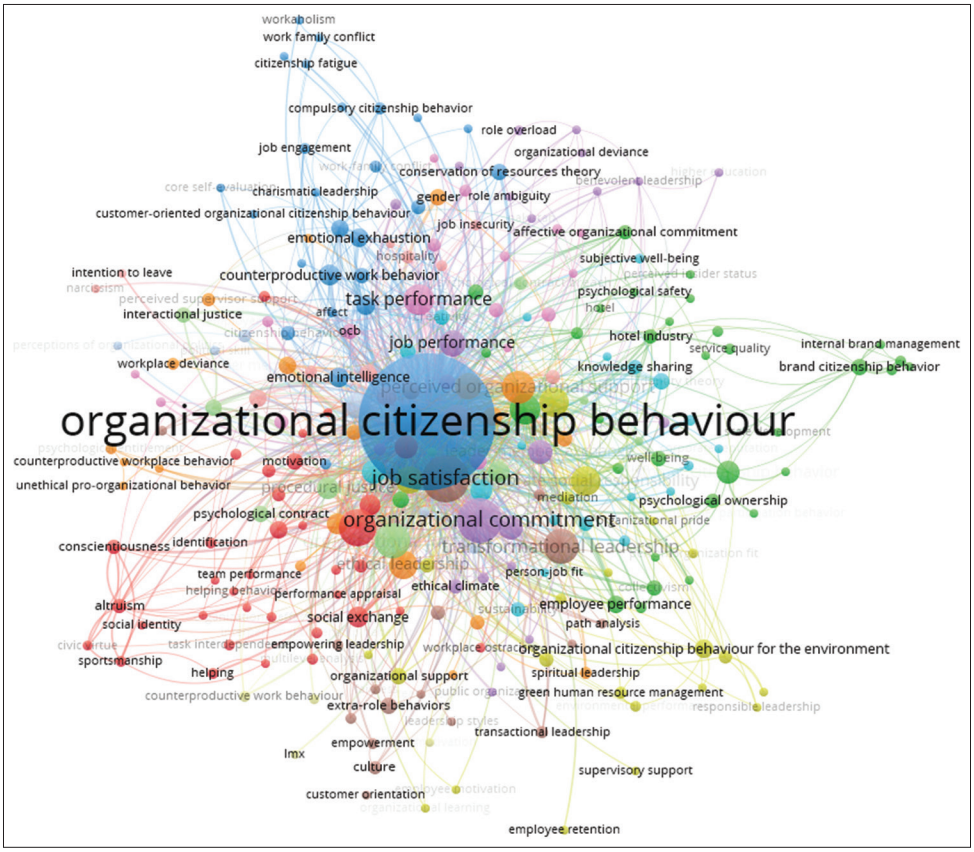
positioning underscores its pivotal role in international research partnerships.

China also shows strong connections, especially with Hong Kong, Taiwan, Vietnam, and the United States, indicating its strategic collaborations within Asia and with the West. The United Kingdom, Germany, and France appear as highly connected European countries, forming a dense subnetwork with countries like Italy, Netherlands and Belgium, suggesting a tightly knit European research cluster. Asian countries such as India, Pakistan, and Malaysia form another cluster with visible links to each other and moderate ties with the US and the UK. Canada is also well integrated, acting as a bridge between North American, European, and Asian clusters.

The network also reflects emerging collaborations involving countries like Indonesia, Thailand, UAE, and Saudi Arabia, indicating growing research engagement from the Global South. Smaller or less central countries like Greece, Mexico, Philippines and South Africa are present but have fewer and thinner collaboration links, highlighting potential areas for development in global scientific networks.

