



Unleashing the Power of Organizational Citizenship Behavior: A Comprehensive Study

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ABSTRACT

Purpose: The overarching aim of this systematic review is to provide an exhaustive examination of the extant literature on Organizational Citizenship Behavior (OCB) that spans over two decades. Specifically, the focus is on uncovering the antecedents and consequences of OCB, while also delving into the mediating and moderating variables that influence these relationships.

Design/Methodology/Approach: A total of 54 empirical studies, published between 2006 and 2021, were meticulously selected from premier academic databases such as Scopus, Google Scholar, Research Gate, Emerald Insight, Science Direct, and Web of Science. These studies rigorously explore the antecedents, outcomes, and intervening variables in both antecedent-OCB and OCB-outcome relationships.

Findings: This review brings to the fore a multitude of antecedents and outcomes of OCB, and scrutinizes the mediators and moderators that operate in these causal pathways. Notably, the review identifies a research gap concerning the mediators and moderators affecting the antecedent-OCB and OCB-outcome linkages. Furthermore, the paper delineates prospective antecedents and outcomes along with potential mediating and moderating variables to elucidate these relationships.

Originality/Value: To the authors' knowledge, this constitutes one of the earliest comprehensive reviews addressing the multi-dimensional aspects of OCB. Although one similar review exists focusing solely on the public sector across different temporal scopes, the present study provides a more inclusive, cross-sectoral analysis, thereby augmenting existing scholarly discourse.

Keywords: Organizational Citizenship Behavior, Antecedents, Outcomes, Mediating Variables, Moderating Variables, Antecedent-OCB Relationships, OCB-Outcome Relationships.

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1. INTRODUCTION

The concept of Organizational Citizenship Behavior (OCB) was originally introduced by Organ in 1988, and is defined as voluntary behavior by employees that is neither directly nor explicitly recognized by the formal reward system but that collectively enhances organizational effectiveness (Organ, 1988). This pioneering work was grounded in earlier ideas by Barnard (1968) and Katz (1964), who distinguished between "in-role" and "extra-role" behavior. While "in-role" behavior pertains to tasks formally assigned to employees, "extra-role" behavior refers to discretionary or spontaneous actions not formally required by their job descriptions (Barnard, 1968; Katz, 1964).

Organ (1988) significantly expanded upon this dichotomy by introducing the concept of OCB, which specifically focuses on this "extra-role" behavior. He posited that such behavior, although not formally acknowledged, plays a vital role in achieving organizational objectives and is often seen as "extraordinary" in its contributions to organizational success. Moreover, Organ outlined five core dimensions that form the structure of OCB: conscientiousness, sportsmanship, courtesy, altruism, and civic virtue (Organ, 1988; Konovsky & Organ, 1996).

Organ's (1988) contribution to OCB went beyond merely identifying the construct; he also laid down a theoretical foundation for examining its impact on organizational performance. The multidimensional framework he presented became instrumental for later research in identifying the antecedents and outcomes of OCB. Organ's work serves as a cornerstone in OCB research, often cited as the basis for subsequent empirical and theoretical developments in the field. By categorizing these seemingly discretionary behaviors into distinct dimensions, he provided a structured way to study their individual and collective impact on organizational effectiveness. This seminal work has had a long-lasting influence, shaping the discourse on how employee behaviors contribute to the overall success of organizations. In the modern era, competition is very high, and due to this increasing level of competition, organizations are becoming more dynamic. This dynamic nature of organizations requires employees to work in a continuously challenging and changing business environment. Therefore, organizations like to have those people who are willing to perform more than their defined official duties and play an additional role in the success of the organization commonly referred to as Organizational Citizenship Behavior (OCB) (Aggarwal & Singh, 2016).

As per our understanding based on previous literature, organizational citizenship behavior is defined as the behavior of an employee that is based on two attributes. One is extra role behavior and the other may be discretionary behavior. OCB is going the extra mile beyond your contractual bindings and job description. It is voluntary commitment that is being involved in activities and committees that create positive impact and ambience in organization and its good will outside the organization. This behavior promotes the overall goodwill gesture on behalf of the organization. OCB refers to an employee's behavior that is not mandated by an employment contract, but is generated in an employee for any of the reasons that motivate employees to perform outside of their job role.

