Exploring the Evolution and Current Trends in Organizational Citizenship Behavior Research

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Abstract: In the dynamics of modern organizations, the "extra" behavior of organization members that exceeds formal job requirements often becomes a determinant of collective success. This study investigates the historical evolution and recent research trends in OCB through a comprehensive literature review. The analysis results indicate that OCB research has evolved from focusing on individual behavior to broader contributions, such as organizational and environmental sustainability issues. Cultural factors, which continue to evolve with changing social dynamics, also consistently maintain their relevance to OCB. Topics such as the role of various types of leadership and employee involvement in corporate social responsibility activities as predictors of OCB, as well as the integration of OCB with sustainability initiatives, have also strongly attracted the attention of researchers recently. This study reveals the dynamics of OCB in various contexts, providing a deeper understanding of how this concept continues to evolve in modern management studies.

Key words: Organizational Citizenship Behavior literature review.

INTRODUCTION

Organizational Citizenship Behavior (OCB) is an important concept in the study of management and organizational behavior. OCB is defined as employee voluntary behavior that goes beyond their formal duties and makes a positive contribution to the overall effectiveness of the organization. OCB is considered important because it can create a more harmonious, productive work environment and support organizational sustainability. This research aims to trace historical developments and current research trends in the field of OCB, providing a comprehensive understanding of the evolution of this concept (Guiling, et al., 2022; Organ, Podsakoff, and MacKenzie, 2006; Ocampo, et al., 2018).

Theoretically, OCB helps explain the various dynamics that occur in interactions between employees and organizations. This concept allows researchers to develop theories, delving into the complexities of why and how organizational members perform more than expected. Moreover, practically, OCB is attracting attention because of its significant impact on individual and organizational performance (Podsakoff, MacKenzie, and Podsakoff, 2018).

Since it was first introduced, research on OCB has developed significantly. Initially, the research focus was more on identifying the main dimensions of OCB and understanding their impact on individual and organizational performance. This initial research paved the way for many subsequent studies that explored various factors that influence OCB, such as job satisfaction, organizational justice, leadership, and so on. Current research tends to focus more on specific contexts and their interactions with relevant issues in this era, such as environmental and sustainability issues (Organ, Podsakoff, and MacKenzie, 2006; Yang, Zhang, and Wang, 2023).

Research on OCB is not only relevant in the fields of management and organizational behavior, but is also closely related to other scientific disciplines such as psychology, sociology and economics. For example, from a psychological perspective, OCB can be understood as the result of intrinsic motivation and job satisfaction. From a sociological point of view, OCB can be seen as a form of social interaction that strengthens social networks and structures in organizations. In an economic context, OCB can be analyzed as a form of employee investment that contributes to organizational efficiency and effectiveness. This interdisciplinary integration and collaboration is essential to comprehensively understand OCB and develop new approaches in research (Yang, Zhang, and Wang, 2023).

Despite the fact that OCB has often been empirically researched in various organizational contexts, multidisciplinary viewpoints and methods, this study aimed to answer two research questions. First, how has the concept of OCB developed historically?; secondly, what are the recent trends in research topics related to OCB? The conceptual framework used in this research focuses on organizing historical findings and current research trends in OCB. It is hoped that this study can contribute academically to broadening knowledge about OCB and provide inspiration for new research opportunities related to OCB in the future.

RESEARCH METHODS

This study was designed as descriptive research with a qualitative approach. The data used in this study is secondary data, in the form of books and articles that are relevant to answering research questions, and published by institutions with integrity. In an effort to answer the research question, the researcher used a simple literature review technique, specific to the second research question. The researcher used the help of the Nvivo 14 program to explore specific themes related to OCB which have recently become an academic concern.

RESULTS AND DISCUSSION

Evolution of the Concept of Organizational Citizenship Behavior

Pre-OCB Period (Before 1980): Roots of the OCB Concept

Organizational Citizenship Behavior (OCB) has deep roots in various thoughts and theories that developed before its formal recognition in the 1980s. One of the significant early contributions was from Chester Barnard in his book The Functions of the Executive (1938). Barnard introduced the concept of "willingness to cooperate" which emphasized the importance of voluntary contributions and cooperation that are not regulated by the formal structure of the organization but are essential to the success of the organization as a whole. According to Barnard, the effectiveness of an organization depends greatly on the ability of its members to contribute more than expected in their formal duties (Organ, 1988 in Organ, Podsakoff, and MacKenzie, 2006; Ocampo, et al., 2018).

