

# ORGANIZATIONAL CITIZENSHIP BEHAVIORS: A SYSTEMATIC REVIEW

## COMPORTAMENTOS DE CIDADANIA ORGANIZACIONAL: UMA REVISÃO SISTEMÁTICA

ANA CAROLINA REZENDE COSTA  
carolrezendecosta@gmail.com

GISELA DEMO  
giselademo@unb.br

KARLA VELOSO COURA  
karlavcoura@gmail.com

MAGDA DONIA  
donia@telfer.uottawa.ca

NATASHA FOGAÇA  
natasha.adm@gmail.com

### ABSTRACT

This study aimed to identify the panorama of recent high-impact scientific production related to organizational citizenship behaviors, presenting the current itineraries and suggesting new possibilities and challenges for further studies. A systematic literature review conducted with the *Web of Science* database identified 300 papers. The content of the 300 papers indicated gaps in the literature that supported the proposition of an agenda for future research. Our goal was to make use of *Vosviewer* software, which allows visualization of bibliometric networks. Furthermore, as theoretical implications, the results now gathered shed light on the identification of gaps that are still unexplored that can stimulate different perspectives in prospecting the construct. Our study made it possible to identify unexplored paths to be followed, as well as to advance methodological issues that may inspire managers to rethink strategies, policies, and practices of human resource management.

**Keywords:** organizational citizenship behavior; systematic review; vosviewer; scientific production; research agenda.

### RESUMO

*Este trabalho se propôs a desenhar o panorama da produção científica recente de alto impacto, relativa aos comportamentos de cidadania organizacional, apresentando os itinerários atuais e desvelando novas possibilidades e desafios para estudos ulteriores. Uma revisão sistemática da literatura conduzida com o banco de dados Web of Science identificou 300 artigos. O conteúdo dos 300 artigos indicaram lacunas na literatura que subsidiaram a proposição de uma agenda para futuras pesquisas. Nosso objetivo foi utilizar o software Vosviewer, que permite a visualização de redes bibliométricas. Além disso, como implicações teóricas, os resultados ora reunidos lançam luz sobre a identificação de lacunas ainda inexploradas que podem estimular diferentes perspectivas na prospecção do construto. Nosso estudo possibilitou identificar caminhos ainda inexplorados a serem percorridos, bem como*

*avançou em questões metodológicas que podem inspirar os gestores a repensar estratégias, políticas e práticas de gestão de pessoas*

**Palavras-chave:** *comportamentos de cidadania organizacional; revisão sistemática; vosviewer; produção científica; agenda de pesquisa.*

## 1 INTRODUCTION

Today's work environment has resulted from several transformations, such as political, economic, and technological (Bohlander & Snell, 2009; Bustinza, Vendrell-Herrero, Perez-Arostegui, & Parry, 2016; Deadrick & Stone, 2004). As a result, work driven by initiative and cooperation is increasingly favored over the use of rigid and hierarchical structures, influencing the social interactions that occur in the organizational context. (Costa & Andrade, 2015). Thus, researchers have recognized the relevance of behaviors not prescribed by the formal system, such as organizational citizenship behaviors (OCBs) (Andrade, Costa, Estivaleta, & Lengler, 2017; Janssen & Huang, 2008; Kim & Mauborgne, 1997; Organ, 1997).

Yaghoubi, Yazdani, and Khornegah (2011) explain that OCBs reflect greater employee sensitivity to the needs of the organization and involve proactive behavior in the face of different situations, denoting a greater concern with other individuals in the organization. From this point of view, OCBs are considered vital to the long-term performance of an organization (Takeuchi, Bolino, & Lin, 2015). In this regard, for Ng, Choong, Kuar, Tan, and Teoh (2019) are indispensable for establishing effective service delivery and greater organizational effectiveness as a whole.

Nevertheless, it is clear that this theme should be furthermore investigated (Estivaleta, Costa, & Andrade, 2014) and, even considering the patent relevance of the theme in the organizational literature, there are several gaps pertinent to the OCB that can still be explored (Marinova, Moon, & Dyne, 2010), as well as organizational citizenship behaviors in the public sector (Geus, Ingrams, Tummers, & Pandey, 2020). In this sense, we focus on answering the questions: which paths have OCB publications gone through? What are the unexplored avenues for research?

Thus, the main objective of our paper is to draw a panorama of the recent high-impact international scientific production related to OCBs, presenting the current itineraries and opening new possibilities for future investigations so that a more consistent theoretical framework can be constructed in such a way to inspire organizational practice. In addition, bibliometric analyzes were performed to identify the demographic profile of the papers; check the journals and countries that published the most about the construct; examine papers with greater bibliographic coupling; analyze the co-citations; and present the lexicographic exposure of the keywords of the papers to measure production indexes or research patterns, as well as to monitor the development and dissemination of scientific knowledge of some subject (Ramos-Rodríguez & Ruíz-Navarro, 2004).

In the following section, we present the theoretical framework centered on OCBs, followed by the methodology and analysis. We discuss our findings and propose an agenda with new research possibilities, as well as lessons for practice.

## 2 THEORETICAL BACKGROUND

Pioneering OCB studies are based on the theorizing by Katz and Kahn (1978) considering behaviors linked to cooperative activities with other members of the organization, creating a favorable external climate, system protection actions, suggestions for organization, and self-training to increase organizational responsibilities.

Since they were first introduced in 1983, OCBs gained space within the field of organizational behavior (Gomes, Bastos, Mendonça, & Menezes, 2014). However, according to the authors, their origin can be traced back to 1964 by Blau in social exchange theories and early organizational studies, which established the importance of employee volunteer behaviors for the effectiveness of the organization (Katz & Kahn, 1978). Thus, much research on OCB is based on the social exchange theory, in advocating that reciprocity stimulates a sense of obligation towards others (Blau, 1964). Beyond other underlying factors, this is true for OCB because research evidence suggests that some OCBs represent a means for employees to repay positive actions by an organization (Coyle-Shapiro, 2002; Podsakoff, Podsakoff, Mackenzie, Maynes, & Spoelma, 2014; Podsakoff, Mackenzie, Paine, & Bachrach, 2000; Rapp, Bachrach, & Rapp, 2013; Turnley, Bolino, Lester, & Bloodgood, 2003).

For Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades (2001), CCOs can be explained by the theory of social exchanges, since the focus lies on the exchange relationship between the organization and the employee. Thus, it is based on the premise that the employee tends to respond reciprocally because this individual is satisfied with the organization. In addition, OCBs motivated by feelings of reciprocity facilitate social interactions between employees and contribute to the accomplishment of work tasks (Rapp et al., 2013). This desire to promote the organization's interest can induce people to go beyond their duties and engage in OCBs (Chughtai, 2019). On the other hand, it is important to highlight that task performance can be reduced when employees demonstrate a lower incidence of OCBs, this is because such behavior tends to reduce social interactions (Rapp et al., 2013). Chernyak-Hai and Tziner (2021) reinforce by stating that higher levels of negative emotions in the workplace predict lower OCB. In this sense, to encourage OCBs, organizations must make use of integrated HR practices, as OCBs emerge as employees feel valued and recognized for these practices (Demo, Coura, Fogaça, Costa, Scussel, & Montezano, 2022).