As per this definition, some key features of this definition are: extra role, outside job contract, volunteer behavior, and overall organization performance.

Organizational citizenship behavior is divided into two parts, one is organizational citizenship behavior that benefits individual (OCBI) and the other that benefits organizations (OCBO). OCBI is the behavior that directly benefits certain individuals and thus indirectly contributes to organizational success. The second element of OCB incorporates ways of behaving and helping the association without activities pointed explicitly toward any hierarchical part or individuals (e.g., complying with informal rules, voluntary participation on committees) (Emami *et al.*, 2012).

OCB includes all the behaviors of the employees that they perform out of their job contract. These behaviors are not a part of the formal job description and are not included in their contract. Employees go the extra mile to perform these behaviors, and they are not paid for them. This volunteer behavior benefits the organization and performance increases (Sadeghi *et al.*, 2016).

The relationship of OCB has been studied with many variables, i.e. job satisfaction, turnover, organization performance, servant leadership, and employees' mental health (Becton *et al.*, 2017; Kumari *et al.*, 2022; Mathibe & Chinyamurindi, 2021; Mohapatra *et al.*, 2019; Sadeghi *et al.*, 2016). Although there is a lot of research on antecedents and outcomes of OCB, there is still a lack of research on combined antecedents and outcomes of OCB. The main purpose of this paper is to do a systematic literature review of the antecedents and outcomes of OCB along with their mediators and moderators. It will help to find the current status of OCB literature in one place.

The article addresses the following questions:

- What are the antecedents of OCB?
- What are the outcomes of OCB?
- What are the moderators and mediators of OCB?

The paper is structured as follows. The paper starts with a literature review of OCB. The next section is methodology. Next, the antecedents and outcomes of OCB, the mediators and moderators in antecedents–OCB and OCB–outcomes relationships, are tabulated. Then it discusses the findings section, followed by discussion and future direction. The last section is the conclusion.

2. LITERATURE REVIEW

Origin of OCB

The concept of Organizational Citizenship Behavior was introduced by Organ, which is defined as the arbitrary, indirect behavior of individuals or expressly recognized by the official remuneration system, and this together increases the efficiency of the functioning of the organization (Organ, 1988). his concept was based on the key difference highlighted between in role and extra role behavior by (Barnard, 1968) and (Katz, 1964). Extra role behavior create a difference between assigned and spontaneous employees' behaviors and it does not come under the category of assigned role. However, such spontaneous behavior contributes to the achievement of organizational objectives and is labelled as having "extraordinary role behavior." So, Organ and some other researchers further specify this concept using the term Organization citizenship behavior. OCB has five dimensions: conscientiousness, sportsmanship, courtesy, altruism, and civic virtue (Konovsky & Organ, 1996; Organ, 1988).

The antecedents of OCB

At the organizational and employee level, there are many variables acting as antecedents of OCB. A study was conducted by Aloustani *et al.* (2020) to investigate the impact of ethical leadership on OCB. The findings indicated that ethical leadership is a predictor of OCB. Positive behavior of a leader with his employees makes them think about their relationship with the citizens and maintain such behavior and relation that help them to achieve organizational goal.

Leadership is defined as the ability of a person to influence his/her followers to achieve goals (Naseer *et al.*, 2016). Followers consider their leaders role models of ethical behavior and the absence of these ethical behaviors is very costly for the organization. Different leadership styles positively or negatively predict OCB. Previous researches showed that servant leadership, responsible leadership, authentic leadership, inclusive leadership, transformational leadership, and the culture of the organization have positive impact on OCB

(Aldrin & Yunanto, 2019; Han *et al.*, 2019; Iqbal *et al.*, 2018; Kumari *et al.*, 2022; Newman *et al.*, 2017; Sepeng *et al.*, 2020; Tran & Choi, 2019; Zhao & Zhou, 2019). The negative forms of leadership are found to have negative impact on OCB. Abusive leadership have negative impact on OCB (Kim *et al.*, 2019).

Leader's self-efficacy, integrity, change oriented behavior of leader and change policy all are the predictors of OCB (Adewale *et al.*, 2019). Organizational justice and learning culture are both found to have an indirect positive relationship with OCB (Tran & Choi, 2019).