In 1966, Daniel Katz and Robert Kahn further developed the concept of extra-role behavior in their book The Social Psychology of Organizations. They introduced the term "innovative and spontaneous behaviors" to describe behaviors that include not only formal tasks but also creative and voluntary contributions that support organizational effectiveness. Katz and Kahn emphasize that this kind of behavior is important for organizational survival and adaptability. They also show that organizational success often depends on behaviors that are not explicitly recognized or rewarded by the organization's formal system (Organ, Podsakoff, and MacKenzie, 2006; Katz and Kahn, 1966 in Podsakoff, MacKenzie, and Podsakoff, 2018; Ocampo , et al., 2018).

In addition, the concept of "prosocial organizational behavior" (POB) introduced by Brief and Motowidlo in 1986 also plays an important role in the development of OCB. POB describes workplace behavior that aims to improve the well-being of other individuals or groups within the organization. Actions such as helping a coworker with a personal problem or providing helpful advice are part of POB and provide the basis for the development of the OCB concept. Brief and Motowidlo highlight that this prosocial behavior is important for building a supportive and

cooperative work environment, which ultimately improves organizational performance (Brief and Motowidlo, 1986 in Organ, Podsakoff, and MacKenzie, 2006).

In the pre-OCB era, empirical research examining the relationship between job satisfaction and task performance was still limited. Borman and Motowidlo (1993) note that most understanding of extra-role behavior in this period was conceptual rather than based on solid empirical data. They argue that extra-role behaviors such as helping coworkers and participating in organizational activities that are not required by formal roles are important indicators of individual contributions to organizational effectiveness (Borman and Motowidlo, 1993 in Podsakoff, MacKenzie, and Podsakoff, 2018; Ocampo, et al ., 2018).

Research by Katz and Kahn and Brief and Motowidlo provided an important theoretical framework for the development of the OCB concept. For example, Katz and Kahn emphasize that innovative and spontaneous extra-role behavior is essential for organizational survival and adaptability. Meanwhile, Brief and Motowidlo show that prosocial behavior in organizations helps create a more cooperative and supportive work environment, which ultimately increases organizational effectiveness. These contributions provide the basis for a deeper understanding of how individual behavior outside their formal duties can influence the overall performance of an organization.

Early Period of Birth of OCB (1980s)

OCB was first introduced by Dennis W. Organ in the early 1980s. In 1983, Bateman and Organ used the term OCB to describe individual workplace behavior that is voluntary, not directly recognized by a formal reward system, but which in aggregate increases organizational effectiveness (Organ, 2018; Ocampo, et al., 2018). This concept includes actions such as helping coworkers, maintaining group harmony, and participating in activities that support organizational goals.

The formal definition of OCB was given by Organ in 1988 in his work "Organizational Citizenship Behavior: The Good Soldier Syndrome". Organ defines OCB as individual behavior that is voluntary and not directly recognized by a formal reward system but that overall increases organizational effectiveness. Organ also identified five main dimensions of OCB: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Altruism refers to the act of helping fellow employees without expecting immediate rewards, while conscientiousness reflects persistence and responsibility in carrying out tasks. Sportsmanship is a positive and tolerant attitude towards unpleasant situations, and courtesy involves trying to prevent problems between colleagues. Civic virtue reflects active participation in organizational life (Organ, Podsakoff and MacKenzie, 2006; Ocampo, et al., 2018).

Empirical research in the 1980s began to explore the relationship between OCB and various aspects of organizational performance. Smith, Organ, and Near (1983) was one of the early studies that identified two main dimensions of OCB, namely altruism and generalized compliance, and showed that job satisfaction was closely related to OCB behavior. This study confirms that behavior that supports and helps coworkers and compliance with organizational rules plays an important role in improving organizational performance (Organ, 2018; Ocampo, et al., 2018).

