




## Landscape of Organizational Citizenship Behavior: Insights from Bibliometric Analysis

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### ABSTRACT

This research analyzes the landscape of organizational citizenship behavior through bibliometric analysis. A total of 3604 datasets from the dimension source were employed in the study. Data analysis was accomplished using R, Biblioshiny, and VOSviewer software. The main analyses included in the study are annual scientific production, average citation score, most relevant sources, Bradford's law, prolific authors, local impact, global cited documents, relevant affiliation, scientific production of countries, most cited countries, corresponding authors' countries, trend topics, most frequent words, thematic map, co-occurrence of network, and bibliographic coupling of authors and countries. The findings of the study revealed a rapid growth in the theme areas. The most frequent words in the thematic map, a trend topic, were human, organizational culture, social behavior, and job satisfaction. The most contributing countries were the USA and China. Prolific author revealed Kim J. with the highest publication status. This reflects that the organizational citizenship behavior emerges and has gained popularity, manifesting growing interest among research scholars. This study contributes to the theoretical foundation and establishes a benchmark for research scholars and practitioners. Thus, it advocates that research scholars could embrace mostly occurring thematic areas of the study as modern organizations concentrate on organizational culture to shape employee behavior compatible with the values, policies, and strategies of the organization.

## **Introduction**

Organizational citizenship behavior is a voluntary contribution and discretionary action reflected by employees towards the organization, which determines the commitment and productive inclination of the workforce (Asgari et al., 2020; Lathabhavan et al., 2026a; Organ, 2015). Embracing an effective strategic approach to managing human capital in the organization is indispensable to cultivating employee satisfaction that fosters responsible behavior among the personnel (Lathabhavan et al., 2026b). Moreover, the deterioration in the citizenship behavior of employees adversely hinders organizational outcomes, which requires a supportive institutional atmosphere to foster favorable tendencies of staff (Jimoh, 2026).

Employees pursuing institutionally responsible tendencies reflect their ability to face complex issues and engage in the problem diagnosis process, actively involved in public activities of the firm; maintain courtesy with a polite nature, fostering and supporting colleagues; accomplish assigned duties, and develop a caring environment in the organization (Arshad et al., 2021; Liu et al., 2024). Interestingly, as the workforce perceived fulfillment of the psychological contract from an organizational aspect that drives towards crafting a reciprocity endeavour with enhanced discretionary behaviour and efforts (Gupta et al., 2026; Turnley et al., 2003).

Moreover, a voluntary action that is not a part of a formal managerial function constructs a sound working environment through social behavior, perpetually fostering enriched employee performance (Borman & Motowidlo, 2014; Knez et al., 2019). It reveals a deeper willingness building cooperative nature, innovative intention, and helps establish a psychological environment that ultimately links with better employee performance in the organization (Da Silva et al., 2024; Podsakoff et al., 2014). Thus, proper attention and development of a supportive work environment comprising responsible attitudes of employees is essential that boosts entire outcome of the organization (Gyekye & Haybatollahi, 2015; Sridadi et al., 2024).

Additionally, several factors contribute to accomplishing employee obligations in responsible ways comprising better socialization and satisfaction, which assures sound employee performance beyond the existing work, procedure, and rules of entities, which depict the significance of organizational citizenship behaviour (OCB) (Chang & Uen, 2022; S. S. Kim et al., 2015). It manifests that the organization constructing an environment to develop organizational citizenship behavior is essential, which links with several outcome areas of the organization, enhancing employee inclination, devotion, and commitment towards the organization (Bolino et al., 2024; Nguyen et al., 2025).

Interestingly, the OCB for the workforce is becoming essential in the organization, and scholars previously explored these areas to reveal its functioning in the organization (Carpenter et al., 2014; Guiling et al., 2022; E.-J. Kim & Park, 2019). Furthermore, exploration of OCB through bibliometric analysis reflects a wide horizon of the landscape of investigation in the related field, shows the trend, direction, and future path of the theme areas comprising global research, prolific authors, contributing countries, thematic map, and depicts bibliographic coupling of the countries (Fitriyani & Iskandar, 2024; Sankar et al., 2025). However, few explorations exist in these areas of research and lack bibliometric discovery of this themes areas (Tamam et al., 2023).

Therefore, this research attempts to analyze the theme of organizational citizenship behavior through bibliometric analysis. Moreover, this research favorably contributes to the existing theoretical foundation through the exploration of evidence. Thus, this research aims to address the research questions: What is the research trend, direction of organizational citizenship behaviour? What are the most contributing countries, prolific authors, and corresponding authors' countries? What are the main contributors' affiliations and sources? What are the most occurring key terms? To address this research question, this research employed bibliometric analysis using data from the Dimension source covering the fifteen years of study.

The remainder of this study comprises methodology in the next segment. Similarly, another segment contains findings and discussion. Finally, the conclusion segment encompasses the final stage of this research work.

## **Methodology**

This research on organizational citizenship behavior through bibliometric analysis employed a 3,604-record dataset accumulated from Dimension sources covering the study period from 2010 to 2025. A dimension-based data source was employed in this research, as it offers and comprises a wide coverage of global research for bibliometric analysis (Orduña-Malea & Delgado-López-Cózar, 2018). This study comprises mainly research articles as a type of publication with an open-access manuscript.

Similarly, the bibliometric analysis of data was accomplished through the R Biblioshiny software (Aria & Cuccurullo, 2017) and the VOSviewer software (Van Eck & Waltman, 2010). Furthermore, this research reflected the analysis of annual scientific production, average citation score, most relevant sources depicted by Bradford's law, most relevant authors, sources' local impact, most globally cited documents, most relevant affiliations, countries' scientific production, most cited countries, corresponding authors' countries, trend topics, most frequent words, thematic maps, co-occurrence of the network, bibliographic coupling of the authors, and bibliographic coupling of the countries.

## Results and Discussion

### Results

This section comprises the results of bibliometric analysis computed based on the dimension data in the field of organizational citizenship behavior, containing the fifteen years of the dataset.

**Table 1:** Descriptive Statistics

Description	Results
<b>MAIN INFORMATION ABOUT DATA</b>	
Timespan	2010:2025
Sources (Journals, Books, etc)	1104
Documents	3604
Annual Growth Rate (%)	8.38
Document Average Age	7.11
Average citations per document	32.86
References	0
<b>DOCUMENT CONTENTS</b>	
Keywords Plus (ID)	367
Author's Keywords (DE)	367
<b>AUTHORS</b>	
Authors	6478
Authors of single-authored docs	463
<b>AUTHORS COLLABORATION</b>	
Single-authored document	638
Co-Authors per document	2.72
International co-authorships %	15.68
<b>DOCUMENT TYPES</b>	
Article	3604

Table 1 shows the descriptive statistics. The dataset was accumulated from the dimension sources in the study theme “organizational citizenship behavior” during the study period from 2010 to 2025. A total of 3604 data points were included in this study, which shows an 8.38 percent yearly growth rate, an average age of scientific papers of 7.11, and citations on average for each paper are 32.86. Similarly, total keywords comprise 367 in the analysis, including 6478 authors, and manifest the status of a single-author article as 463. Moreover, the co-author per document contains 2.72, and finally, the article type of document comprises 3604 for the analysis.