Along with leadership style, support from family and supervisor also act as a predictor of OCB. When an employee is confident that his family and supervisor are supportive, he performs the tasks other than those mentioned in job description. The research of Tevfik (2018) showed that perceived supervisor support has a positive impact on OCB and a negative impact on burnout. Similarly, family and community support also have a positive and direct impact on OCB (Chai *et al.*, 2020).

The rules, regulations, and policies of an organization in which a person is working can also predict OCB. Organizational justice, i.e. distributive, interactional, and procedural justice, has a positive impact on OCB (Hameed Al-ali *et al.*, 2019). The organization with corporate social responsibility transfer the same sense to their employees, and they also show OCB. The employees also follow the same pattern as the organization. Corporate social responsibility is a predictor of OCB (Cek & Eyupoglu, 2019).

Employees who consider their organization a secure workplace feel confident and they remain working in the same organization. The study of Nonnis *et al.* (2022) showed that due to secure workplace attachment, OCB is predicted. Secure workplace attachment is established when a workplace makes the employees satisfied and the employees start working for the success of the organization. Such employees also consider themselves safe and, due to this psychological safety, they again show a high level of OCB (Liu & Keller, 2021). Work tenure has a positive relationship with OCB. The employees who are serving for a longer period are more involved in higher OCB (Atatsi *et al.*, 2021). Greater workload is related to a lower level of OCB (Kumar *et al.*, 2021) and blended working arrangements increase organizational attractiveness and a higher level of OCB (Wörtler *et al.*, 2021). Quality of work life and job satisfaction have direct and positive impact on OCB (Moestain *et al.*, 2020).

In a country like Pakistan, where Islamic rules are followed, Islamic work ethics also predict OCB of the employees. The employees of the organizations where Islamic work ethics are followed show a greater level of OCB (Farid *et al.*, 2017; Murtaza *et al.*, 2016). Self-efficacy and workplace spirituality (along with its dimensions of meaningful work, sense of community, inner life, and personal efficacy) have a positive and direct impact on OCB (Mahipalan *et al.*, 2018). An organization that hires a person after checking the compatibility between the individual's and the organization's characteristics also exhibits a higher level of OCB. The same was proved in the study of Gorostiaga Manterola *et al.* (2022) that person fit organization has strong and positive impact on work performance or OCB of employees. Many organizations emphasis on the growth of the PsyCap of their workers. PsyCap is defined as positive capabilities that an employee has. The research proved that the organization that are focusing on the development of PsyCap of their employees, their employees are showing greater OCB (Nafei, 2015).

Each employee has a different level and different sources of motivation. Research proved that motivational orientations named as learning and performance orientation positively predict OCB (Fernández-Salinero San Martín & Topa, 2019). Motivation from an intrinsic task, which shows a sense of control over work, which is called psychological empowerment, is also a determinant of OCB. Psychological empowerment has a positive impact on OCB. Employees who do their work as per their convenience and who participate in decision making have a sense of power to influence the work. Such employees don't leave the organization and work to achieve the organizational goals (Lin, 2013). Such employees, who have job autonomy and various skills for a

particular job, are more engaged in OCB. Research has proved that job autonomy, skill variety, and low role conflict predict OCB (Ababneh & Hackett, 2019). An employee's belief about his image outside the organization and his perception of his job both have a contribution to the success of organization and society. According to the study of Sharma (2019), meaningfulness of a job and perceived organizational prestige have a positive and direct impact on OCB.

Mediator and Moderator “Antecedents Relationship” in OCB

A mediator is a variable that creates a link between an independent and dependent variable, and a moderator variable that weakens or strengthens the relationship between the dependent and independent variable. Different mediators and moderators of OCB have been used by researchers.

Employee engagement, organizational commitment, and job satisfaction act as mediators. Engaged, satisfied, and committed employees don't leave the organization and work for the success of the organization and society as a whole by showing OCB (Na-Nan *et al.*, 2021).

Trust, organizational commitment, and organizational identification also act as mediators of OCB (Ababneh & Hackett, 2019; Zeinabadi & Salehi, 2011). Psychological wellbeing also leads to OCB (Huang *et al.*, 2021). Corporate social responsibility results in OCB (Iqbal *et al.*, 2018). Collective behavior of employees, also called networking behavior also lead to higher level of OCB (Kim *et al.*, 2019). Ethical climate was found to have an indirect and positive relationship with OCB (Aloustani *et al.*, 2020). Psychological capital has both the mediating and moderating relationship with OCB (Sepeng *et al.*, 2020; Yildiz, 2019). Public service motivation has indirect positive impact on OCB (Abdelmotaleb & Saha, 2018). Organizational Pride and Meaningfulness of Work both have a positive and indirect impact on OCB (Youn & Kim, 2022). Motivation and empowerment leads to the OCB (Han *et al.*, 2019; Newman *et al.*, 2017).