The OCB concept is also associated with social exchange theory developed by Blau (1964). According to this theory, employees who feel they are treated fairly by the organization tend to reciprocate by showing OCB behavior. Organ (1988) and Organ and Konovsky (1989) found that employees who feel valued and receive fair rewards are more likely to engage in extra-role behavior that supports organizational effectiveness (Organ, Podsakoff and MacKenzie, 2006).

1990s Decade: Expansion and Strengthening of the OCB Concept

In the 1990s, the concept of OCB experienced significant expansion and strengthening through various empirical research and theoretical developments. One important development was Organ's addition of new dimensions to OCB, namely "peacekeeping" and "cheerleading." Peacekeeping

refers to employees' efforts to mediate conflicts and find solutions, while cheerleading includes the act of praising and supporting coworkers to create a harmonious and enjoyable work environment (Ocampo, et al., 2018).

During this period, many empirical studies examined the relationship between OCB and various aspects of organizational performance. Podsakoff and MacKenzie (1994) found that OCB contributed significantly to sales unit performance. They show that OCB behaviors, such as helping coworkers and participating in organizational activities, can increase the overall productivity and effectiveness of the work unit (Ocampo, et al., 2018). In addition, this research shows that OCB can reduce employee resignation rates, strengthen loyalty, and increase customer satisfaction (Organ, Podsakoff and MacKenzie, 2006).

Research in this decade also examined various factors that influence OCB. Moorman (1991) and Niehoff and Moorman (1993) found that organizational justice was a major predictor of OCB. They show that employees who feel they are treated fairly by the organization tend to show more OCB behavior. This is in line with the social exchange theory put forward by Blau (1964), which states that employees will reciprocate fair treatment with voluntary contributions that support the organization (Organ, Podsakoff and MacKenzie, 2006).

In addition, in 1991, Williams and Anderson developed new categories of OCB, namely OCB directed at individuals (OCBI) and OCB directed at organizations (OCBO). OCBI includes behaviors that help coworkers directly, while OCBO includes behaviors that support the organization as a whole. These categories help clarify how various forms of OCB can affect individual and organizational performance differently (Ocampo, et al., 2018). Research also shows a relationship between OCB and personality characteristics. Organ and Ryan (1995) found that employee personality traits, such as extroversion and emotional stability, were related to the tendency to exhibit OCB behavior. This study expands understanding of how individual factors can influence workplace behavior (Organ, Podsakoff and MacKenzie, 2006; Ocampo, et al., 2018; Yang, Zhang and Wang, 2023).

In the late 1990s, research by Podsakoff and his colleagues classified 30 dimensions of OCB that had been identified in various previous studies into seven general categories. This category includes behaviors such as helping coworkers, being polite, and participating in organizational activities. This classification helps simplify OCB research and provides a more structured framework for examining the impact of OCB on organizational performance (Ocampo, et al., 2018; Yang, Zhang and Wang, 2023).

Post 2000: Diversification and Contextualization of OCB

Post-2000, research on OCB underwent diversification and contextualization. One of the main focuses is how OCB is applied in different cultures and organizational contexts. Research by and Farh et al. (2002) in China found that OCB in that country included behaviors that were different from those found in the United States, such as work-relevant self-development and voluntary involvement in the broader community (Organ, Podsakoff and MacKenzie, 2006).

In a global context, research shows that organizational culture greatly influences how OCB is perceived and expressed. For example, research by Gelfand et al. (2007) emphasized the importance of considering societal culture in operationalizing OCB, especially because differences in power distance and uncertainty avoidance may influence the manifestation of OCB in the workplace. This study highlights that the influence of culture on OCB cannot be ignored and must be taken into account in cross-cultural research (Ocampo, et al., 2018; Yang, Zhang and Wang, 2023).

Technological developments and a knowledge-based economy also influence the dynamics of OCB. In the era of a knowledge-based economy, faster communication and wider access to information enable employees to be more proactive and innovative in their work. Horwitz and Jain (2008) note that in a technology-driven society, employees who are aware of the "mutuality of interests" between themselves and the organization are likely to exhibit behavior that is beneficial

to the collective whole, known as OCB (Organ, Podsakoff and MacKenzie, 2006; Ocampo, et al., 2018).