Katz and Kahn (1978) coined the term organizational citizen considering that in addition to the rights and duties of employees, they have discretionary time and energy they can devote for the benefit of the organization. From the social, political, and legal point of view, to be considered a citizen, the subject would need to belong to a group, in which it must contribute frequently and beneficially to the well-being of the community, in addition to behaving according to appropriate standards of conduct (Andrade, Estivalet et al., 2017; Smith, 2002). The term citizenship, within organizations, was inserted as an analogy to the type of relationship that a civil citizen maintains with the State (Gomes et al., 2014). According to the authors, the organization, in this sense, would represent the state itself and the individual within that organization, by recognizing the legitimacy of its norms, could exhibit OCBs.

Thus, the use of nomenclature citizenship in the context of organizational studies designates a modality of acts that would result in benefits to the organizational system (Bateman & Organ, 1983; Organ, 1988; Smith, Organ, & Near, 1983; Taylor, 2013). However, it is noteworthy that one cannot think of OCBs independent of the context in which they are inserted, since man, as a great builder of the whole society, is also built by him (Freitas, 2000).

Finally, presented the origins of the term, what is organizational citizenship behavior? Organ (1988) introduced the original concept of OCBs, relating it to discretionary individual behaviors that promote the effective functioning of the organization. In the author's view, acts of cooperation are related to the subjects' dispositional factors and vary according to their satisfaction. The discretionary nature of OCBs provides a means for employees to contribute to the organization beyond the immediate performance of their tasks (Naseer, Raja, Syed, Donia, & Darr, 2016). As such, these behaviors are conceptualized as not within the control of being imposed as duties or functions, are not subject to sanctions, and are not the result of formal objectives (Estivaleta et al., 2014). It is important to note that the social and psychological environment of task performance is also affected by OCBs (Organ, 1997).

Thus, in reflecting on emerging empirical results and initial criticism, Organ (1997) recognized that it may no longer be appropriate to consider OCBs exclusively as extra-role and not rewarded by the formal system. Accordingly, in that view, OCBs are eminently social acts of employees benefiting the employer system and in the future may or not be compensated by the organization (Siqueira, 2003). In a recent study, Organ (2018) stated that OCBs represent informal ways of cooperation and contributions made by individuals based on job satisfaction and perceived justice.

The difficulty in defining OCB theoretically is the result of the complexity in conceptualizing it (Podsakoff et al., 2000; Podsakoff et al., 2014; Rapp et al., 2013). For Cantal, Borges-Andrade, and Porto (2015), the difficulty in delimiting the construct and distinguishing it from others "seems to be the result of the wide range of elements under its umbrella" (p. 288), which impacts its conceptualization, characterizing organizational citizenship more for what it is not.

Moreover, there are several expressions used similarly to OCB, namely: civility in organizations (Dias & Oliveira, 2016), extra-role behaviors (Pearce & Gregersen, 1991), and prosocial behaviors (Brief & Motowidlo, 1986). Podsakoff et al. (2000) compared some theoretical concepts of OCB and suggested that there are important differences between these constructs, although it is not uncommon to see these distinctions obscured if not completely ignored in theories. Thus, in the present study, we chose to focus on research specifically addressing OCBs (i.e., organizational citizenship behaviors), as it is the most widely studied form of extra-role behaviors in the literature (Bohle & Alonso, 2017; Martins, Costa, & Siqueira, 2015; Tinti, Costa, Vieira & Cappellozza, 2017).

Although Organ's (1988) definition of organizational citizenship has been revisited a few times and dimensions have been proposed for the construct, including by Organ himself, there seems to be no congruence in the area as to its components either (Cantal et al., 2015). An indication of the lack of consensus on its dimensionality is illustrated by the statement by Podsakoff et al. (2000), that almost 30 different forms of citizenship can be identified. These authors synthesized that OCB

can be analyzed in light of seven major dimensions, namely: conscientiousness, helping behaviors, civic virtue, self-development, sportsmanship, individual initiative, and organizational loyalty.

Bateman and Organ (1983), in turn, validated 30 items, comprising eight dimensions, namely: cooperation, altruism, obedience, punctuality, workplace hygiene, preservation of the organization's heritage, internalization of norms, and trust. Smith, Organ, and Near (1983), on the other hand, proposed two broad categories of behaviors, namely: one characterized by personal nature and another characterized by an impersonal or organizational nature, called, respectively, altruism and general consciousness. From this perspective, Williams and Anderson (1991) suggested the classification of OCB into two categories: organizational citizenship behavior oriented to other individuals (OCB-I), and organizational citizenship behavior oriented to the organization (OCB-O).

In this sense, OCB-O are behaviors that benefit the organization in general and OCB-I, on the other hand, are behaviors that immediately benefit specific individuals and indirectly contribute to the organization (Williams & Anderson, 1991). According to Donia, O'Neill, and Brutus (2018), it is possible to state that individuals with higher teamwork skills are more involved in OCB-O than in OCB-I. This multidimensional panorama does not hide, however, the possibility of cultural influence in the identification of OCBs (Farh, Earley, & Lin, 1997; Morrison, 1994), since it is possible to affirm that certain dimensions exist in some cultures, but not in others (Rego, 2002).

Regarding the importance of OCBs for organizations, there is evidence of the relationship between OCBs and several positive individuals and organizational outcomes (Donia, Johns, Raja, & Ayed, 2017). Furthermore, researchers have emphasized the influence that OCBs have on the overall viability of organizations (Podsakoff et al., 2000). In light of these findings, Singh, Selvarajan, and Chapa (2019) argue that leaders should focus on building high-quality relationships to enable employees to feel safe and pave the way for OCBs, as there is a trend towards greater employee engagement when they identify with their leaders (Nemr & Liu, 2021). Yaghoubi et al. (2011) reinforce the relevance of OCBs by highlighting the role they play in making individuals assume a conscious attitude and develop proactive behavior in the face of various organizational situations, in addition to improving the functioning of the organization, promoting social capital (Bolino, Turnley, & Bloodgood, 2002) and organizational effectiveness (Podsakoff & Mackenzie, 1997).

In this context, in the last three decades, researchers' interest in OCBs has increased (Podsakoff et al., 2014). For example, there is evidence of the relationship between OCBs and various positive outcomes at both the individual and organizational levels (Donia et al., 2017). Therefore, some empirical studies have identified job performance and organizational efficiency as a consequence of OCBs (Organ, 1988; Wang, Law, Hackett, Wang, & Chen, 2005), as well as essential for gaining competitive advantage. (Mackenzie, Podsakoff, & Podsakoff, 2011). On the other hand, OCBs are influenced by values related to work and job satisfaction (Andrade, Costa, et al., 2017) and by values and trust in the organization (Dias & Oliveira, 2016).

Given the findings to date and the important contribution they make to organizations, OCBs have been a priority on the agenda of organizational researchers, who have investigated empirically antecedents and consequences of OCB. Concerning the context in which research on OCBs is focusing, Podsakoff et al. (2000) highlighted four broad categories, namely: individual (or employee), task characteristics, organizational characteristics, and leadership behaviors. As for leadership, the studies by Elche, Ruiz-Palomino and Linuesa-Langreo (2020), Freire and Gon-



çalves (2021), and Voegtlin, Frisch, Walther, and Schwab (2019) stand out when they show that this variable would be an important predictor of OCB, although few studies address this relationship.