Positive psychological capital acts as a moderator of OCB which strengthens the relationship of trust with OCB. In the presence of positive psychological capital, the positive relationship between trust and OCB gets stronger (Yildiz, 2019). As per the study of (Xu *et al.*, 2019) collectivist orientation acts as a moderator. Autonomy orientation and personal need for structure act as a moderator between Blended working arrangements and OCB (Wörtler *et al.*, 2021). Proactive personality results in a higher OCB. The employee attitude of OCB becomes stronger due to his proactive personality (Newman *et al.*, 2017).

The ‘Outcomes’ of OCB

Demiröz and Kavak (2019) explained that the OCB of teachers was enhanced with the knowledge, experience, and skills of secondary school teachers, and as a result, the schools were more efficient and students performed well. OCB increased the workers' work performance and reduced their stress. The coworkers' support also reduced stress and increased the mental health of the public service workers (Mathibe & Chinyamurindi, 2021). Employees' turnover is low where OCB was found and high complexity jobs were also done by employees with high OCB. OCB has exhibited a negative relationship with job turnover and low performing employees were found to have low OCB (Becton *et al.*, 2017). Family centered care was increased with OCB as it enhanced the family care of employees of hospitals. Hospital employees showed more satisfaction and patients care attitude with more OCB and the overall performance of the hospitals and patients recovery improved (Mahooti *et al.*, 2018). Happiness in general is prosocial behavior and OCB was found to be one of the reasons of happiness due to autonomy at work and going extra mile at work. This relationship link was positive (Unanue *et al.*, 2021). Organizational effectiveness was found directly related to OCB in part time workers of a recreational center where the students went beyond and above their job duties due to OCB (Scola *et al.*, 2017). Organizational commitment (OC) was enhanced due to the presence of OCB and employee perception of equity (EPE). This study found a positive relationship between fair outcomes or procedures for outcomes

with EPE and OCB (Chinomona, 2016). Well-being, along with OCB perception and citizenship motives, proved to be positively related to OCB. This study found people working in different educational companies with OCB were strongly related to well-being (Davila & Finkelstein, 2013).

The mediation moderation relationship with Outcomes of OCB

Workplace social support had significant contribution as a mediator with OCB and employee mental health of hospital employees (Mathibe & Chinyamurindi, 2021). Job complexity mediated both the turnover and OCB. In complex jobs, the turnover of low performing employees was higher as compared to high performing employees that had lower turnover. Also employees with high OCB had less turnover even on complex jobs and mediation between the two was proved (Becton *et al.*, 2017). Multiple commitment mediated the relationship between OCB and family centered care and proved that the nurses with multiple commitment during job with higher OCB were more responsible during the patients' care and were more satisfied with their jobs (Mahooti *et al.*, 2018). Employee perception of equity mediated the relationship between organizational OCB of employees and organizational commitment. It elaborated that the employees with fair outcome and distribution of outcomes are more satisfied and due to their high OCB are more committed to the organizational goals and performance (Chinomona, 2016)

3. METHODOLOGY

Database and Search Strategy

To carry out an exhaustive survey of academic literature on Organizational Citizenship Behavior (OCB), we focused on articles that were peer-reviewed and published in journals with strong reputations for academic rigor. This review covers a time span of 16 years, ranging from the year 2006 through to the end of 2021. The databases we chose for sourcing this primary information are widely considered to be the most comprehensive and authoritative in the academic community. Specifically, we leveraged Google Scholar for its vast repository of scholarly articles, Research Gate for its strong emphasis on academic and professional research, Academic.edu for its repository of academic journals across disciplines, Scopus for its extensive abstract and citation database of peer-reviewed literature, EBSCO for its academic, professional and public search engines, Emerald Insight for its specialized focus on business and management research, and Web of Science for its multidisciplinary citation databases. These platforms were carefully chosen to offer a broad yet specialized range of articles that could sufficiently address the multiple facets of OCB. Thus, by combining multiple databases, we aimed to mitigate the limitations that arise from relying on a single source of information, thereby ensuring a comprehensive and nuanced pool of research articles for our review.