In addition, post-2000 research also explores the relationship between OCB and sustainability. Scholars such as Boiral (2008) and Daily et al. (2009) introduced the concept of "OCB directed toward the environment" or OCBE. OCBE refers to employee behavior that supports organizational environmental sustainability. This study emphasizes that OCB is not only beneficial for organizations but can also contribute to global sustainability efforts; (Organ, Podsakoff and MacKenzie, 2006; Ocampo, et al., 2018).

Research also reveals that employees' demographic characteristics, such as age, gender, and years of service, can influence their tendency to exhibit OCB. Several studies show that older and longer-tenured employees tend to exhibit more OCB behaviors compared to their younger and more recent colleagues (Organ, Podsakoff and MacKenzie, 2006; Organ, 2018; Ocampo, et al., 2018).

Research on OCB has encompassed a variety of methodological approaches, including meta-analyses and longitudinal studies. Kataria et al. (2013) stated that the significance of OCB on organizational effectiveness has attracted the attention of many academics and practitioners, making OCB an important topic in management and organizational psychology literature. These studies help strengthen our understanding of the long-term impact of OCB on various aspects of organizational performance (Organ, Podsakoff and MacKenzie, 2006; Ocampo, et al., 2018).

Recent Organizational Citizenship Behavior Research

The studies used as research trend analysis material related to OCB in this research amounted to 21 studies, which were the results of searches on the Scopus website with inclusion criteria, including: studies with the keyword "Organizational Citizenship Behavior" published between 2020 and 2024, with a minimum number of citations of 50. The following is a list of studies used:

Table 1. Current Studies Relating to OCB Analyzed

| Researcher	Research purposes	Citation
Anwar, et al. (2020)	To examine the influence of Green Human Resource Management (HRM) practices (green competence building practices, green motivation enhancing practices, and green employee involvement practices) on the organizational citizenship behavior towards the environment (OCBE) of academic staff and, in turn, its impact on the environmental performance.	267
Yu, Park and Hyun (2021)	To examine the impact of attributes of epidemic concerns perceived by hotel employees on work stress, employee well-being, self-rated mental health, organizational citizenship behavior, and employee customer identification.	160
Cheema, Afsar and Javed (2020)	To examine the mediation of organizational identification and environmental orientation fit on the relationship between employees' corporate social responsibility (CSR) perceptions and their engagement in organizational citizenship behaviors for the environment.	145
Khan, et al. (2020)	To point out the effect of leadership styles on innovative work behavior under the mediating and moderating roles of organizational culture and organizational citizenship behavior among the Heads of the Departments (HODs) in higher education institutions (HEIs).	114
Kim, et al. (2020)	To investigate why hospitality employees participate in organizational citizenship behaviors related to company sustainability efforts.	107
Elche, Ruiz-Palomino and	To process underlying the relationship between supervisor servant leadership and employee OCB in hotels. Specifically, it analyzes the	89