The keyword network visualization (Figure 9) highlights the centrality of Organizational citizenship behaviour (Occurrence 2688; Link strength 5564) in management research, revealing its strong conceptual connections with key themes such as organizational justice (Occurrence 79; Link strength 225), perceived organizational support (Occurrence 83; Link strength 193), organizational commitment (Occurrence 108; Link strength 342), employee performance (Occurrence 63; Link strength 123), and task performance (Occurrence 75; Link strength 161). These associations suggest that organizational citizenship behaviour is frequently examined as a behavioural outcome influenced by fairness, support, and employee-employer exchange relationships. Theoretical frameworks such as Social Exchange Theory (Occurrence 37; Link strength 73), Social Identity Theory (Occurrence 24; Link strength 46) and Conversion of resources theory (Occurrence 20; Link strength 39) prominently underpin much of the organizational citizenship behaviour literature, reflecting its deep roots in psychological and relational constructs. Additionally, the map shows a strong link between organizational citizenship behaviour and psychological variables like burnout (Occurrence 34; Link strength 61), ethical leadership (Occurrence 53; Link strength 125), psychological empowerment (Occurrence 55; Link strength 128), and job satisfaction (Occurrence 112; Link strength 360), indicating that organizational citizenship behaviour is often explored as both a driver and consequence of employee well-being and leadership behaviour. Recent themes such as green human resource management (Occurrence 10; Link strength 15), abusive supervision (Occurrence 27; Link strength 46), spiritual leadership (Occurrence 7; Link strength 12), and work-family

Figure 9: Keyword co-occurrence network



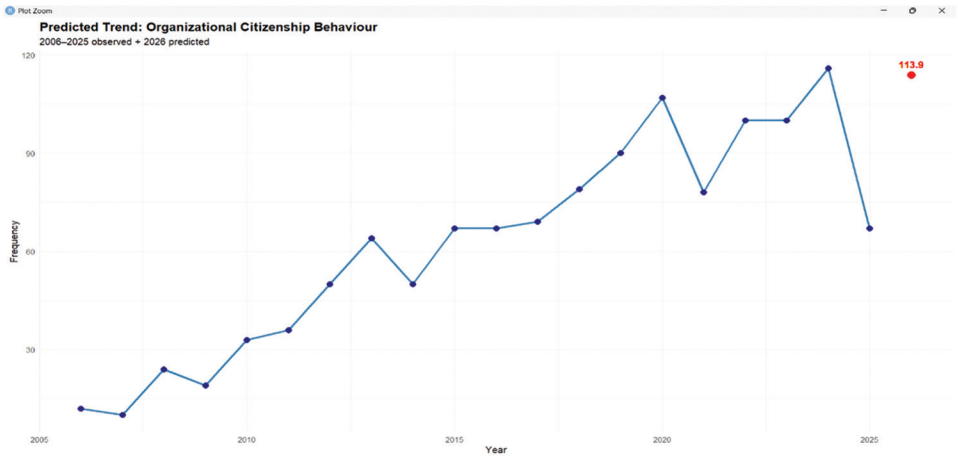
conflict (Occurrence 26; Link strength 40) highlight the evolving nature of organizational citizenship behaviour research, especially in response to emerging organizational and societal challenges. Moreover, the presence of terms like brand citizenship behaviour (Occurrence 10; Link strength 22), customer citizenship behaviour (Occurrence 26; Link strength 40), and tourist citizenship behaviour (Occurrence 9; Link strength 10) suggests that the scope of organizational citizenship behaviour research has extended beyond internal employees to include customer and service-related contexts. Overall, the network map reflects a dynamic and expanding field, where organizational citizenship behaviour serves as a critical lens through which various psychological, structural, and ethical dimensions of organizational behaviour are understood.

4. DISCUSSION AND CONCLUSION

Finding and assessing organizational citizenship behaviour articles was the aim of this paper. The database maintained by Scopus was searched from 2005 to 2025 using the bibliometric analysis method. A comprehensive review and analysis of the organizational citizenship behaviour research from a global perspective was provided, drawing on 2602 publications released between 2005 and 2025. Several features of publications were assessed and illustrated using the R bibliometric Package and the VOS Viewer tools. As shown in the above tables and figures, keywords involving the most well-known authors, journals, countries, institutions, and co-occurrence authors have been identified. First, from 2005 to 2025, the results showed a 20-year pattern of rising research interest and publishing outputs in organizational citizenship behaviour. It makes sense to believe that interest will keep growing. The results were comparable to those of a bibliometric analysis conducted by Yaylaci (2016), which looked at a comprehensive assessment of the expansion of organizational citizenship behaviour research in Turkey between 2005 and 2025.