To ensure the specificity of our results, we formulated a search query that was tailored to each database's search algorithm, but a general format was adhered to:

TITLE (organizational AND citizenship AND behavior) AND (LIMIT-TO (PUBSTAGE , "final")) AND (LIMIT-TO (PUBYEAR , 2022) OR LIMIT-TO (PUBYEAR , 2021) OR LIMIT-TO (PUBYEAR , 2020) OR LIMIT-TO (PUBYEAR , 2019) OR LIMIT-TO (PUBYEAR , 2018) OR LIMIT-TO (PUBYEAR , 2017) OR LIMIT-TO (PUBYEAR , 2016)) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (SRCTYPE , "j"))

Inclusion Criteria

Type of Articles: Only peer-reviewed empirical studies were considered.

Publication Status: Articles in the "final" stage of publication were included.

Publication Year: Articles published between 2006 and 2021 were considered.

Document Type: Only articles (denoted by "ar") were included.

Source Type: Articles had to be sourced from journals (denoted by "j").

Exclusion Criteria

Articles not published in peer-reviewed journals.

Opinion pieces, reviews, and theoretical articles.

Publications that were not in English.

Studies focused on topics other than OCB.

Themes for Study

After implementing the inclusion and exclusion criteria, we categorized the selected articles under the following empirical themes for more granular analysis:

Antecedents of OCB:

Studies focusing on the variables or conditions that precede and potentially cause OCB.

Outcomes of OCB:

Studies examining the effects or consequences of OCB on individuals or organizations.

Mediator and Moderator in Antecedents Relationship in OCB:

Studies that consider how certain variables mediate or moderate the relationship between antecedents and OCB.

Mediator and Moderator in Outcome Relationship in OCB:

Studies that explore how certain variables mediate or moderate the relationship between OCB and its outcomes.

Selection Process

Preliminary Search:

Conduct a preliminary search in each database using the formulated search query.

Screening:

Titles and abstracts were initially screened for relevance.

Full-text Review:

Relevant articles were subjected to a full-text review against the inclusion and exclusion criteria.

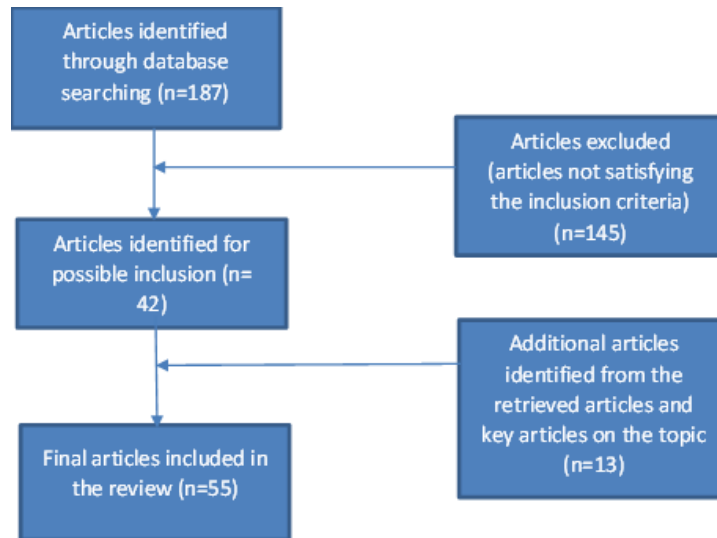
Quality Assessment:

Articles passing the full-text review were assessed for methodological rigor.

Final Selection:

After quality assessment, articles were categorized under the five themes for further analysis.

By adhering to this robust methodology, we aim to capture a comprehensive and nuanced understanding of Organizational Citizenship Behavior as reported in the empirical literature.