Linuesa-Langreo (2020)	mediating role of empathy – individual level – and service climate – group level – in the relationship between supervisor servant leadership and employee OCB.	
Zhao and Zhou (2021)	To discuss the concept of socially responsible human resource management (SRHRM) and empirically examine the impact of SRHRM on hospitality employee's OCBE	86
Khaskheli, et al. (2020)	To examine the effects of employees' corporate social responsibility perception on their affective commitment, job satisfaction, considering both intrinsic and extrinsic, and organizational citizenship behavior.	86
de Geus, et al. (2020)	To describe how OCB research has developed in the public sector; analyze the variables that cause OCB and those that are caused by OCB in the public sector; and identify what major gaps still exist and make recommendations for what should be done in future research.	83
Teng, et al. (2019)	To propose and test a moderated mediation model examining the relationships among ethical work climate, organizational identification, leader-member-exchange (LMX) and OCB.	83
Malik, et al. (2021)	To investigate the mediating role of OCB towards the environment on the relationship between green human resources management (green recruitment and selection, green training, green rewards, and green performance evaluation), corporate social responsibility, and sustainable performance (economic, social, and environmental performance).	79
Thompson, Bergeron and Bolino (2020)	To predict that the relationship between perceived organizational support (POS) and 3 types of OCB will be stronger for men than for women using social role theory.	79
Ahmad, et al. (2020)	To advance knowledge on the implications of perceived corporate social responsibility (CSR) on employee levels of commitment and OCB by investigating a trust-based mediational process in the context of academia.	77
Zhao, et al. (2021)	To investigate how SRHRM positively affects employees' OCB toward the environment (OCBE) by increasing person-organization fit.	70
Mousa, Massoud and Ayoubi (2020)	To investigate whether females have different perceptions of diversity management and workplace happiness compared to their male colleagues, and explore whether diversity management perceptions mediate the relationship between workplace happiness and OCB.	70
Singh, et al. (2020)	To investigate the employee performance through assessing OCB among the shop floor employees of the fast-moving consumer goods (FMCG) industry where a high-performance work system (HPWS) has been implemented.	68
Islam, Ahmad and Ahmed (2023)	To examine the mechanisms and boundary conditions that underlie the relationship between perceived environmental specific servant leadership (ESSL) and perceived organizational environmental citizenship behavior (OECB).	59
Tian, et al. (2020)	To investigate the impact of transformational leadership on employee retention in small- and medium-sized enterprises (SMEs) and probe the mediating role of OCB and the moderating role of communication.	55
Hooi, Liu and Lin, (2022)	To test the effect of green human resource management (G-HRM) on green organizational citizenship behavior (G-OCB) taking into consideration green culture as the mediator and green values as the moderator.	53
Eissa, Lester and Gupta (2020)	To develop and test a moderated-mediation model outlining the process of abusive supervision based on the stressor-emotion model of counterproductive work behavior.	52

Jehanzeb and Mohanty (2020)	To examine the relationship between organizational justice and OCB while considering the mediating effect of organizational commitment and the moderating role of power distance on this association.	50

Source: Researcher, 2024.

Next, the process of identifying the key words most frequently discussed in these studies was carried out using word cloud visualization. The following figure provides an overview of the frequency of occurrence of key words in the OCB research analyzed:

Figure 1. provides a visualization of the frequency of occurrence of the most prominent words in studies related to OCB. Words such as "leadership," "green," "employees," "environmental," "management," and "performance" appeared with greater frequency, indicating that these themes are frequently discussed in recent research. A strong focus on environmental issues (green/environment/sustainable) and leadership reflects attention to how responsible and ethical management practices can influence OCB behavior. Apart from that, performance is also the main focus, showing the relationship between OCB and performance results, both at the individual and organizational levels.

Figure 1. WordCloud

(Source: Data processing results, 2024)

From the word cloud analysis, it is clear that environmental issues feature prominently in the word cloud, with the words "green" and "environmental" appearing frequently. Malik et al. (2021) and Cheema, Afsar, and Javed (2020) highlight the important role of GHRM in promoting environmentally oriented OCB (OCBE). GHRM practices such as environmental training and rewards for environmentally friendly behavior increase employee participation in green initiatives. Additionally, CSR also plays an important role in increasing OCBE, with employees who engage in CSR activities showing greater commitment to sustainability and the environment, as outlined by Khaskheli et al. (2020) and Ahmad et al. (2020). Malik et al. (2021) highlight that Green HRM has a significant impact on an organization's OCBE and environmental performance. Practices such as green training and employee involvement in environmentally friendly initiatives were found to increase OCBE. This study is supported by the findings of Zhao et al. (2021) which shows that SRHRM increases employee motivation to engage in OCBE.

The word "leadership" also appears frequently, with the studies analyzed finding a strong correlation between leadership and OCB. For example, the findings of Singh et al. (2020) and Eissa, Lester, and Gupta (2020) which show that transformational leadership positively influences OCB. Transformational leaders are able to inspire and motivate employees to go beyond their formal duties and engage in behavior that is beneficial to the organization. Ethical and responsible leadership also encourages OCB, as explained by Islam, Ahmad, and Ahmed (2023) and Zhao et al. (2021). Leaders who practice ethics in their leadership are more likely to create a fair and

inclusive work environment, which in turn increases employee commitment and participation in activities that support organizational goals.