Research has identified various consequences of OCBs including job performance, efficiency, and effectiveness of the organization (Che, Guo, & Chen, 2021; Mackenzie et al., 2011; Organ, 1988; Walumbwa, Cropanzano, & Goldman, 2011; Wang et al., 2005; Whiting, Podsakoff, & Pierce, 2008), individual values (Porto & Tamayo, 2002), organizational values (Porto & Tamayo, 2005), organizational justice (Asamani & Mensah, 2013), quality of life at work (Kashani, 2012) and managerial skill (Rapp et al., 2013). In addition, OCBs have also been found to be positively related to job satisfaction (Bowling, Wang, & Li, 2012), commitment (Kehoe & Wright, 2013; Lavelle et al., 2009) and job engagement (Ng, Choong, Kuar, Tan, & Teoh, 2019).

These studies reflect the timeliness and strategic relevance of OCBs for organizations. In this review, we aim to systematically explore the scientific research on the subject and identify unexplored opportunities for research in this area.

### 3 METHOD

To achieve the proposed objective of identifying the panorama of high-impact scientific production related to OCBs, descriptive research was carried out, using as a method the systematic literature review, with bibliometric analyses. Bibliometrics aims to monitor the development and dissemination of scientific knowledge on a specific theme (Ramos-Rodríguez & Ruíz-Navarro, 2004). Thus, this method reveals theoretical and empirical gaps in scientific production by pointing out the behavior of a knowledge area (Araújo and Alvarenga, 2011), providing the basis for proposing a research agenda.

Considering the purpose of this investigation, the research was guided by the Cronin, Ryan, and Coughlan Protocol (2008), consisting of the following phases: (1) formulation of the research question; (2) set of inclusion and exclusion criteria; (3) quality of the literature; (4) assessment of relevance and; (5) eligibility assessment. In stage "1", a survey of the scientific publications on OCBs was carried out in December 2019, in the *Web of Science* database, which was chosen because it is considered one of the main scientific research databases given its scope and quality by gathering the most relevant high impact journals (Chadegani et al., 2013).

We searched for "organizational citizenship behaviour\*" in titles, summaries, keywords, or keywords plus, peer-reviewed journal publications only. This search term (with boolean operators) was used to cover papers with spelling variations for the term "organizational" as well as to use the term "behavior" in the singular and plural. From this search, 630 papers were found.

In step "2", the search was performed by indicating document type "paper", totaling 546 papers. It is noteworthy that there was no delimitation of temporal space, to obtain all studies, from the seminal to the most recent, to portray the evolution of the state of the art of the construct.

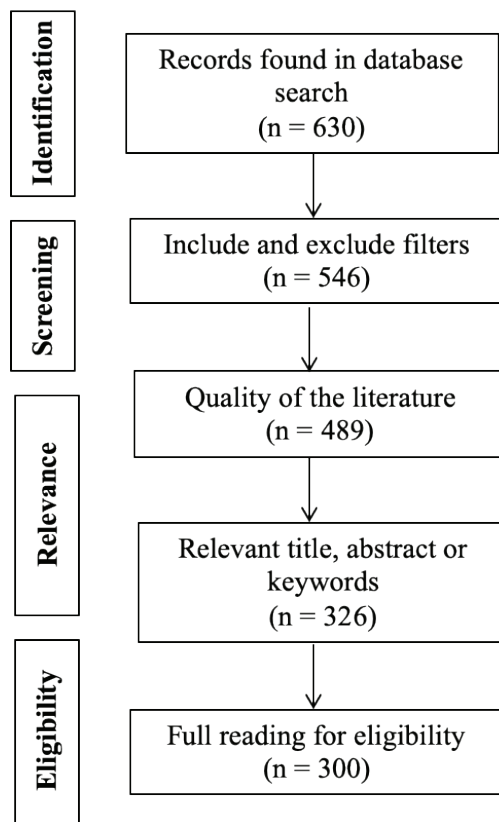
In step "3", journals were selected according to quality criteria considering journals indexed by the Journal Citation Report (JCR), the most universally used, seeking to identify high impact papers. With this screening, 489 papers were identified.

Then, in the next step ("4"), the authors analyzed by reading the articles whether the title, abstract, and keywords were related to the context of the OCBs. In this pertinence analysis, of the 489 papers verified, 163 papers were excluded, which resulted in the next step in 326 papers.

In the last step, we performed an eligibility assessment, which comprised of reading the 326 papers in full, to determine whether they were eligible or not, resulting in 300 papers. The criteria used to determine eligibility were dealing specifically with OCBs and not related topics. This screening was conducted by the authors of this review.

Summarizing the steps described, Figure 1 presents the diagram of the systematic literature review carried out, inspired by Cronin et al. (2008) Protocol.

**Figure 1 - Search Strategy Flow Diagram**



Source: elaborated by the authors, 2020.

To present the collected results, the software *VOSviewer* 1.6.10 and Microsoft Excel were used. *VOSviewer* made it possible to group papers into clusters or classes. This grouping assumes that the words are distributed in groups of papers that have similar research foci within the theme so that a word does not integrate distinct classes (Kronberger & Wagner, 2002). Moreover, the data analysis was complemented by the assumptions of Bardin's (2016) systematic analysis, as the content analysis was used as a way to bring the discussion about association or analysis of relationships, demonstrating how often words appear in papers and seeking to identify the relationship between them.

## 4 RESULTS

To analyze the demographic profile of the literature on OCBs, it was found that the first publication on the topic took place in 1995. In the years 1995 to 1999, 2% of the papers were published, from 2000 to 2009 total around 16% of the papers and, finally, in the last decade (from 2010 to 2019) publications have reached approximately 82% of 300 papers. In the comparison of the last two decades, it can be seen that in the last ten years (2010 to 2019) there has been an increase of more than 500% compared to the previous decade (2000 to 2009), which shows the increasing interest of the researchers, as well as the strength, relevance, and timeliness of the topic. What further supports this interest is the fact that, in the last three years (2017 to 2019), publications total 32.1% of 300 papers.

Regarding the journals that published the most, the *International Journal of Human Resource Management* accounted for 8% of publications, followed by the *European Journal of Human Resource Management*, with 6%, the *Journal of Occupational and Organizational Psychology*, with 5%, and both *Leadership & Organization Development Journal* and *Personnel Review*, with 4% each.