Note: Study selection process

Source: Adapted from the PRISMA, 2009 Flow Diagram: (Moher *et al.*, 2009)

Antecedents of OCB

Sr. #		Studies & Sample	Antecedents	Mediator	Moderator	Outcome
1	(Sultana <i>et al.</i> , 2016)	586 employees	Supervisor Support		Introversion	OCB
2	(Na-Nan <i>et al.</i> , 2021)	400 employees	Self-efficacy	Employee engagement, organizational commitment and job satisfaction		
3	(Kim <i>et al.</i> , 2019).	261 Chinese employees	Abusive supervision	Networking behavior		
4	(Aloustani <i>et al.</i> , 2020)	250 Nurses	ethical leadership	Ethical Climate		
5	Tevfik (2018)	234 Teachers	perceived supervisor support	organizational identification		
6	(Pastor Álvarez <i>et al.</i> , 2019)	225 Spanish soldiers	Authentic leadership	Social identification, personal identification		
7	(Sepeng <i>et al.</i> , 2020)	633 Healthcare employees	Authentic leadership	psychological capital		
8	(Xu <i>et al.</i> , 2019)	264 telecom employees of China	Affective well-being	Work engagement	Collectivist orientation	
9	(Youn & Kim, 2022)	363 Chinese hotel employees	ICSR, ECSR Community, ECSR Customer	Organizational Pride and Meaningful		

				ness of Work	
10	(Abdelmotaleb & Saha, 2018).	400 employees of Egyptian banks	Internal CSR, External CSR	public service motivation (PSM)	
11	(Cun, 2012)		PSM		
12	(Wörtler <i>et al.</i> , 2021)	212 employees	Blended working arrangements		Autonomy orientation, Personal need for structure (PNS).
13	Kumari <i>et al.</i> , 2022	422 of manufacturing companies employees	Servant Leadership	Emotional Intelligence	
14	(Cek & Eyupoglu, 2019)	400 teachers	corporate social responsibility	job satisfaction and organizational identification	
15	(Choi, 2021)	649 employees	Leadership Style (Servant, authentic, ethical) Psychological Well-Being		
16	Farid <i>et al.</i> , 2017	189 Nurses	Islamic Work Ethics		
17	(Tran & Choi, 2019)	268 employees from four service firms	Inclusive leadership	Organizational justice and learning culture	
18	(Chai <i>et al.</i> , 2020).	1,436 international students	Family and Community Support	Cross-cultural adjustment and engagement	
19	(Kumar <i>et al.</i> , 2021)	300 Tenured faculty from Sri Lanka	Work overload		Allocentrism
20	(Atasi <i>et al.</i> , 2021).	364 lecturers from six technical universities in Ghana	Work Tenure		
21	(Bakhshi <i>et al.</i> , 2011)	77 Indian employees	Organizational Commitment		
22	Zhao & Zhou, 2019	302 Chinese hotel employees	Responsible leadership	Leader identification	Perceived role of ethics and social responsibility
23	Han <i>et al.</i> , 2019	384 Employees	Responsible Leadership	Autonomous motivation,	

				External Motivation	
24	Newman <i>et al.</i> , 2017	446 supervisor–subordinate dyads	Servant Leadership	LMX, Empowerment	Proactive Personality
25	(Jung <i>et al.</i> , 2020)	218 foodservice employees	Leader’s integrity		
27	(Iqbal <i>et al.</i> , 2018).	395 Banking employees	Authentic Leadership	Corporate social responsibility	
28	(Yildiz, 2019)	1,100 health care employees of Istanbul	Organizational Trust		Positive psychological capital
29	Nonnis <i>et al.</i> (2022)	1,100 health care workers of Italy	Secure Workplace Attachment		Perceived Comfort
30	(Liu & Keller, 2021)	320 employees and 80 team leaders on R&D teams in Taiwan	Psychological Safety		
31	(Ababneh & Hackett, 2019).	249 employees at 26 universities of UAE	Job autonomy, Skill variety, Role conflict	Trust, Commitment, Job satisfaction	
33	Murtaza <i>et al.</i> , 2016	471 Universities faculty/staff of Iran	Islamic Work Ethics		
34	Aldrin & Yunanto, 2019	232 employees	Transformational Leadership, Organization Culture,	Job Satisfaction	
35	Hameed Al-ali <i>et al.</i> , 2019		Organizational Justice		
36	(Adewale <i>et al.</i> , 2019).	420 respondents of different public educational institutions In Nigeria	Leadership self-efficacy Change oriented behavior of leaders’ Change policy		
37	(Moestain <i>et al.</i> , 2020).	189 employees	leadership, quality of work life	job satisfaction	
38	(Huang <i>et al.</i> , 2021).	495 Nurses	Ethical Leadership	Trust and Psychological Well-Being	
39	(Adewale <i>et al.</i> , 2019).	420 staff from 10 public educational institutions in Nigeria	Leadership Self-Efficacy, Change Oriented Behavior, Change Policy		Experience