According to Yaylaci (2016), more research has been done on the organizational citizenship behaviour in general since 2004, Because of the growing number of organizational citizenship behaviour studies, organizational citizenship behaviours were quickly rising to the top of the study field. The amount of attention given to the organizational citizenship behaviour has significantly increased since it was first discussed in the literature thirty years ago, according to Podsakoff et al. (2014) Organizational citizenship behaviour has established a reputation as a productive workplace in a number of nations worldwide. Actually, our findings were supported by Gan and Yusof's (2020) study, which demonstrated that the number of organizational citizenship behaviour papers increased steadily and considerably between 1995 and 2019.

Additionally, it discovered that American authors MA E (14 publications) and DE CLERCQ D were the most prolific organizational citizenship behaviour authors. Nevertheless, Boiral O was the most influential author and his papers garnered (1915 citations) the most citations. Furthermore, The University of Massachusetts Amherst, United States which has employed the most prolific author, was the most important institution. The main areas of study for Johnson, Russell Eric, and the other researchers in the top ten most prolific organizational citizenship



behaviour authors were the effects of job stressors, role overload, work satisfaction, and positive affectivity on organizational citizenship behaviour (Eatough et al., 2011; Johnson et al., 2010; Rosen et al., 2016).

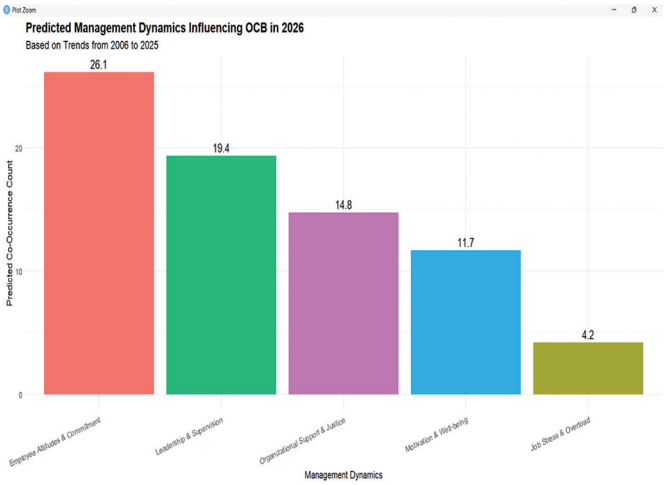
Bolino et al. (2013) highlighted the negative features of citizenship behaviour, they thought that organizational citizenship behaviours would result in darker agendas, personal expenses, and poor organizational outcomes. His research indicates that one type of organizational citizenship behaviour, individual initiative, leads to work-family conflict, role overload, and workplace stress (Bolino and Turnley, 2005). Furthermore, a negative association between citizenship weariness and further acts of organizational citizenship behaviour was found (Bolino et al., 2015). Paillé (2013) looked into organizational citizenship behaviour in relation to the environment (Boiral and Paillé, 2012). The organizational citizenship behaviour construct was redefinited, measured, and validated by Van Dyne and other scholars (Van Dyne et al., 1994).

In addition, organizational citizenship behaviour was found to be predicted by organizational fairness, work satisfaction, and performance (Ang et al., 2003). Restubog talked about the connection between organizational citizenship behaviour (Restubog and Bordia, 2006; Restubog et al., 2006; 2007) and abusive supervisors (Rafferty and Restubog, 2011; Hobman et al., 2009) and psychological contract violations. Tremblay, Michel also highlighted the connection between organizational citizenship behaviour and organizational support, organizational justice, and organizational commitment (Morin et al., 2011). Cohen focused more on the connection between organizational citizenship behaviour, in-role performance, and people's values (Cohen and Liu, 2011).