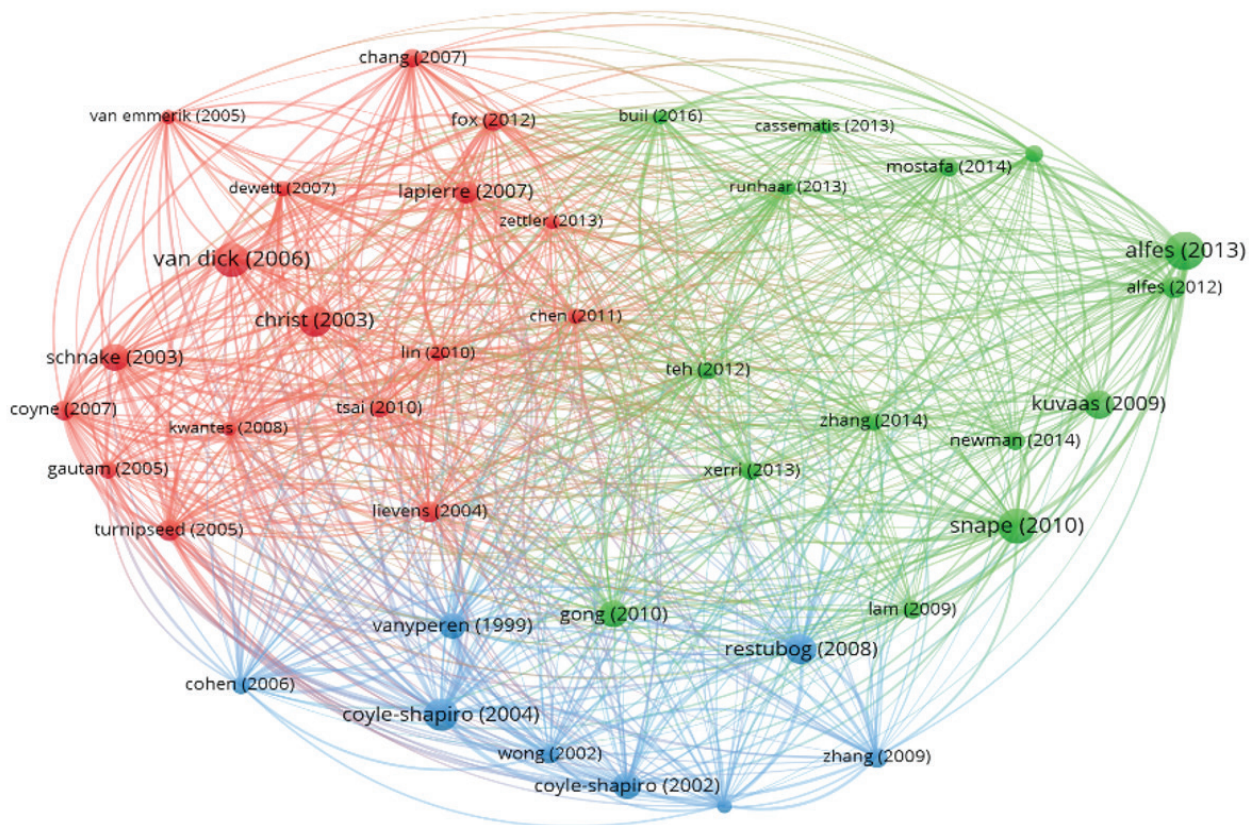
Regarding the authors, the most productive were Kirk Chang (Sungkyunkwan University, South Korea) and Ahmed Mohammed Sayed Mostafa (University of Leeds, United Kingdom), both with 5 publications each. We then highlight I. M. Jawahar (Illinois State University, United States of America), Pascal Paillé (Laval University, Canada), Rolf Van Dick (Goethe University Frankfurt, Germany), and Yui-Tim Wong (Lingnan University, Hong Kong), with 4 publications each.

To analyze the 300 papers, the *VOSviewer* software was used to perform a bibliographic mapping by identifying groups of associated publications (Eck & Waltman, 2017). To carry out this investigation, a bibliographic coupling analysis was performed, which seeks to measure the relationship between two papers based on the number of common references cited by the two papers, which maybe indicates a common research direction (Grácio, 2016). In addition, Egghe and Rosseau (2002) point out that the intensity of coupling of two papers depends on the number of references they have in common, and the greater the number of references in common, the greater the binding force between them.

As a result, Figure 2 presents the 40 papers with the highest binding strength among them, subdivided into 3 clusters. Regarding those with the highest intensity of bibliographic coupling, we highlight the studies by Alfes, Shantz, Truss, and Soane (2013), Snape and Redman (2010), and Van Dick, Grojean, Christ, and Wieseke (2006).



Figure 2 - Bibliographic coupling



Source: Elaborated by the authors with VOSviewer, 2020.

The green cluster is associated with studies in which OCB would be antecedent or consequent to human resource management (HRM) practices. From this perspective, as examples, Snape and Redman (2010) indicate that OCB suffers a positive impact from HRM practices. In the same vein, the research by Alfes, Shantz, Truss, and Soane (2013) concludes that perceived HRM practices, mediated by levels of employee involvement, affect OCBs. Mostafa and Gould-Williams (2014) examined the effect of the person-organization adjustment on the relationship between high-performance human resources practices (HPHRP), job satisfaction, and OCB, resulting in positive relationships. In conclusion, the study points out that the adoption of HPHRP leads to improved attitudes and behaviors.

The blue cluster, in turn, gathered papers that relate to how the organization makes room for employee participation in the organization's processes, highlighting what directly or indirectly affects employee involvement in OCBs. As is the case with the study by VanYperen, Van Den Berg, and Willering (1999), by suggesting that participation in decision-making promotes employees' sense of supervisory support, which makes them more likely to give back through OCB. Additionally, Coyle-Shapiro, Kessler, and Purcell (2004) pointed out that employees engage in OCBs to reward fair treatment of the organization because they understand these behaviors as part of their work. Restubog, Hornsey, Bordia, and Esposito (2008), in turn, point out that fair treatment of group members communicates symbolic messages about the relationship between the organization and the employee and has implications for the sense of pride in being part of the organization, directly related to the willingness of employees to manifest or not OCBs.

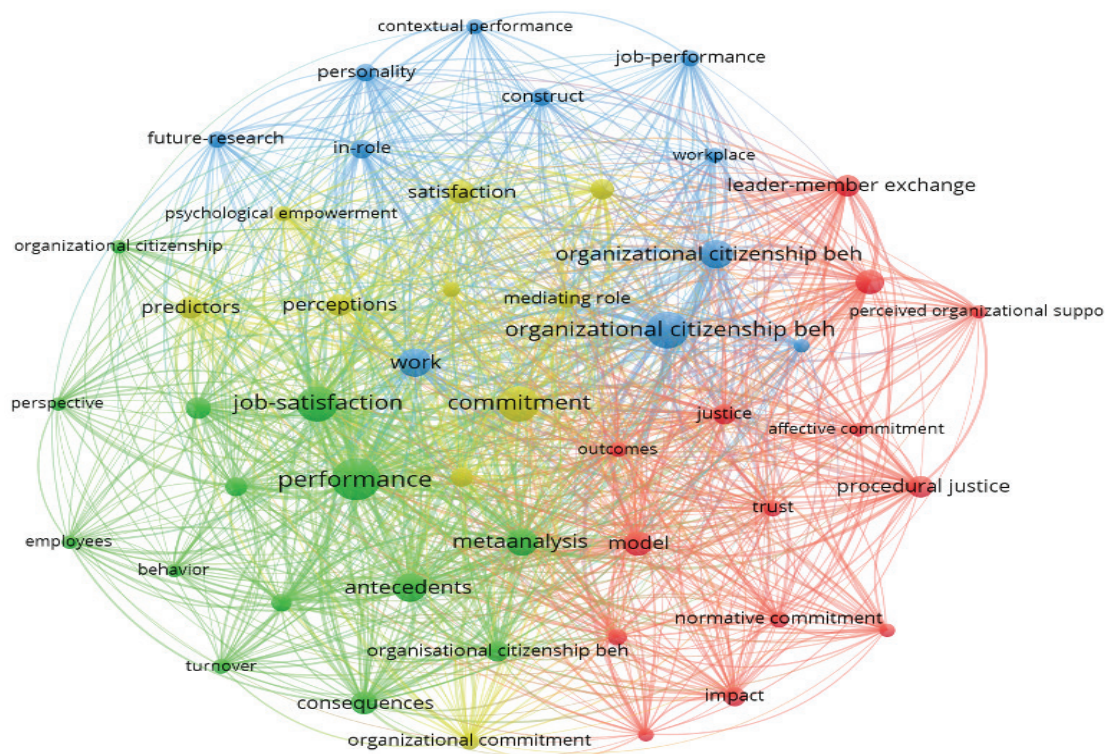
Finally, the red cluster represents broad themes that relate to the relationship between OCBs and organizational behavior variables such as employee job performance (Turnipseed & Rassuli, 2005; Zettler & Solga, 2013). In the study by Lin and Peng (2010), group cohesion and collective effectiveness fully mediated the direct effects of OCBs on team performance. Organizational commitment (Gautam, Van Dick, Wagner, Upadhyay, & Davis, 2005), organizational identification (Christ, Van Dick, Wagner, & Stellmacher, 2003; Van Dick, Grojean, Christ, & Wieseke, 2006), and job satisfaction (Lapierre & Hackett, 2007; Tsai & Wu, 2010) were also studied relative to OCBs. Lapierre and Hackett (2007) found that employees reciprocate their greater job satisfaction by demonstrating more OCBs.