**Figure 1 : Annual Scientific Production**

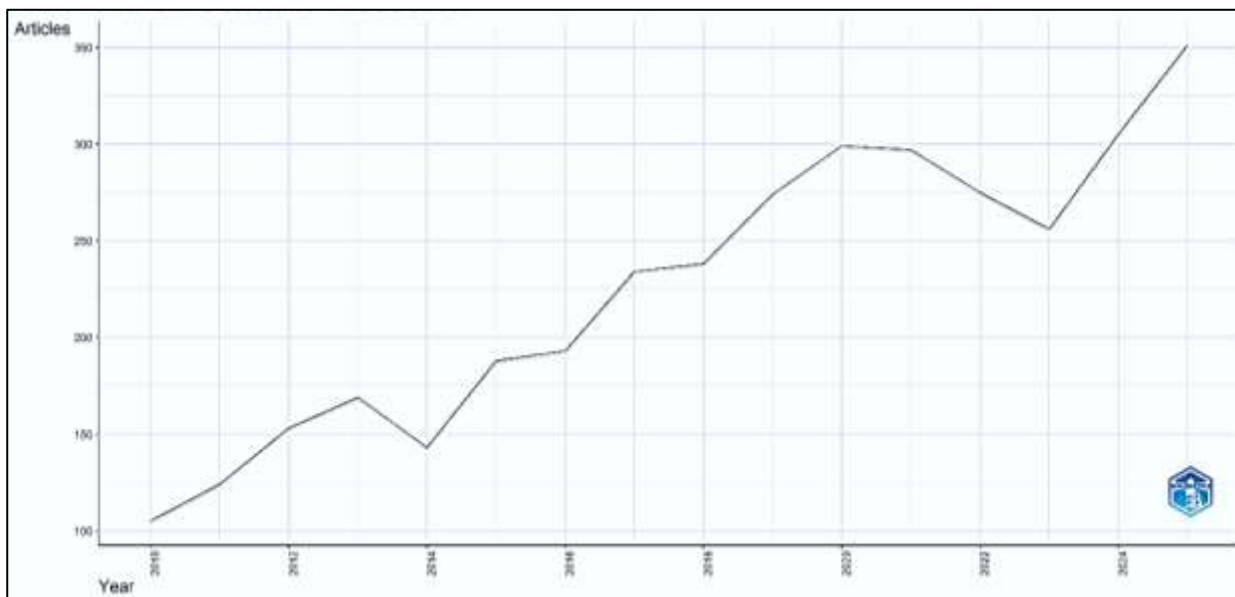


Figure 1 depicts the annual scientific production. This graphical presentation encompasses the status of scholarly publication of the documents related to the “organizational citizenship” areas, which represents the time span from 2010 to 2025. The results show a growing trend in the study themes, starting with 105 in 2010, 124 in 2011, 153 in 2012, and 169 in 2013, respectively. The subsequent year revealed a rise in the publication, except in 2014. Moreover, the rapid publication revealed in the study areas from 2015 onwards has gained popularity in the theme areas.

**Table 2: Average Citation Per Year**

Year	Mean TC per Article	N	Mean TC per Year	Citable Years
2010	122.02	105	7.18	17
2011	78.50	124	4.91	16
2012	61.35	153	4.09	15
2013	70.04	169	5.00	14
2014	51.27	143	3.94	13
2015	49.59	188	4.13	12
2016	51.11	193	4.65	11
2017	30.54	234	3.05	10
2018	33.57	238	3.73	9
2019	36.84	274	4.61	8
2020	30.73	299	4.39	7
2021	19.66	297	3.28	6
2022	14.50	275	2.90	5
2023	9.29	256	2.32	4
2024	3.89	305	1.30	3
2025	0.91	351	0.46	2

Table 2 exhibits an average citation per year. The result manifested the status of average citation for each article and yearly citation score during the study period. Per article,

citation remained highest in 2010 with an average score of 122.02, followed by the mean citation score of 78.50 in 2011. Similarly, the yearly citation score was revealed to be the highest in 2010, with a 7.18 citation score, followed by the yearly citation score of 5 in 2013.

**Figure 2: Most Relevant Sources**

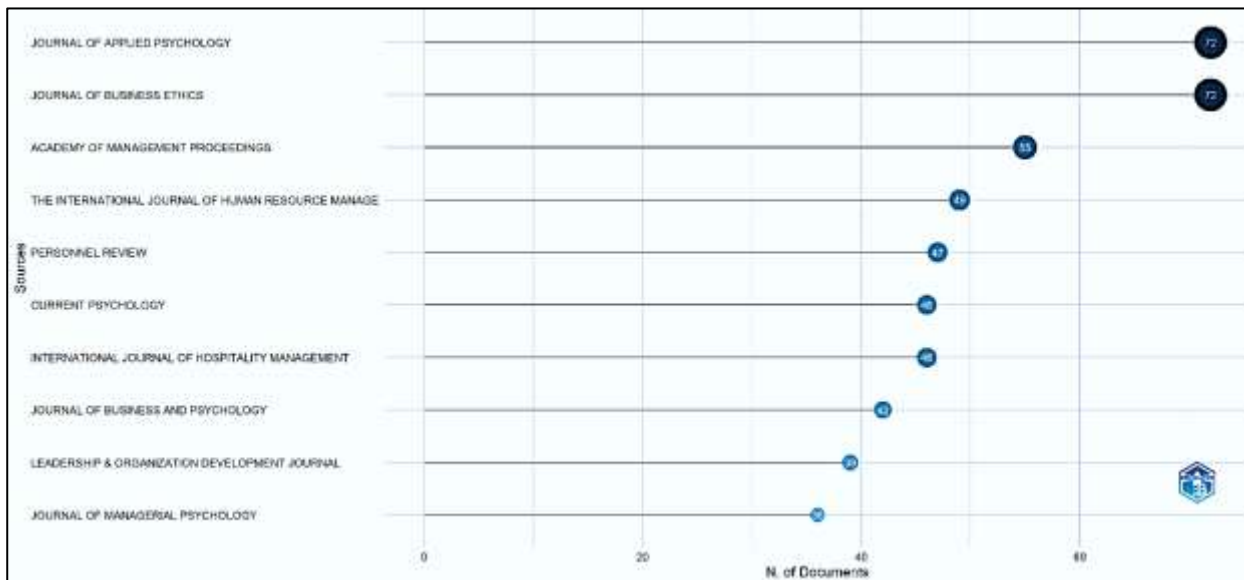


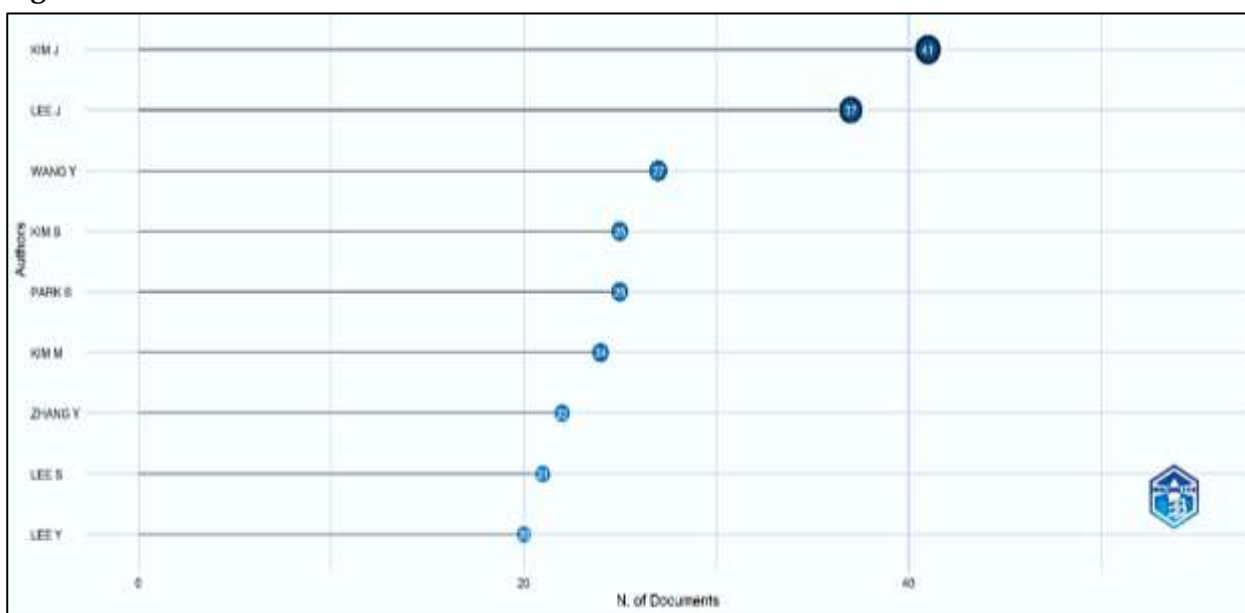
Figure 2 reveals the most relevant sources. The sources “Journal of Applied Psychology” and “Journal of Business Ethics” represent seventy-two scientific papers published during the study period, followed by “Academy of Management Proceedings” with 55 documents. Similarly, “The International Journal of Human Resource Management” contains 49 papers, and “Personnel Review” includes 47 papers. Next, “Current Psychology” and “International Journal of Hospitality Management” revealed 46 papers for each source. Additionally, “Journal of Business and Psychology,” “Leadership & Organization Development Journal,” and “Journal of Managerial Psychology” comprise 42, 39, and 36 research papers, respectively.