The "performance" theme in the word cloud underscores the close relationship between OCB and individual and organizational performance. Research by de Geus et al. (2020) and Teng et al. (2019) shows that OCB contributes significantly to improving performance. Employees who engage in OCB tend to create a more productive and collaborative work environment, increasing efficiency and work output. Job satisfaction and employee engagement are important mediators in this relationship, with satisfied and engaged employees being more likely to demonstrate OCB which further contributes to improved performance. Factors such as non-financial rewards, skill development, and supportive leadership are also key drivers in improving OCB and performance, as outlined in these studies.

In addition to the word cloud visualization, a thematic code distribution analysis was also conducted to understand how the main themes were distributed among the analyzed studies. The following are the results of the thematic code distribution analysis:
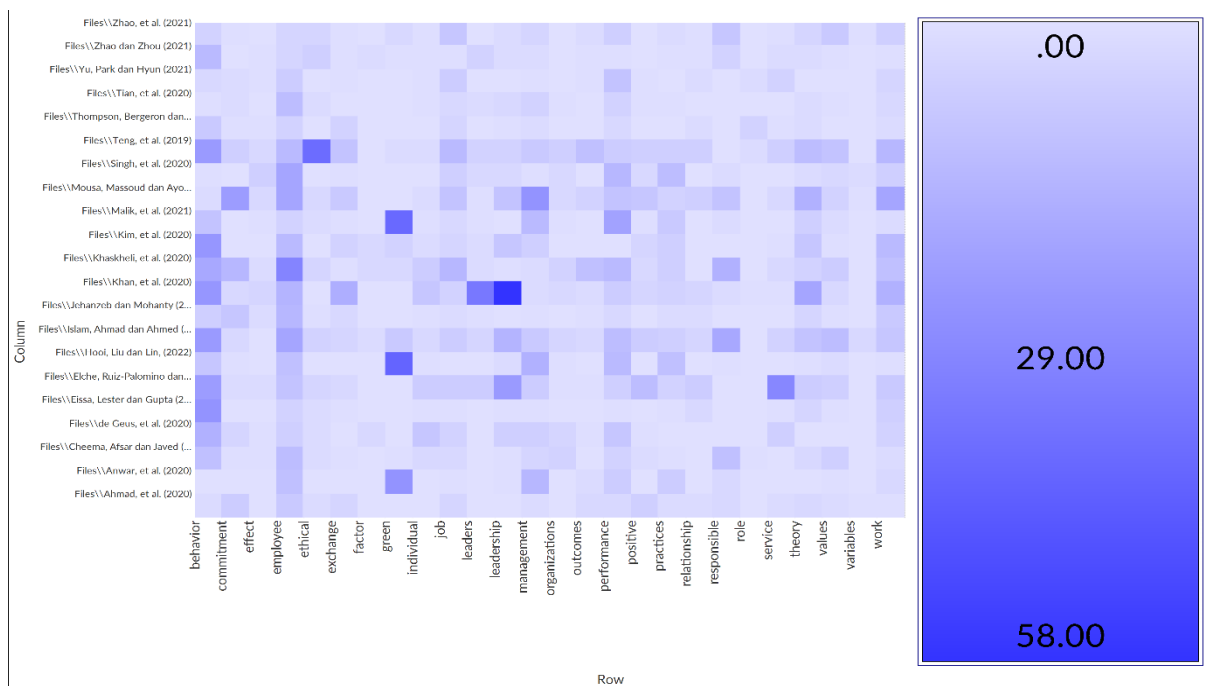
Figure 2. Thematic Code Distribution

(Source: Data processing results, 2024)

Figure 2. illustrates how the various main themes in OCB studies are distributed among the research analyzed. It can be seen that the themes "green" and "leadership" have high intensity, showing a lot of frequency but with uneven distribution. In contrast, themes such as "behavior," "employee," "performance," and "work" not only appeared with high frequency but were also evenly distributed across nearly all studies, indicating the importance of these themes in overall OCB research.

The theme "behavior" is the most dominant and common theme in various studies, which includes environmentally friendly behavior, ethical behavior, and organizational behavior which all contribute to OCB. In the context of environmentally friendly behavior, Anwar et al. (2020) and Cheema, Afsar, and Javed (2020) emphasize that employee participation in environmental initiatives not only improves individual and organizational performance but also strengthens employee commitment to environmental goals. In addition, ethical behavior frequently discussed in this study shows that employees who engage in ethical behavior tend to contribute more to OCB (Elche, Ruiz-Palomino and Linuesa-Langreo, 2020).