40	Sharma (2019),	75 mid-level managerial employees	Meaningfulness of work, Perceived organizational prestige			
41	(Fernández-Salineró San Martín & Topa, 2019)	286 Spanish immigrants in the United Kingdom	Motivational Orientations	organizational identification	Perceived Discrimination	
42	(Wong <i>et al.</i> , 2006)	full-time employees	Job satisfaction		Team Commitment	
43	(Zeinabadi & Salehi, 2011)	242 full-time employees	Distributive justice and procedural justice	Trust		
44	(Foote & Tang, 2008)	295 and 253 employees and their supervisors respectively from China 242	Procedural justice	Job Satisfaction, Trust, Organizational Commitment		
45	Gorostiaga Manterola <i>et al.</i> (2022)	122 salesperson-supervisor dyads from 35 firms	Person-Organization fit	job satisfaction and organizational commitment		
46	(Nafei, 2015).	315 Employees at Sadat City University	Psychological Capital			
47	(Lin, 2013)	255 cashiers of life insurance company	psychological empowerment			

Outcomes of OCB

Sr. #		Study & Sample	Antecedents	Mediator	Moderator	Outcome
1	(Demiröz & Kavak, 2019)	533 teachers	OCB			Achievement
2	(Mathibe & Chinyamurindi, 2021)	289 public service employee of South Africa.		Workplace social support		Employee mental health
3	(Becton <i>et al.</i> , 2017)	782 employees of two hospitals			Job Complexity	Voluntary turnover.
4	(Mahooti <i>et al.</i> , 2018)	237 nurses in Iran		Multiple commitment		Family-centered care

5	(Unanue <i>et al.</i> , 2021)	735 Chilean workers			Happiness (hedonic, eudemonic, flourishing)
6	(Scola <i>et al.</i> , 2017)	75 part-time employees			Organization's effectiveness.
7	(Chinomona, 2016)	464 employees		Employee Perception of Equity	Organizational Commitment
8	(Davila & Finkelstein, 2013)	144 employees			Well Being

4. Findings

Relationship of many variables have been studied with OCB. The antecedents of OCB fall under the category of employee characteristics, job characteristics and organization characteristics. Some of the variables are as under:

Leadership Styles

Many researchers have studied the relationship between different leadership styles and OCB. Previous researches show that servant leadership, responsible leadership, authentic leadership, inclusive leadership, and transformational leadership have a positive impact on OCB (Han *et al.*, 2019; Iqbal *et al.*, 2018; Kumari *et al.*, 2022; Newman *et al.*, 2017; Sepeng *et al.*, 2020; Tran & Choi, 2019; Zhao & Zhou, 2019). Abusive leadership have negative impact on OCB (Kim *et al.*, 2019).

Organizational Commitment

It is one of the most studied variable with the OCB. The study of (Bakhshi *et al.*, 2011; Ibrahim & Aslinda, 2013; Mohamed & Anisa, 2012; Saxena & Saxena, 2015; Zeinabadi, 2010) proved that organizational commitment is a predictor and is positively related to OCB. Furthermore, the positive impact of organizational commitment as a mediator has also been studied by (Ababneh & Hackett, 2019; Foote & Tang, 2008; Gorostiaga Manterola *et al.*, 2022; Na-Nan *et al.*, 2021; Zeinabadi & Salehi, 2011). This variable has also been studied as an outcome of OCB with a positive relationship by (Chinomona, 2016). The employees who show a high level of OCB are more committed to the organization.

Public Service Motivation (PSM)

It is an attribute that explains why individuals want to serve in public organizations. PSM is positively related to OCB (Cun, 2012; Piatak & Holt, 2020; Shim & Faerman, 2017). This variable has also been used as a mediator in different studies. In the study of Abdelmotaleb and Saha (2018) PSM is used as a mediator between CSR and OCB. PSM mediated the relationship between transformational leadership and OCB (Ritz *et al.*, 2014). The study of Caillier (2015) also proved that PSM acts as a mediator between goal clarity and OCB.