**Table 3: Core Sources by Bradford’ Law**

Sources	Frequency	Bradford’s Law	
		Rank	Zone
Journal of Applied Psychology	72	1	Zone 1
Journal of Business Ethics	72	2	Zone 1
Academy of Management Proceedings	55	3	Zone 1
The International Journal of Human Resource Management	49	4	Zone 1
Personnel Review	47	5	Zone 1
Current Psychology	46	6	Zone 1
International Journal of Hospitality Management	46	7	Zone 1
Journal of Business and Psychology	42	8	Zone 1
Leadership & Organization Development Journal	39	9	Zone 1
Journal of Managerial Psychology	36	10	Zone 1

Table 3 shows the core sources by Bradford’s law. These results show the ranking of the sources based on the number of scientific papers. The source “Journal of Applied Psychology” holds the first position with seventy-two papers, and “Journal of Business Ethics” stands in the second rank. Similarly, “Academy of Management Proceedings” stands in the third position with 55 research papers. Similarly, the other sources “The International Journal of Human Resource Management,” “Personnel Review,” “Current Psychology,” “International Journal of Hospitality Management,” “Journal of Business and Psychology,” “Leadership & Organization Development Journal,” and “Journal of Managerial Psychology” rank from the fourth position to the tenth position based on scientific publications.

**Figure 3: Most Relevant Authors**



**Figure 4: Authors’ Production over Time**

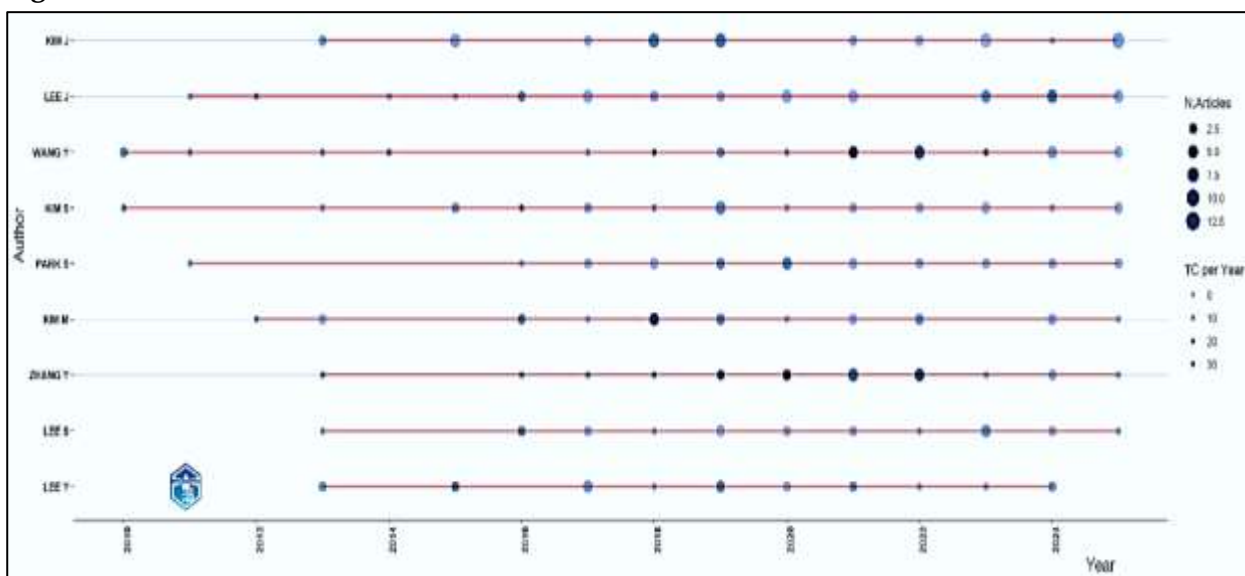


Figure 3 and Figure 4 manifest the most relevant authors and authors' production over time. The authors contributing in the field of organizational citizenship during the publication period were included in the study. Author Kim J. revealed forty-one articles, followed by Lee J. with 37 papers. Similarly, Wand Y., Kim S., Park S., Kim M., Zhang Y., Lee S., and Lee Y. found 27 to twenty papers in descending order during the study period.

**Table 4:** Most Global Cited Documents

Authors	Articles	DOI	Citations	Journal
Bernerth and Aguinis (2016)	A Critical Review and Best-Practice Recommendations for Control Variable Usage	10.1111/PEPS.12103	1514	<i>Personnel Psychology</i>
Kehoe and Wright (2013)	The Impact of High-Performance Human Resource Practices on Employees' Attitudes and Behaviors	10.1177/0149206310365901	1101	<i>Journal of Management</i>
Frazier et al. (2017)	A Meta-Analytic Review and Extension	10.1111/PEPS.12183	907	<i>Personnel Psychology</i>
Pailé et al. (2014)	The Impact of Human Resource Management on Environmental Performance: An Employee-Level Study	10.1007/S10551-013-1732-0	888	<i>Journal of Business Ethics</i>
Farrell (2010)	Insufficient discriminant validity: A comment on Bove, Pervan, Beatty, and Shiu (2009)	10.1016/J.JBU.SRES.2009.05.003	784	<i>Journal of Business Research</i>
Walumbwa et al. (2010)	Servant leadership, procedural justice climate, service climate, employee attitudes, and organizational citizenship behavior: A cross-level investigation	10.1037/A0018867	730	<i>Journal of Applied Psychology</i>
Pham et al. (2019)	Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study	10.1016/J.TOURMAN.2018.12.008	704	<i>Tourism Management</i>
Buil et al. (2019)	Transformational leadership and employee performance: The role of identification, engagement, and proactive personality	10.1016/J.IJHM.2018.06.014	631	<i>International Journal of Hospitality Management</i>
Piccolo et al. (2010)	The relationship between ethical leadership and core job characteristics	10.1002/JOB.627	629	<i>Journal of Organizational Behavior</i>
Alfes et al. (2013)	The link between perceived human resource management practices, engagement, and employee behaviour: A moderated mediation model	10.1080/09585192.2012.679950	620	<i>The International Journal of Human Resource Management</i>

Table 4 demonstrates the most globally cited documents. The global citation document by Bernerth and Aguinis (2016) related to the work “A Critical Review and Best-Practice Recommendations for Control Variable Usage” revealed in the journal “Personnel Psychology” showed 1514 total global citations during the study period followed by Kehoe and Wright (2013) concerning the paper “The Impact of High-Performance Human Resource Practices on Employees’ Attitudes and Behaviors” published in “Journal of Management” with 1101 citation scores. Similarly, the paper by Frazier et al. (2017), which worked on “A Meta-Analytic Review and Extension” published in “Personnel Psychology,” found 907 total global citations. Moreover, the research paper by Paillé et al. (2014) related to “The Impact of Human Resource Management on Environmental Performance: An Employee-Level Study” published in “Journal of Business Ethics” found 888 citation positions. Farrell (2010) work on insufficient discriminant validity: A comment on Bove, Pervan, Beatty, and Shiu (2009), depicted in “Journal of Business Research,” consisted of 784 citation statuses. Walumbwa et al. (2010), concerning to “Servant leadership, procedural justice climate, service climate, employee attitudes, and organizational citizenship behavior: A cross-level investigation,” revealed in “Journal of Applied Psychology,” Pham et al. (2019) worked on “Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels?” A mixed-methods study demonstrated in “Tourism Management” contained 704 global citation statuses; Buil et al. (2019), relating to “Transformational leadership and employee performance: The role of identification, engagement, and proactive personality,” found in “International Journal of Hospitality Management,” demonstrated 631 citations; Piccolo et al. (2010), with work “The relationship between ethical leadership and core job characteristics,” depicted in “Journal of Organizational Behavior,” found 629 citations; and Alfes et al. (2013), on “The link between perceived human resource management practices, engagement, and employee behavior: A moderated mediation model” published in “The International Journal of Human Resource Management,” demonstrated 620 global total citations during the study period.