The "employee" theme also emerged as a dominant and prevalent theme, covering aspects such as employee performance, employee engagement, and job satisfaction. Teng et al. (2019) and de Geus et al. (2020) showed that job engagement and satisfaction are important mediating factors in the relationship between OCB and organizational performance. Employees who feel engaged and satisfied with their work are more likely to exhibit OCB, which ultimately increases organizational productivity and efficiency. Additionally, Malik et al. (2021) found that employee involvement in green initiatives through GHRM practices strengthens employee loyalty and commitment to the organization. This reflects that employee involvement in organizational initiatives not only increases OCB but also strengthens the employee's relationship with the organization.

The themes "performance" and "work" were also evenly distributed across many studies, indicating high relevance in the context of OCB. Singh et al. (2020) and Tian et al. (2020) revealed that positive work performance and working conditions greatly encourage OCB. Job satisfaction, which is often discussed in this theme, plays an important role in increasing OCB. Employees who are satisfied with their jobs and environment are more likely to contribute outside of their formal duties, which improves individual performance and organizational performance in general. Factors such as recognition and non-financial rewards, such as praise, have also been found to increase employee motivation to demonstrate OCB (Elche, Ruiz-Palomino and Linuesa-Langreo, 2020). Additionally, Yu, Park, and Hyun (2021) highlighted that employee well-being greatly influences OCB, with adequate organizational support helping to maintain high levels of OCB.

Discussion

Findings in the evolution of the OCB concept show how important extra-role behavior is in increasing individual and organizational work output and effectiveness. Research ranging from pre-OCB to post-2000 reveals that OCB is not only a universal phenomenon, but is also strongly influenced by cultural and organizational contexts. For example, differences in OCB manifestations between Western and Eastern cultures indicate that this behavior must be understood and managed taking into account prevailing cultural norms (Ocampo, 2018; Podsakoff, Mackenzie and Podsakoff, 2018). These findings highlight the need for a more contextual approach to managing OCB in diverse workplaces.

Additionally, diversification of the OCB concept after 2000, such as the introduction of OCBE, expanded understanding of the broad impact of OCB. These studies show that OCB not only improves an organization's internal performance but can also contribute to environmental sustainability. However, it is important to note that effective implementation of OCB requires careful management of factors such as organizational justice, job satisfaction, and employee demographic characteristics. These findings strengthen the argument that good management of these aspects can maximize the benefits of OCB for the organization.

Based on thematic code distribution analysis and word cloud visualization, topics that have often become the main focus in recent OCB research include behavior, employees, performance and work. These themes emerged with high frequency and were evenly distributed in almost all the studies analyzed. This shows that these aspects are very crucial in understanding and developing OCB in the organizational environment. In addition, leadership and environmental issues are also a significant focus, although the distribution is uneven, reflecting intensive attention to ethical and environmentally friendly management practices in several studies but not yet widely adopted across research.

However, there are several shortcomings in the analyzed studies. One of the main shortcomings is that the research models used often ignore the issues of reverse correlation and endogeneity. Many studies do not consider other important variables that correlate with OCB, such as individual preferences and recent lifestyle changes that rely heavily on technology. Although some studies have included individual and organizational characteristics, many have not captured technology-related variables, such as employee behavior in social media and digital HRM. By including these

variables, future research can more comprehensively capture the more complex and contextual dynamics of OCB. For example, variables such as digital literacy, use of social media for work purposes, and adaptation of technology in the workplace can provide new insights relevant to understanding how technology influences OCB.

CONCLUSION

Based on the results of the analysis, it is concluded that the concept of OCB has undergone an evolution, from merely focusing on individual behavior and its impact on conventional organizational variables, to expanding to broader contributions, such as on organizational and environmental sustainability issues. Topics such as various cultural dynamics, types of leadership, employee involvement in corporate social responsibility in relation to OCB, as well as the integration of OCB with sustainability initiatives have attracted relatively strong research interest recently. This study has limitations, such as, the focus on the use of English language literature may limit the generalizability of the results to different cultural contexts.

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