In addition, the reference list in a scientific study reflects the process of knowledge construction of the researcher and also presents the dialogue established by him/her with his/her peers (Grácio, 2016). From the author’s perspective, citing a reference, the researcher reveals which theoretical and methodological frameworks make up the conceptual framework and the methodological options of his/her work.

In this sense, to map the thematic, theoretical, and/or methodological proximity between authors, papers, journals, countries, or other units of analysis, Marshakova (1981) suggests co-citation analysis. Such analysis allows us to identify the fundamental and most influential papers in the scientific community in the studied theme (Grácio, 2016). In this sense, the results indicated the references that had the most expressive number of co-citations, namely: Organ (1988), Podsakoff, Mackenzie, Paine and Bachrach (2000), Williams and Anderson (1991).

Then, we proceeded to the analysis of the keywords of the selected papers, because from that it can be verified which other themes are being treated in conjunction with the OCBs. Figure 3 shows the most frequent keywords in the 300 papers searched.

Figure 3 - Word cloud



Source: Elaborated by the authors with VOSviewer, 2020.



The word cloud seeks to identify the frequency with which words appear in the studies through the lexicographic visualization of the terms contained in the textual corpus examined. It is noteworthy that the font size of the word reveals whether it was cited many (large font) or a few times (small font).

Thus, the cloud reveals the associations that research has sought to establish between OCBs and various constructs of organizational behavior, such as performance (Ahmad, Donia, Khan, & Waris, 2019; Chughtai, 2019; Kissi, Asare, Agyekum, Agyemang, & Labaran, 2019; Lin & Peng, 2010), commitment (Paillé, 2008; Paul, Bamel, Ashta, & Stokes, 2019; Rita, Payangan, Rante, Tuhumena, & Erari, 2018) and job satisfaction (Kanafa-Chmielewska, 2019; Singh & Singh, 2019), which have shown evidence of positive relationships between them. In addition, the terms antecedents and metaanalysis can also be observed, which demonstrates the important focus that has been placed by researchers in the field on understanding the nature of the construct.

## 5 RESEARCH AGENDA

Based on what we have learned from the Web of Science report we suggest areas for future inquiry to broaden the debate on the role of OCBs in the workplace, presenting, at first, a compilation of the research agendas of the five most cited papers on the Web of Science Feather and Rauter's (2004) study is the most cited and investigates the relationship between OCBs and job insecurity, organizational commitment, organizational identification, job satisfaction, and workplace values. In this study, the sample is composed of teachers from Australia, some permanent and others with temporary contracts. The results showed that temporary teachers reported more job insecurity and engaging in more OCBs compared to permanent teachers. In addition, OCBs were positively related to perceived job insecurity, negatively related to opportunities to satisfy workplace values for temporary teachers, and positively related to organizational commitment and organizational identification for permanent teachers. At that time, given the differences presented, the authors pointed to the need for further studies that looked at changes in work status and measures of the goal structure of employees in different employment relationships in organizations. And at that moment they realized that the use of self-reports and behavioral observations could contribute to the advancement of research on the subject.

The study of Alfes, Shantz, Truss, and Soane (2013) is based on social exchange theory postulating that employee involvement mediates the relationship between perceived HRM practices and two types of employee behavior, namely OCBs and turnover intentions. Through an empirical study with employees of a UK service company, the results showed evidence of model validation. It is also evident that, in practical terms, organizations need to be aware that, in addition to a consistent set of HRM practices, the organizational climate is essential to establish a positive environment that fosters OCB and lower intention to turnover. The authors demonstrate that the findings of their research strongly contribute to the body of studies aimed at analyzing the impact that perceptions of HR practices have on employee behavior. Nevertheless, it demonstrates the relevance of contextual variables in explaining OCBs, once it is identified that the relationship between engagement and OCBs depends on the relationship between employee and organization and the relationship between employee and line manager. Thus, they indicated that other contextual variables, such as employee's trust, could be approached as moderating this

relationship. In this sense, contributing to the model expansion proposition through experimental research projects can substantiate the causality of the hypotheses presented.

Snape and Redman (2010) investigated the relationship between human resource management practices, organizational citizenship behavior, and performance in private and public organizations in England. Overall, the results indicated that OCBs suffer a positive impact from HRM practices, however, there was no such effect on perceived organizational support. The authors point out that there should be greater research focus on potential moderators of the relationships between HRM practices, work characteristics, and outcomes and that further studies on various organizational levels would be interesting in this perspective. In addition, it may be conjectured as an agenda the application of organizational moderators, such as environmental uncertainty or change turbulence, in understanding the effects of Human Resource Management. Nevertheless, thinking of multilevel analysis, individual-level moderators could also be considered in investigating the effects of HRM.

The fourth paper by Van Dick et al. (2006), deals with two constructs relevant to the organizational behavior of employees and the performance of organizations, that is, organizational identification and OCBs, with a focus on uncovering the nature of their relationship. The research was comprised of 4 studies: the first tested the relationship of the variables in a meta-analysis in different occupations and cultural contexts; the second investigated the relationship in a longitudinal study applying the instrument in two moments, with an interval of 6 months; in the third study, the sample was composed to analyze the relationship at the group level; in the fourth, the data were used to broaden the research findings by linking organizational identification to customer perceptions and financial performance mediated by the OCB. As future studies, the suggestions move towards investigating the relationship with obtaining identification through self-reports and OCB obtained from supervisors. The starting point for these investigations could be the analysis of multiple foci of organizational identification and the flexibility of the impact of identification.

Finally, Coyle-Shapiro, Kessler, and Purcell (2004) sought to examine two explanations of why employees manifest OCB: OCBs are a form of reciprocity to return the good and fair treatment of the organization, and that employees view OCBs as part of their job. As a result of the first explanation, they found procedural and interactional justice to be positively associated with mutual behavior, which, in turn, is directly related to OCB and, indirectly, by expanding the limits of the individual's work. Regarding managerial practice, as verified by the second explanation, the authors suggest that organizations need to manage employees' relationships with their managers, thus being more likely to engage in OCBs, regardless of whether they categorize these behaviors as in- or extra-role. Future paths are presented pointing to the exploration of the factors that determine whether individuals repay the organization by broadening their definition of work or adopting a citizenship behavior; another would be to examine the dimensions of the OCB at the group level.