**Figure 5: Most Relevant Affiliations**

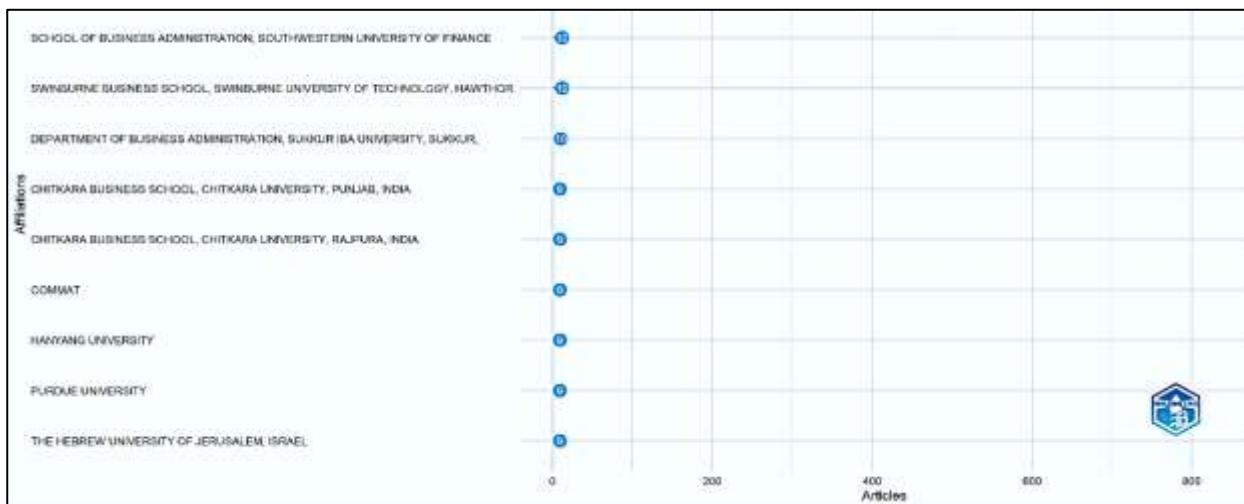


Figure 5 depicts the most relevant affiliation. The graphical outcomes of this result encompass the number of publications in the horizontal line and the top leading affiliation in the vertical line. The “School of Business Administration, Southwestern University of Finance and Economics, Chengdu, China” consists of 12 research papers during the study period. Similarly, “Swinburne Business School, Swinburne University of Technology, Hawthorn, Australia”, and “Swinburne Business School, Swinburne University of Technology, Hawthorn, Australia” contain 12 research papers in the study theme. Moreover, “Department of Business Administration, Sukkur IBA University, Sukkur, Pakistan” includes ten papers. Next, “Chitkara Business School, Chitkara University, Punjab, India,” “Comsat”, “Hanyang University” “Purdue University,”, and “The Hebrew University of Jerusalem, Israel” revealed nine articles for each source.

**Figure 6: Sources’ Local Impact**

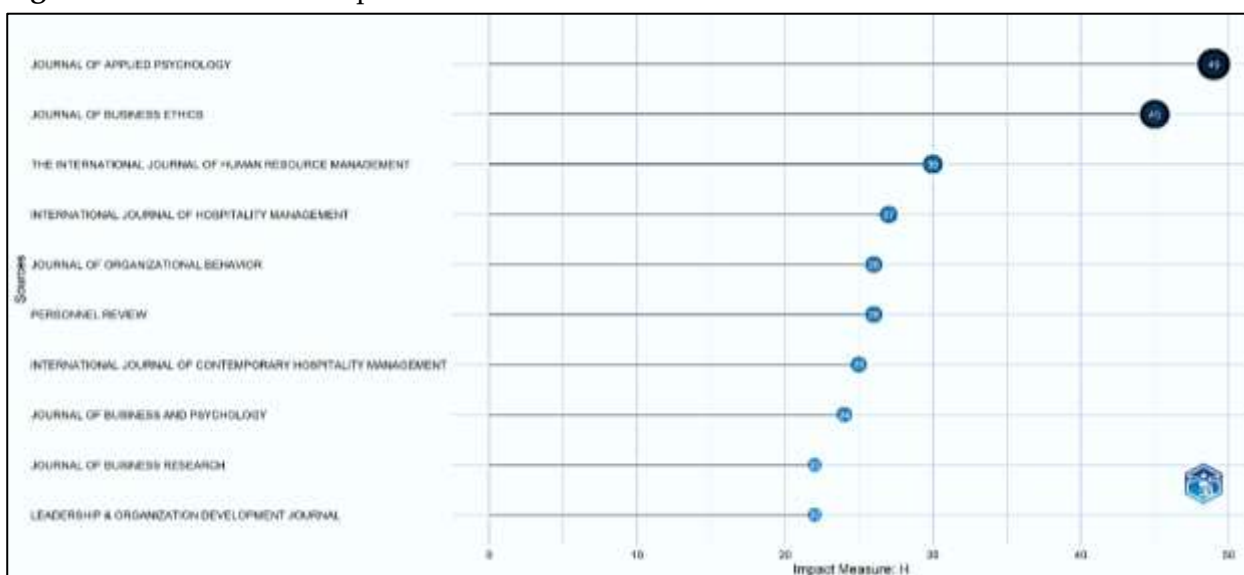


Figure 6 manifests the source’s local impact. The outcomes contain the H-index in the horizontal line, which measures the source's local impact, and sources are placed in the

horizontal line. The “Journal of Applied Psychology” has an H-index of 49 as the top leading local-impact source, followed by the “Journal of Business Ethics” with an H-index of 45. Additionally, “The International Journal of Human Resource Management” has a 30 H-index, and “International Journal of Hospitality Management” comprises a 27 H-index. Furthermore, “Journal of Organizational Behavior” and “Personnel Review” pursues 26 H-index for both sources. Moreover, “International Journal of Contemporary Hospitality Management” has a 25 H-index, and “Journal of Business and Psychology” includes 24 H-index. Finally, the “Journal of Business Research”, and “Leadership & Organization Development Journal” contain 22 H-index during the period of study.

**Table 5:** Countries’ Scientific Production

S.N.	Country	Frequency	S.N.	Country	Frequency
1	USA	1193	11	Indonesia	120
2	China	1138	12	Spain	98
3	India	488	13	Germany	80
4	Canada	263	14	Iran	73
5	Pakistan	257	15	Italy	71
6	Australia	214	16	Ghana	58
7	Malaysia	213	17	France	57
8	South Korea	212	18	Belgium	54
9	Israel	126	19	Vietnam	54
10	Turkey	126	20	Netherlands	52

Table 5 represents the countries’ scientific production. This result comprises the top twenty countries contributing to the publication of scientific papers in the field of organizational citizenship behavior during the study period. The United States of America comprises 1193 research papers standing at the top position with the highest contribution portion, followed by ‘China with 1138 academic works. Similarly, ‘India’ contains 488 research works, ‘Canada’ 236, ‘Pakistan’ 257, ‘Australia’ 214, ‘Malaysia’ 213, ‘South Korea’ 212, ‘Israel’ and ‘Turkey’ 126 papers. Next, the remaining countries’ production of research papers ranges from a minimum of 52 documents to 120, placed in the descending order, which revealed the proportion of the publication during the study time.