It is evident from the association between organizational citizenship behaviour and the several facets that the most successful writers concentrated on that organizational citizenship behaviour is frequently discussed in the business and management domains, which is consistent with (Anjala and Sandamali, 2019; Gan and Yusof, 2020). Further research on the following themes could be conducted in the future: job happiness, organizational support, trust, organizational justice, performance, organization commitment, justice, leadership, role overload, job stress, and personality qualities.

The line chart depicting the trend of Organizational Citizenship Behaviour (OCB) research from 2006 to 2025, along with a forecast for 2026, highlights a significant and evolving academic interest in the topic. From 2006 through 2020, there is a clear and steady rise in the number of publications related to OCB, indicating that the concept has become increasingly central to research in organizational behavior, human resource management, and workplace psychology. This growth reflects the increasing recognition of OCB's impact on employee performance, organizational effectiveness, and leadership outcomes.

However, the trend from 2021 to 2025 shows noticeable fluctuations. After reaching a peak around 2022, the frequency of publications declines slightly in 2023 and particularly drops in 2025. This dip could be attributed to temporary shifts in research focus possibly toward topics like remote work, artificial intelligence, and mental health in the workplace or due to indexing delays in publication databases. Despite this short-term decline, the linear prediction model estimates that in 2026, OCB-related research will rebound strongly, reaching a frequency of approximately 114 publications. This projection suggests that OCB will continue to be a relevant and expanding area of interest in organizational research. While there may be periodic shifts in attention due to emerging workplace dynamics, Organizational Citizenship Behaviour remains a robust and growing domain of study.



The chart forecasts the key management dynamics that are likely to influence Organizational Citizenship Behavior (OCB) in 2026, based on trends from 2006–2025. The predicted management dynamics influencing OCB in 2026 are Employee Attitudes and Commitment (26.1), Leadership and Supervision (19.4), Organizational Support and Justice (14.8), Motivation and Well-being (11.7), and Job Stress and Overload (4.2). Employee Attitudes and Commitment is expected to be the most influential factor, highlighting the importance of fostering engagement and loyalty. Leadership and Supervision and Organizational Support and Justice will continue to play substantial roles in promoting extra-role behaviours. Motivation and Well-being will have a moderate influence, while Job Stress and Overload is predicted to have the least impact, indicating that positive dynamics will outweigh stress-related factors.

4.1. Implications

A more comprehensive understanding of the evolution of organizational civic behaviour research is provided by the current study. It aims to raise awareness of research on this topic by emphasizing recent developments and providing a comprehensive and backward evaluation of papers. Several intriguing findings from the search and bibliometric analysis could guide and assist researchers in organizational citizenship behaviour studies in the future.

4.2. Limitation and Future Recommendations

It should be mentioned that this study has some limitations, just like any other. To begin with, the data in this study was supplemental and instructive. Its objective was to provide general direction and assistance to the most significant and fruitful organizational citizenship behaviour investigations. Second, we conducted our study using data from Scopus, which offers a wealth of information on social science research (Mongeon and Paul-Hus, 2016). However, due to the possibility of "stray citations," some crucial information may have been missed, therefore we cannot guarantee that our search approach includes all noteworthy journal articles. It's possible that some crucial information was left out, as happens with all bibliometric databases (Jacsó, 2008). However, considering our overall understanding of the organizational citizenship behaviour industry, the data obtained from Scopus has surely provided a comprehensive collection of the most pertinent studies that organizational citizenship behaviour has produced thus far. It should be mentioned that the data presented in this study may vary in the future based on the thematic trends that researchers take into account. Future researchers are advised to check additional databases (such as Science Direct) to collect the bibliometric data on organizational citizenship behaviour, even if our sample accurately reflected the organizational citizenship behaviour area. To obtain a more comprehensive perspective, masters or doctoral dissertations should be examined because they may contain ground-breaking viewpoints from unanticipated sources.

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