In addition to new avenues for research drawn from the future research agendas of the 5 most cited papers we uncovered, we also suggest a greater focus on longitudinal studies (Snape & Redman, 2010), either for a better understanding of the relations of cause-effect (Feather & Rauter, 2004), as well as for investigations at various organizational levels (Alfes et al., 2013), thus advancing a temporal perspective that allows the construction of a more consistent theoretical framework for the study of antecedents and consequences of OCB.

Further advances could be made in testing more complex models of research, such as mediation and moderation, as highlighted earlier by Snape and Redman (2010) and Shantz et al. (2013). It is worth noting that although the database used for our search was the Web of Science, which has the highest coverage of high impact journals dating back to 1990 and collecting the highest impact journals (Chadegani et al., 2013), our review was not exhaustive, in which can be perceived if compared with the study by Podsakoff et al. (2014), for example, which states that more than 2100 articles on OCBs can be found in the literature, comprising an important limitation of our study. From this angle, as a complement to the mapping presented, it is suggested to expand it in other databases, such as Scopus, which, although dating from 2004, has the advantage of being the largest database of scientific papers currently available (Chadegani et al., 2013). In addition, the use of other search keywords may also be used in future studies to complement the results of this review.

## 6 CONCLUSION

By presenting the research itineraries in organizational citizenship behaviors, tracing the itineraries of high-impact scientific production, and discovering possibilities for future investigations, we achieve the objective of this review. Our study advanced by presenting, completely and comprehensively, the evolution of studies, as well as the current state of the art in OCB, without temporal limits and focusing on the quality of the papers, highlighting the most relevant papers published on the subject in journals high impact. In this sense, we answered one of the guiding questions of the study by focusing on which paths OCB publications have taken.

In addition, the theoretical implications, the results now collected shed light on the identification of gaps still unexplored that can stimulate different perspectives in the prospection of the construct, emphasizing the questioning of which paths are still unexplored by the theme, thus answering the other question of this study. In this scenario, students and researchers can rethink how the phenomenon has been researched and propose new epistemological, theoretical, and methodological approaches for its study.

Moreover, given the current and strategic relevance of the theme, as managerial contributions, the analyses carried out can help managers and organizational actors in their strategies, policies and practices towards more effective human resource management, in order to promote more productive, healthier work environments that encourage extra-role behaviors, which are already proven to be beneficial to both people as for organizations as a whole.

## REFERENCES

- Ahmad, I., Donia, M. B., Khan, A., & Waris, M. (2019). Do as I say and do as I do? The mediating role of psychological contract fulfillment in the relationship between ethical leadership and employee extra-role performance. **Personnel Review**, 48(1), 98-117.
- Alfes, K., Shantz, A. D., Truss, C., & Soane, E. C. (2013). The link between perceived human resource management practices, engagement and employee behaviour: a moderated mediation model. **The International Journal of Human Resource Management**, 24(2), 330-351.

- Andrade, T. de, Costa, V. F., Estivaleta, V. de F. B., & Lengler, L. (2017). Comportamento de cidadania organizacional: um olhar à luz dos valores e da satisfação no trabalho. **Revista Brasileira de Gestão de Negócios**, 19(64), 236-262.
- Andrade, T. de, Estivaleta, V. de F. B., Avila, G. L., Costa, V. F., Lengler, L., & Faller, L. P. (2017). Interações entre os comportamentos de cidadania organizacional, confiança interpessoal, confiança organizacional e suporte organizacional. **Anais do Fórum Internacional Ecoinnovar**, Santa Maria, RS, Brasil, 6.
- Araújo, R. F., & Alvarenga, L. (2011). A bibliometria na pesquisa científica da pós-graduação brasileira de 1987 a 2007. **Encontros Bibli: Revista Eletrônica de Biblioteconomia e Ciência da Informação**, 16(31), 51-70.
- Bardin, L. (2016). **Análise de conteúdo**. São Paulo: Edições 70.
- Bateman, T. S., & Organ, D.W. (1983). Job satisfaction and the good soldier: The relationship between affect and employees "citizenship". **Academy of Management Journal**, 26(4), 587-595.
- Blau, P. M. (1964). **Exchange and power in social life**. New York: Wiley.
- Bohlander, G. W., & Snell, S. (2009). **Administração de recursos humanos** (14a ed.). São Paulo: Cengage.
- Bohle, S. A. L., & Alonso, A. R. M. (2017). The effect of procedural fairness and supervisor support in the relationship between job insecurity and organizational citizenship behaviour. **Revista Brasileira de Gestão de Negócios**, 19(65), 337-357.
- Bolino, M. C., Turnley, W. H., & Bloodgood, J. M. (2002). Citizenship behavior and the creation of social capital in organizations. **The Academy of Management Review**, 27(4), 505-522.
- Brief, A. P., & Motowidlo, S. J. (1986). Prosocial organizational behaviors. **Academy of Management Review**, 11(4), 710-725.
- Bustinza, O. F., Vendrell-Herrero, F., Perez-Arostegui, M., & Parry, G. (2016). Technological capabilities, resilience capabilities and organizational effectiveness. **The International Journal of Human Resource Management**, 1370-1392.
- Cantal, C., Borges-Andrade, J. E., & Porto, J. B. (2015). Cooperação, comportamentos proativos ou simplesmente cidadania organizacional? Uma revisão da produção nacional na área. **Revista Psicologia Organizações e Trabalho**, 15(3), 286-297.
- Chadegani, A., Salehi, H., Yunus, M., Farhadi, H., Fooladi, M., Farhadi, M., & Ale Ebrahim, N. (2013). A comparison between two main academic literature collections: Web of Science and Scopus databases. **Asian Social Science**, 9(5), 18-26.
- Che, X., Guo, Z., & Chen, Q. (2021). The Relationship Between K-Workers' Leader-Member Exchange, Organizational Citizenship Behavior and Task Performance-Evidence From Chinese Hospitals. **Frontiers in Psychology**, 12, 2746.
- Chernyak-Hai, L., & Tziner, A. (2021). Attributions of managerial decisions, emotions, and OCB. The moderating role of ethical climate and self-enhancement. **Journal of Work and Organizational Psychology**, 37(1), 36-48.
- Christ, O., Dick, R., Wagner, U., & Stellmacher, J. (2003). When teachers go the extra mile: Foci of organisational identification as determinants of different forms of organisational citizenship behaviour among schoolteachers. **British Journal of Educational Psychology**, 73(3), 329-341.
- Chughtai, A. A. (2019). A Closer Look at the Relationship between Life Satisfaction and Job Performance. **Applied Research in Quality of Life**, 1-21.
- Costa, V. F., & Andrade, T. de. (2015). Comportamento de cidadania organizacional: caracterização da produção científica internacional no período de 2002 a 2012. **RAM. Revista de Administração Mackenzie**, 16(2), 45-71.
- Coyle-Shapiro, J. A. (2002). A psychological contract perspective on organizational citizenship behavior. **Journal of Organizational Behavior**, 23(8), 927-946.
- Coyle-Shapiro, J. A. M., Kessler, I., & Purcell, J. (2004). Exploring organizationally directed citizenship behaviour: reciprocity or 'it's my job'? **Journal of Management Studies**, 41(1), 85-106.
- Cronin, P., Ryan, F., & Coughlan, M. (2008). Undertaking a literature review: a step-by-step approach. **British Journal of Nursing**, 17(1), 38-43.
- Deadrick, D. L., & Stone, D. L. (2014). Human resource management: past, present, and future. **Human Resource Management Review**, 24(3), 193-195.