**Figure 7: Most Cited Countries**

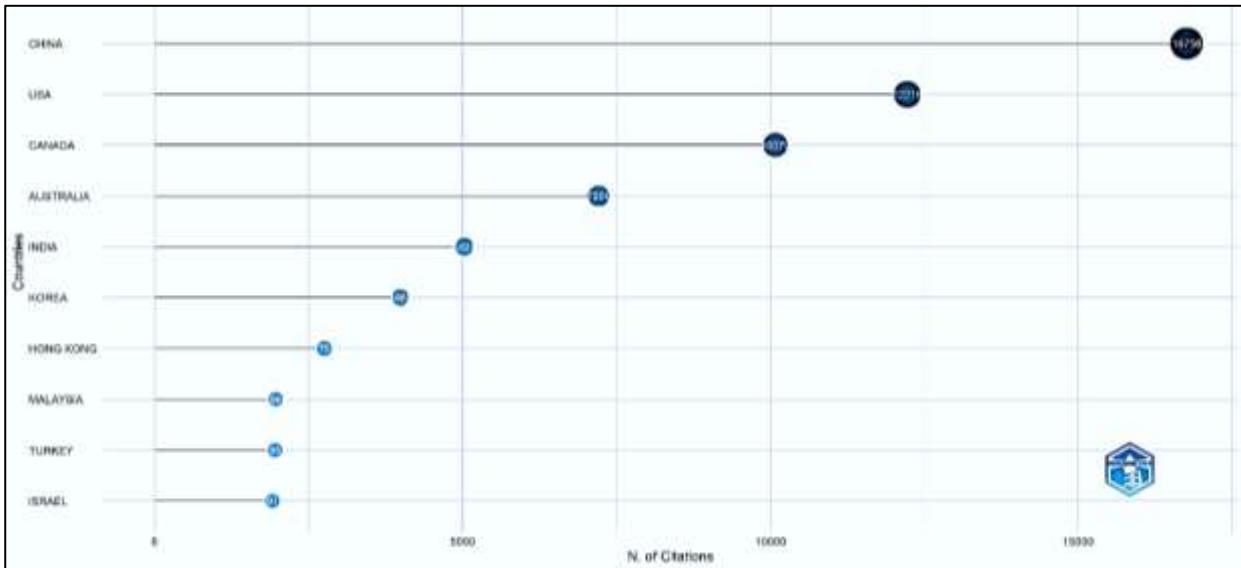


Figure 7 exhibits the most cited countries. The graphical outcome comprises the number of citation scores in the horizontal line and a list of countries in the vertical form. In the result, 'China,' with a total citation position of 16756 and 41.50 average citation scores, was followed by 'United States of America' with 12218 total citation status, revealing 41.10 mean citation portion during the study period. Moreover, 'Canada' depicts 10079 total citation positions with 80.60 average citation, 'Australia' 7209 citation, 'India' 5028, 'Korea' 3988, 'Hong Kong' 2753, 'Malaysia' 1966, 'Turkey' 1953, and 'Israel' 1911 total citation of the countries during the study time.

**Figure 8: Corresponding Authors' Countries**

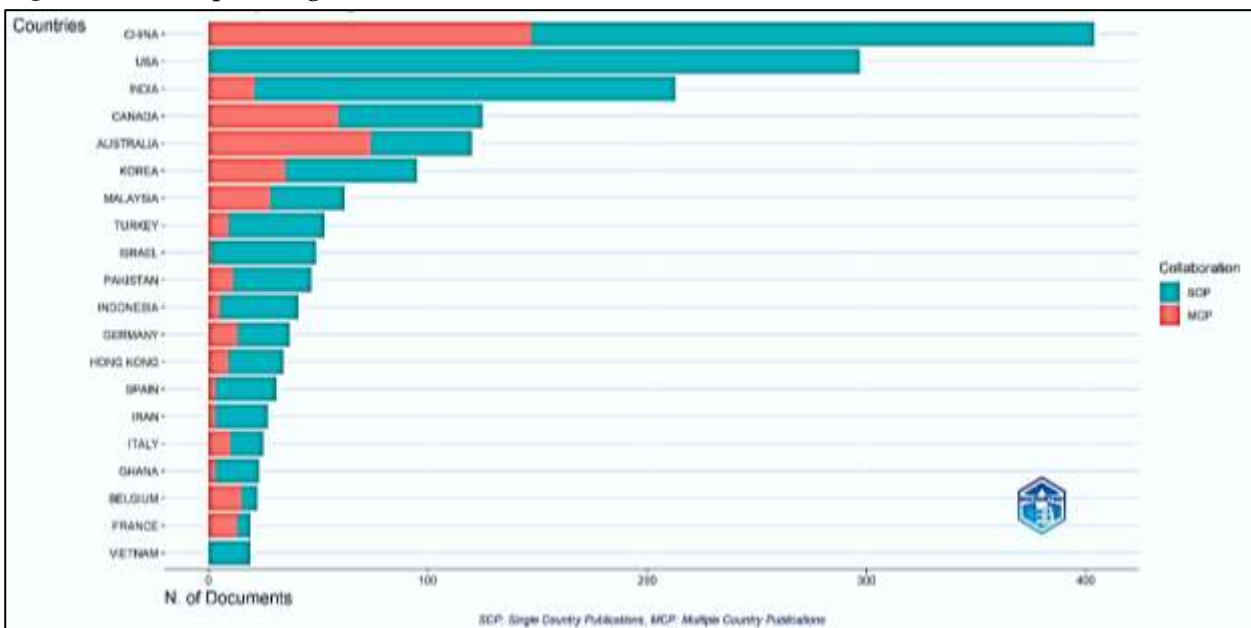


Figure 8 reveals the corresponding authors' countries. This graphical outcome comprises the twenty leading countries of the corresponding author. China showed 404 articles standing in first position as the corresponding authors' country, followed by the United States of America,

with 297 articles. Similarly, 'India' consists of 213, 'Canada' 125, 'Korea' 95, 'Malaysia' 62, 'Turkey' 53, 'Israel' 49, and Pakistan' 47 papers. Finally, the remaining countries of corresponding authors reveal the number of scientific publications, ranging from 41 to 19 papers in descending order.

**Figure 9:** Trend Topics

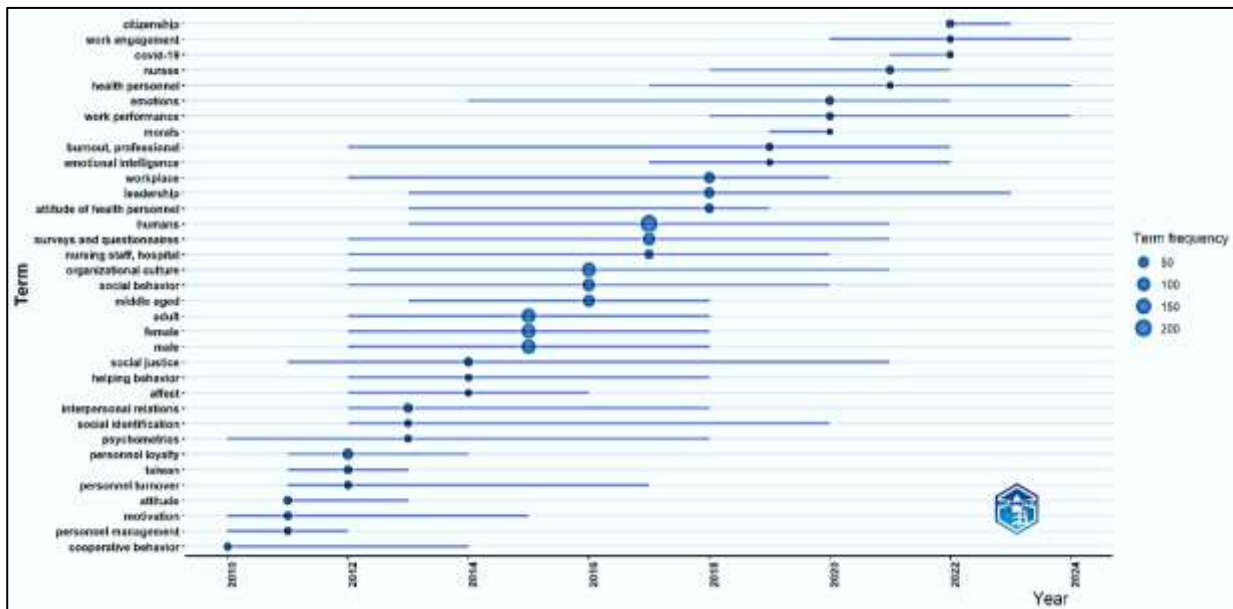


Figure 9 manifests trend topics. The organizational culture representing the citizenship behavior gained popularity from 2012 to 2021, with a frequency of 119. Similarly, the term “citizenship” occurred 14 times in 2022-23 ; “interpersonal relations » 24 times during 2012 to 2018, “helping behavior » had eight occurrences in the same period, “social behavior » had 80 frequencies from 2012 to 2020 ; “emotional intelligence” six frequency during 2017 to 2022 ; and term “work engagement” found seven occurrences during 2020 to 2024.

**Figure 10:** Most Frequent Words

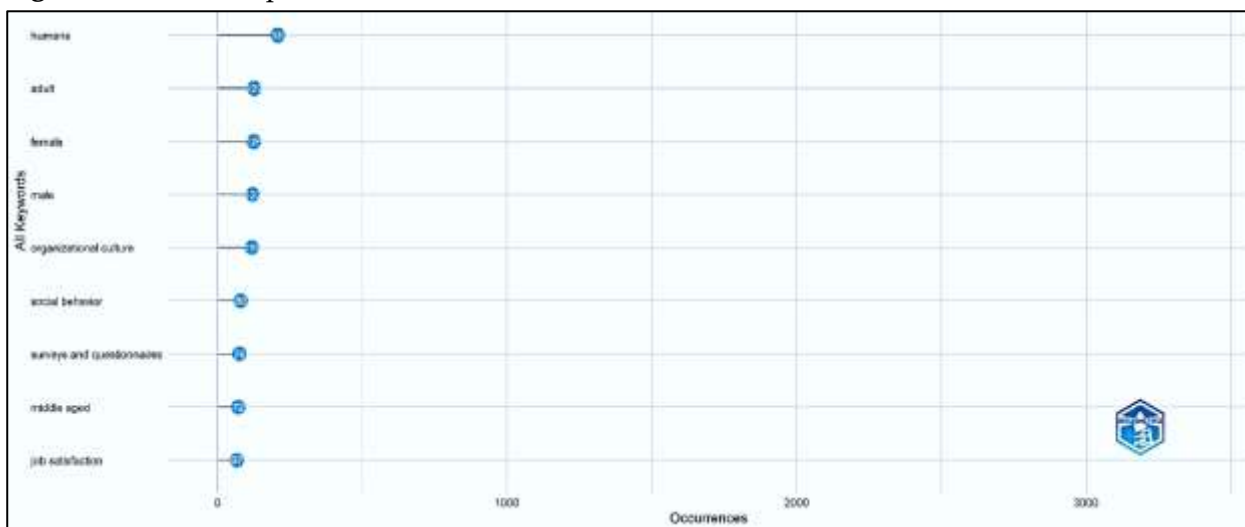


Figure 10 represents the most frequent words. The graph comprises occurrences in the horizontal line and all keywords in the vertical lines. The term “humans” was revealed

as a highly occurring term during the study period, with 209 occurrences. Similarly, the “organizational culture” representing organizational citizenship behavior occurred 119 times during the study period, “social behavior” with 80 frequencies, and “job satisfaction” with 67 occurrences.

**Figure 11: Thematic Map**

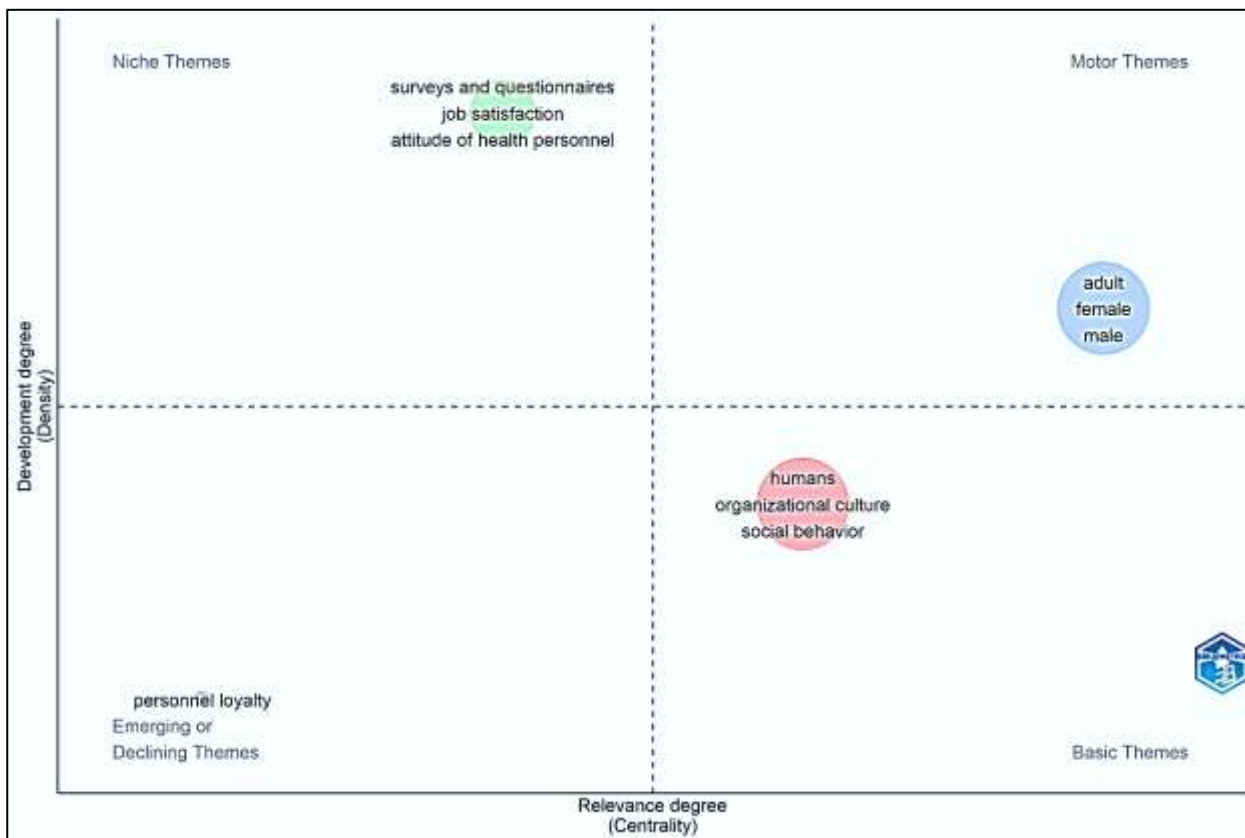


Figure 11 depicts a thematic map. This graphical outcome contains relevance degree or centrality in the horizontal line and development degree or density in the vertical line. Moreover, the four distinct quadrants are presented in the graph, including the motor theme with higher centrality and density; the basic theme quadrant with high centrality and low density; the emerging or declining theme quadrant with low centrality and density; and, finally the, the, the niche themes quadrant with high density and low centrality. The key terms “human,” “organizational culture,” and “social behavior” remained within the basic theme quadrant, which exhibits that these key terms show a high degree of relevance as mostly preferred and useful terms. Additionally, the “personnel loyalty” is included in the emerging quadrant, and finally “job satisfaction” term links with the niche theme quadrant.