- Demo, G., Coura, K., Fogaça, N., Costa, A. C., Scussel, F., & Montezano, L. (2022). How Are Leadership, Virtues, HRM Practices, and Citizenship Related in Organizations? Testing of Mediation Models in the Light of Positive Organizational Studies. *Sustainability*, *14*(3), 1508.
- Dias, F. R., & Oliveira, A. de F. (2016). Valores e Confiança Organizacionais: Fatores Determinantes nos Comportamentos de Civismo Organizacional. *Temas em Psicologia*, *24*(3), 1087-1100.
- Donia, M. B. L., Johns, G., Raja, U., & Ayed, A. K. B. (2017). Getting credit for OCBs: potential costs of being a good actor vs. a good soldier. *European Journal of Work and Organizational Psychology*, *27*(2), 188-203.
- Donia, M. B. L., O'Neill, T. A., & Brutus, S. (2018). The longitudinal effects of peer feedback in the development and transfer of student teamwork skills. *Learning and Individual Differences*, *61*, 87-98.
- Eck, N. J. van, & Waltman, L. (2017). Citation-based clustering of publications using CitNetExplorer and VOSviewer. *Scientometrics*, *111*(2), 1053-1070.
- Egghe, L., & Rousseau, R. (2002). Co-citation, bibliographic coupling and a characterization of lattice citation networks. *Scientometrics*, *55*(3), 349-361.
- Elche, D., Ruiz-Palomino, P., & Linuesa-Langreo, J. (2020). Servant leadership and organizational citizenship behavior: The mediating effect of empathy and service climate. *International Journal of Contemporary Hospitality Management*, *32*, 2035-2053.
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology*, *86*(51), 42-51.
- Estivalete, V. de F. B., Costa, V. F., & Andrade, T. de (2014). Organizational Citizenship Behavior: a Comparative Study between Brazilian and International Scientific Output from 2002 to 2012. *Business and Management Review*, *4*(3), 427-441.
- Farh, J., Earley, P. C., & Lin, S. (1997). Impetus for action: a cultural analysis of justice and organizational citizenship behavior in Chinese society. *Administrative Science Quarterly*, *42*(3), 421-444.
- Feather, N. T., & Rauter, K. A. (2004). Organizational citizenship behaviours in relation to job status, job insecurity, organizational commitment and identification, job satisfaction and work values. *Journal of Occupational and Organizational Psychology*, *77*(1), 81-94.
- Freire, C., & Gonçalves, J. (2021). The Relationship between Responsible Leadership and Organizational Citizenship Behavior in the Hospitality Industry. *Sustainability*, *13*, 4705.
- Freitas, M. E. (2000). Contexto social e imaginário organizacional moderno. *Revista de Administração de Empresas*, *40*(2), 6-15.
- Gautam, T., Van Dick, R., Wagner, U., Upadhyay, N., & Davis, A. J. (2005). Organizational citizenship behavior and organizational commitment in Nepal. *Asian Journal of Social Psychology*, *8*(3), 305-314.
- Geus, C. J., Ingrams, A., Tummers, L., & Pandey, S. K. (2020). Organizational citizenship behavior in the public sector: A systematic literature review and future research agenda. *Public Administration Review*, *80*(2), 259-270.
- Gomes, A., Bastos, A., Mendonça, E., Filho, & Menezes, I. (2014). Cidadania organizacional: questões teóricas e conceituais que cercam a pesquisa na área. *Estudos e Pesquisas em Psicologia*, *14*(3), 711-731.
- Grácio, M. C. C. (2016). Acoplamento bibliográfico e análise de cocitação: revisão teórico-conceitual. *Encontros Bibli: Revista Eletrônica de Biblioteconomia e Ciência da Informação*, *21*(47), 82-99.
- Janssen, O., & Huang, X. (2008). Us and me: team identification and individual differentiation as complementary drivers of team members' citizenship and creative behaviors. *Journal of Management*, *34*(1), 69-88.
- Kanafa-Chmielewska, D. (2019). The two faces of an employee: exploring the relationships between organizational citizenship behaviour, counterproductive work behaviour and job satisfaction. *Argumenta Oeconomica*, *1*(42), 317-336.
- Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations*. New York: Wiley.
- Kim, W. C., & Mauborgne, R. A. (1997). Fair process: managing in the knowledge economy. *Harvard Business Review*, *75*(4), 65-75.

- Kissi, E., Asare, O., Agyekum, K., Yamoah Agyemang, D., & Labaran, M. (2019). Ascertaining the interaction effects among organisational citizenship behaviour, work overload and employees' performance in the Ghanaian construction industry. **International Journal of Productivity and Performance Management**, 68(7), 1235-1249.
- Kronberger, N., & Wagner, W. (2002). Palavras-chave em contexto: análise estatística de textos. In: Bauer, M. B., & Gaskell, G. (Orgs.). **Pesquisa qualitativa com texto, imagem e som - um manual prático** (pp. 416-441). Petrópolis: Vozes.
- Lapierre, L. M., & Hackett, R. D. (2007). Trait conscientiousness, leader-member exchange, job satisfaction and organizational citizenship behaviour: A test of an integrative model. **Journal of Occupational and Organizational Psychology**, 80(3), 539-554.
- Lin, C. C., & Peng, T. K. (2010). From Organizational Citizenship Behaviour to Team Performance: The Mediation of Group Cohesion and Collective Efficacy. **Management and Organization Review**, 6(1), 55-75.
- Mackenzie, S. B., Podsakoff, P. M., & Podsakoff, N. P. (2011). Challenge-oriented organizational citizenship behaviors and organizational effectiveness: do challenge-oriented behaviors really have an impact on the organization's bottom line? **Personnel Psychology**, 64(3), 559-592.
- Marinova, S. V., Moon, H., & Dyne, A. L., Van (2010). Are all good soldier behaviors the same? Supporting multidimensionality of organizational citizenship behaviors based on rewards and roles. **Human Relations**, 63(10), 1463-1485.
- Marshakova, I. V. (1981). Citation networks in information science. **Scientometrics**, 3(1), 13-25.
- Martins, V., Costa, L. V., & Siqueira, M. M. M. (2015). O Impacto do Comprometimento Afetivo e do Engajamento no Trabalho sobre os Comportamentos de Cidadania Organizacional. **Revista de Administração, Contabilidade e Economia da FUNDACE**, 6(2), 1-13.
- Morrison, E. W. (1994). Role definitions and organizational citizenship behavior: the importance of the employee's perspective. **Academy of Management Journal**, 37(6), 1543-1567.
- Mostafa, A. M. S., & Gould-Williams, J. S. (2014). Testing the mediation effect of person-organization fit on the relationship between high performance HR practices and employee outcomes in the Egyptian public sector. **The International Journal of Human Resource Management**, 25(2), 276-292.
- Naseer, S., Raja, U., Syed, F., Donia, M., & Darr, W. (2016). Perils of being close to a bad leader in a bad environment: Exploring the combined effects of despotic leadership, leader member exchange, and perceived organizational politics on behaviors. **The Leadership Quarterly**, 27(1), 14-33.
- Nemr, M. A. A., & Liu, Y. (2021). The impact of ethical leadership on organizational citizenship behaviors: Moderating role of organizational cynicism. **Cogent Business & Management**, 8(1), 1865860.
- Ng, L. P., Choong, Y. O., Kuar, L. S., Tan, C. E., & Teoh, S. Y. (2019). Job satisfaction and organizational citizenship behaviour amongst health professionals: The mediating role of work engagement. **International Journal of Healthcare Management**, 1-8.
- Organ, D. W. (1988). **Organizational Citizenship Behavior: The good soldier syndrome**. Lexington, MA: Lexington Books.
- Organ, D. W. (1997). Organizational citizenship behavior: Its construct clean-up time. **Human Performance**, 10(2), 85-97.
- Organ, D. W. (2018). Organizational Citizenship Behavior: Recent Trends and Developments Annual Review of Organizational Psychology and Organizational Behavior. **Annual Review of Organizational Psychology and Organizational Behavior**, 5(1), 295-306.
- Paillé, P. (2008). Organizational citizenship behavior: An empirical study into its relationship with affective commitment, job satisfaction and job involvement. **Le Travail Humain**, 71(1), 22-42.
- Paul, H., Bamel, U., Ashta, A., & Stokes, P. (2019). Examining an integrative model of resilience, subjective well-being and commitment as predictors of organizational citizenship behaviours. **International Journal of Organizational Analysis**, 27(5), 1274-1297.
- Pearce, J. L., & Gregersen, H. B. (1991). Task interdependence and extrarole behavior: a test of the mediating effects of felt responsibility. **Journal of Applied Psychology**, 76(6), 838-844.
- Podsakoff, N. P., Podsakoff, P. M., Mackenzie, S. B., Maynes, T. & Spoelma, T. (2014). Consequences of unit-level organizational citizenship behaviors: A review and recommendations for future research. **Journal of Organizational Behavior**, 35(S1), S87-S119.