**Figure 12:** Co-occurrence Network

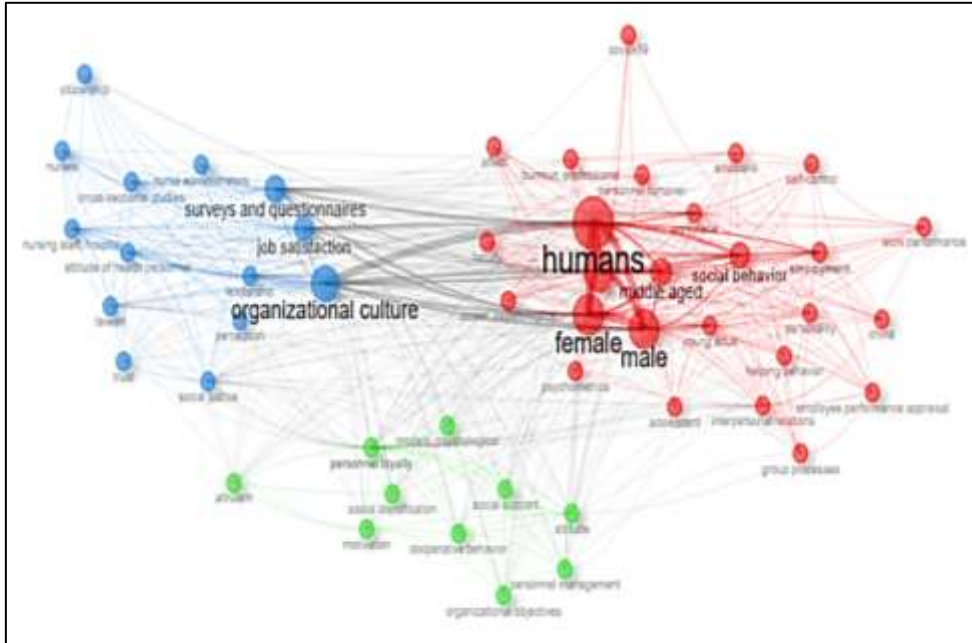


Figure 12 exhibits a co-occurrence network. This network reveals the main key terms that occurred in these areas during the study time. The term “human” was found as a mostly occurring term; “organizational culture” represented “organizational citizenship behavior,” found as a key term, and “job satisfaction” appeared in the occurrence clusters. Additionally, the most occurring key terms are reflected in different clusters as depicted in different colors: green, blue, and red, which represent the leading clusters and the key terms’ networks.

**Figure 13:** Bibliographic Coupling of authors

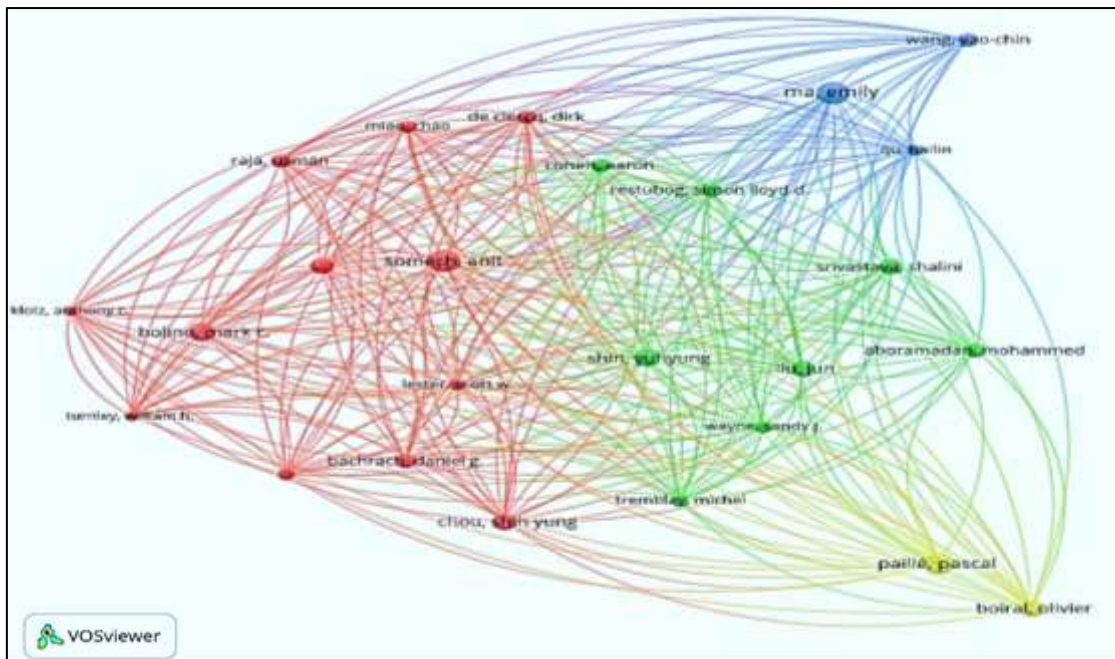


Figure 13 reflects the bibliographic coupling of the authors. This graphical outcome encompasses the most contributing authors in the theme areas with the scientific publication and reveals their network. This result contains data selection criteria that consist of “maximum number of authors per document” is twenty-five, “minimum number of documents of an author” is four, and “minimum number of citations of an author” is one. Out of 7668 research scholars, 200 contributors met the thresholds and final inclusion of data for the bibliographic coupling of the author, which depicts 25 datasets in the VOS viewer analysis. Moreover, this graph represents different clusters of authors depicted by different colors: green, blue, red, and yellow. The cluster one comprises authors Bachrach, Daniel G. Bergeron, Diane M. Bolino, Mark C. Chou, Shih Yung De Clercq, Dirk Johnson, Russell E. Klotz, Anthony C. Lester, Scott W. Mjao, Chao Raja, Usman Somech, Anit Turnley, William H. Similarly, second cluster contains the authors and their network of Aboramadan, Mohammed Cohe, Aaron Liu, Jun Restubog, Simon Lloyd D. Shin, Yuhung Srivastava, Shalini Tremblay, Michel Wayne, Sandy J. Next, third cluster comprises Ma, Emily Qu, Hailin Wang, Yao-Chin, and fourth cluster consists of Boiral, Olivier Paille, Pascal and their network.