- Podsakoff, P. M., & Mackenzie, S. B. (1997). Impact of organizational citizenship behavior on organizational performance: A review and suggestions for future research. **Human Performance**, *10*(2), 133-151.
- Podsakoff, P. M., Mackenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. **Journal of Management**, *26*(3), 513-563.
- Porto, J. B., & Tamayo, A. (2002). Prioridades axiológicas e regiões brasileiras: preditores de Civismo nas organizações. **Revista Psicologia: Organizações e Trabalho**, *2*(1), 31-61.
- Porto, J. B., & Tamayo, A. (2005). Valores Organizacionais e Civismo nas Organizações. **Revista de Administração Contemporânea**, *9*(1), 35-52.
- Ramos-Rodríguez, A. R., & Ruíz-Navarro, J. (2004). Changes in the intellectual structure of strategic management research: A bibliometric study of the Strategic Management Journal, 1980–2000. **Strategic Management Journal**, *25*(10), 981-1004.
- Rapp, A. A., Bachrach, D. G., & Rapp, T. L. (2013). The influence of time management skill on the curvilinear relationship between organizational citizenship behavior and task performance. **Journal of Applied Psychology**, *98*(4), 668-677.
- Rego, A. (2002). Do que falamos quando falamos de comportamentos de cidadania organizacional? In A. Rego (Org.), **Comportamentos de cidadania nas organizações** (pp. 1-47). Alfragide: McGraw-Hill.
- Restubog, S. L. D., Hornsey, M. J., Bordia, P., & Esposito, S. R. (2008). Effects of psychological contract breach on organizational citizenship behaviour: Insights from the group value model. **Journal of Management Studies**, *45*(8), 1377-1400.
- Rita, M., Randa Payangan, O., Rante, Y., Tuhumena, R., & Erari, A. (2018). Moderating effect of organizational citizenship behavior on the effect of organizational commitment, transformational leadership and work motivation on employee performance. **International Journal of Law and Management**, *60*(4), 953-964.
- Singh, B., Selvarajan, T. T., & Chapa, O. (2019). High-quality relationships as antecedents of OCB: roles of identity freedom and gender. **Equality, Diversity and Inclusion: An International Journal**.
- Singh, S. K., & Singh, A. P. (2018). Interplay of organizational justice, psychological empowerment, organizational citizenship behavior, and job satisfaction in the context of circular economy. **Management Decision**, *57*(4) 937-952.
- Siqueira, M. M. M. (2003). Proposição e análise de um modelo para comportamentos de cidadania organizacional. **Revista de Administração Contemporânea**, *7*(Edição Especial), 165-184.
- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: it's nature, and antecedents. **Journal of Applied Psychology**, *68*(4), 653-663.
- Smith, M. A. (2002). Ballot Initiatives and the Democratic Citizen. **The Journal of Politics**, *64*(3), 892-903.
- Snape, E., & Redman, T. (2010). HRM practices, organizational citizenship behaviour, and performance: A multi-level analysis. **Journal of Management Studies**, *47*(7), 1219-1247.
- Takeuchi, R., Bolino, M. C., & Lin, C. C. (2015). Too many motives? The interactive effects of multiple motives on organizational citizenship behavior. **Journal of Applied Psychology**, *100*(4), 1239-1248.
- Taylor, J. (2013). Goal setting in the Australian public service: Effects on psychological empowerment and organizational citizenship behavior. **Public Administration Review**, *73*(3), 453-464.
- Tinti, J. A., Costa, L. V., Vieira, A. M., & Cappellozza, A. (2017). O impacto das políticas e práticas de recursos humanos sobre os comportamentos de cidadania organizacional. **Brazilian Business Review**, *14*(6), 636-653.
- Tsai, Y., & Wu, S.-W. (2010). The relationships between organisational citizenship behaviour, job satisfaction and turnover intention. **Journal of Clinical Nursing**, *19*(23-24), 3564-3574.
- Turnipseed, D. L., & Rassuli, A. (2005). Performance Perceptions of Organizational Citizenship Behaviours at Work: a Bi-Level Study among Managers and Employees. **British Journal of Management**, *16*(3), 231-244.
- Turnley, W. H., Bolino, M. C., Lester, S. W., & Bloodgood, J. M. (2003). The impact of psychological contract fulfillment on the performance of in-role and organizational citizenship behaviors. **Journal of Management**, *29*(2), 187-206.
- Van Dick, R., Grojean, M. W., Christ, O., & Wieseke, J. (2006). Identity and the extra mile: Relationships between organizational identification and organizational citizenship behaviour. **British Journal of Management**, *17*(4), 283-301.

VanYperen, N. W., Van Den Berg, A. E., & Willering, M. C. (1999). Towards a better understanding of the link between participation in decision-making and organizational citizenship behaviour: A multilevel analysis. **Journal of Occupational and Organizational Psychology**, 72(3), 377-392.

Voegtlin, C., Frisch, C., Walther, A., & Schwab, P. (2019). Theoretical development and empirical examination of a three-roles model of responsible leadership. **Journal of Business Ethics**, 167, 1-21.

Wang, H., Law, K. S., Hackett, R. D., Wang, D., & Chen, Z. X. (2005). Leader-Member exchange as a mediator of the relationship between transformational leadership and followers' performance and organizational citizenship behavior. **The Academy of Management Journal**, 48(3), 420-432.

Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. **Journal of Management**, 17(3), 601-617.

Yaghoubi, N. M., Yazdani, B. O. & Khornegah, K. (2011). The Relationship between Organizational Citizenship Behavior (OCB) and Social Capital (SC). **American Journal of Scientific Research**, 24, 121-126.

Zettler, I., & Solga, M. (2013). Not Enough of a "Dark" Trait? Linking Machiavellianism to Job Performance. **European Journal of Personality**, 27(6), 545-554.