**Figure 14:** Bibliographic Coupling of the Countries

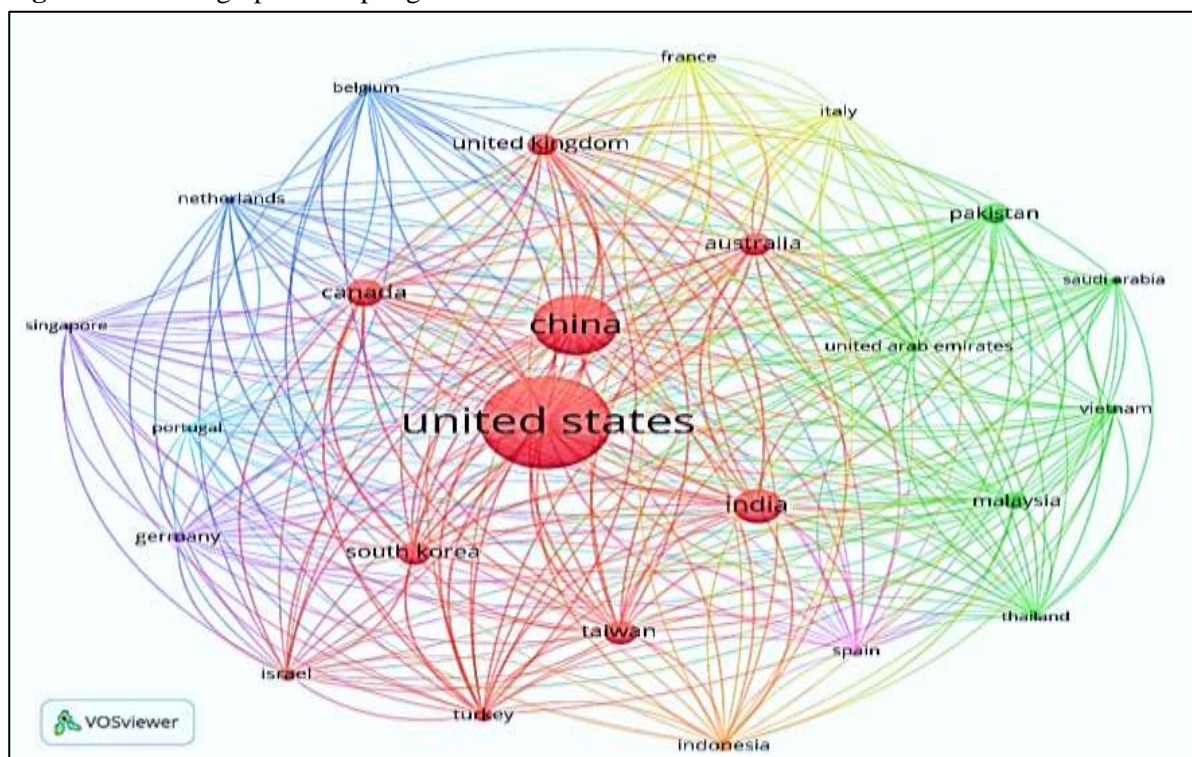


Figure 14 depicts the bibliographic coupling of the countries. The countries involved in the scientific publication of research papers and their network are presented in this result. Moreover, distinct color clusters, including red, green, purple, and yellow, represent the countries and their networks. The data selection criteria involve the “maximum number of countries per document” being twenty-five, the minimum

number of documents of a country being one, and the “minimum number of citations of a country ” being one. Moreover, out of the 88 countries, 86 meet the thresholds, and finally, 25 nations are involved in the VOSviewer analysis of the dimension data. The cluster one comprises nine items: Australia,’ ‘Canada,’ ‘China,’ ‘India,’ ‘South Korea,’ ‘Taiwan,’ ‘Turkey, the United Kingdom,’ and the United States’. Similarly, cluster two comprises ‘Malaysia,’ ‘Pakistan,’ ‘Saudi Arabia,’ ‘Thailand,’ ‘United Arab Emirates,’ and ‘Vietnam.’ Moreover, the next cluster integrates ‘Belgium’ and ‘Netherlands’. Additionally, another cluster contains ‘France’ and ‘Italy’. Moreover, another cluster contains ‘Germany’ and ‘Singapore’, containing ‘Portugal’ in the sixth cluster. Furthermore, ‘Indonesia’ belongs to the seventh cluster, ‘Israel’ in the eighth cluster, and ‘Spain’ in the ninth cluster.

## **Discussion**

The analysis of the organizational citizenship behavior landscape was conducted through a bibliometric method to discover the trajectory of themes covering the study period from 2010 to 2025. The findings of the study showed that the annual production of scientific documents rose during the study period. Moreover, the popularity gained mainly from 2015 onwards. Similarly, the average citation status remained highest in the initial stage based on the mean citation score per article, and the yearly citation score remained highest in 2013. Furthermore, results on most relevant sources exhibited the highest scientific contribution by the “Journal of Applied Psychology” and the “Journal of Business Ethics,” and a source by Bradford's law depicted the “Journal of Applied Psychology” ranking in the first position. The most prolific author in the study revealed Kim J. as the most contributing scholar and local impact sources for the “Journal of Applied Psychology” as depicting the highest impact with H-index. Next, most globally cited papers contain "A Critical Review and Best-Practice Recommendations for Control Variable Usage" and are leading sources with the highest citation statuses. Moreover, most relevant affiliations contain "School of Business Administration, Southwestern University of Finance and Economics, Chengdu, China" and have the highest number of research papers. Furthermore, countries’ scientific production revealed the USA as the highly contributing country with the maximum number of research documents, followed by China. This showed that several states were involved in the production of research papers in these areas, and the most cited countries showed that China stood in the first rank as the most cited country with high citation scores, followed by the USA. Corresponding authors' nations depicted ‘China’ in the leading position. Furthermore, the popularity of the key term “organizational culture” increased from 2012 to 2021. The other most frequent and occurring terms in the study were “social behavior,” “job satisfaction,” “human,” and “social.”

## Conclusion

This research aims to analyze the trend, direction, and future path of the organizational citizenship behavior theme, integrating the data from fifteen years. The result of the study reflects a tremendous growth of scientific investigation and publication during the study time. It is manifested that research scholars embrace the theme and reveal it as documents throughout the one and a half decades of publication. It concludes that organizational citizenship behavior, substituting for organizational culture, gains gravity and concentration by academics as organizational atmosphere evolves, integrating organizational culture in the modern era. Moreover, the organizational culture establishes a foundation to cultivate employee commitment. Several journals as a source of publication contribute to the study theme by revealing their scientific production. Additionally, the study theme is widely embraced by global scholars, revealed through global citation position. Furthermore, several nations and their scholars are mostly involved in the investigation, which demonstrates the contribution of diverse states across the globe. The United States of America and China engage in research work with the most cited countries in terms of status and the corresponding authors' countries. It concludes that global participation increases in the publication, concentrating on the theme areas, and gains popularity of the terms globally. Outcomes through trend topics, most frequent words, and thematic maps depict "organizational culture," "social behavior," "job satisfaction," and "human" occurring, representing the theme areas during the study period. It concludes that key terms relating to the study themes gain attention from scholars during the study period.

The outcome of this research reflects a benchmark for organizational practitioners, which could foster the practice of organizational culture or citizenship behavior in the organization. An academician can embrace a research endeavor to concentrate on the key themes, as these terms are mostly gaining popularity. However, this research has a few limitations, as this study is accomplished with a single source of data from a single dimension. Further, the dataset comprises fifteen years of investigation and comprises research articles published only in the English language and only open-source documents, which excludes other important data from Scopus, Web of Science, Google Scholar, Open Alex, Lens.org, and other sources. Exclusion of research documents published in other languages limits the study.

Therefore, future research can accomplish integrating a wide range of data from Scopus, Web of Science, Google Scholar, OpenAlex, and other important sources. Future study can include the documents published in other languages to integrate the wide range of sources of the dataset. Moreover, the study period can cover a long period. Finally, the future study could focus on the emerging key terms, including "organizational culture," "job satisfaction," "human," and "social behavior," as these key terms gain popularity during the study period.

## Declaration

## Conflict of Interest

The author declares no conflict of interest.

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## Data Availability Statement

No primary data were generated or analyzed in this study.

## Ethical Approval and Consent to Participate

This article is based entirely on previously published studies. No primary data were collected, and no human participants, animals, or biological materials were involved in this research.

## Consent for Publication

Not applicable. This article does not contain any individual person's data in any form (including individual details, images, or videos).

## Author Contributions (CRediT Taxonomy)

P.B.L.: Conceptualization, Methodology, Formal Analysis, Writing – Original Draft Preparation, Writing – Review & Editing, Preparation of Figures, and Preparation of Tables.

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## Artificial Intelligence (AI) Use Statement

The authors declare that no Artificial Intelligence (AI) tools were used in the preparation of this manuscript.

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