Organizational Justice

It is also a key antecedent and mediator of OCB. Organizational justice and its three dimensions, i.e. distributive, interactional, and procedural justice, have shown a positive and direct relationship with OCB (Hameed Al-ali *et al.*, 2019; Wong *et al.*, 2006; Zeinabadi & Salehi, 2011). Organizational justice results in

positive behaviors of employees, which is also shown in their extra role behavior. Tran and Choi (2019) used this variable as a mediator between inclusive leadership and OCB.

Job Satisfaction

The relationship between job satisfaction and OCB has been studied by many researchers. Previous research shows that employees who are satisfied with their job are more committed and motivated. They show less turnover and work for the success of the organization by showing in role and extra role behavior (Foote & Tang, 2008; Margahana et al., 2018; Shokrkon & Naami, 2008; Subhadrabandhu, 2012). This variable has also been used as a mediating variable in much research. For example, the study of Moestain et al. (2020) showed that job satisfaction acts as a mediator between leadership, quality of work life, and OCB. Job satisfaction has an indirect and positive relationship with OCB. Similarly, job satisfaction also acts as a mediating variable in the studies of (Ababneh & Hackett, 2019; Aldrin & Yunanto, 2019; Cek & Eyupoglu, 2019; Gorostiaga Manterola et al., 2022; Zeinabadi & Salehi, 2011).

Well Being & Happiness

Well-being was studied as a predictor of OCB. The study of (Choi, 2021; Xu et al., 2019) proved that affective and psychological wellbeing result in higher OCB. This variable was also studied as an outcome of OCB. For example, the study of (Davila & Finkelstein, 2013; Kumar et al., 2016; Unanue et al., 2021; YURCU & Akinci, 2017) proved that OCB results in better feelings of well-being, happiness, and psychological health.

Nature of Work

The nature of work is also a predictor of OCB. It is either positively related to OCB or negatively. Nature of work includes many variables. For example, the studies of (Ababneh & Hackett, 2019; Becton et al., 2017; Kumar et al., 2021) proved that work role conflict, job complexity, and work overload are negatively related to OCB. Job complexity acts as a moderator between OCB and voluntary turnover. The employees who consider their jobs more complex, show less level of OCB and higher turnover. While secure workplace attachment, psychological safety, job autonomy, work tenure, skill variety, Islamic work ethics, quality of work life, meaningfulness of work, blended work arrangements are all positively related to OCB (Ababneh & Hackett, 2019; Atatsi et al., 2021; Lin, 2013; Moestain et al., 2020; Nonnis et al., 2022; Sharma, 2019; Wörtler et al., 2021). Meaningfulness of work acts as a mediator between CSR and OCB (Youn & Kim, 2022). Employees who consider their job meaningful are more inclined towards OCB and less turnover.

Trust, Support & Integrity

Organizational, family, social, and supervisory support positively predict OCB (Chai et al., 2020; Tevfik, 2018; Yildiz, 2019). The supportive nature of the supervisor and family induce job satisfaction and sense of responsibility in their employees, resulting in lower level of turnover and a higher level of OCB. Introversion acts as a moderator in supervisor support and OCB (Sultana et al., 2016). In the presence of OCB, introversion is negatively related to OCB. Social support also acts as a mediator between OCB and employees mental health. In the presence of social support, employees' mental health is improved due to OCB (Mathibe & Chinyamurindi, 2021)

Leader's integrity is also a key antecedent of OCB. Employees follow their leaders, and a leader who follows the rules and works for the success of the organization transfer the same qualities in his followers (Jung et al., 2020). Organizational trust was also proved as a variable effecting OCB. Organizations who lead the process of trusting and whose employees trust their managers are more inclined towards OCB ultimately resulting in organizational success (Altuntas & Baykal, 2010; Singh & Srivastava, 2016; Yildiz, 2019). Organizational trust also positively mediates the relationship between ethical leadership and OCB (Huang et al., 2021). Trust

was also found a positive mediating variable of OCB (Ababneh & Hackett, 2019; Wong et al., 2006; Zeinabadi & Salehi, 2011).

Turnover

The employees who are committed, satisfied, and work for the success of the organization and satisfaction show less turnover. Previous researches show that a high level of OCB is negatively related to turnover intentions and burnout (Becton et al., 2017; Coyne & Ong, 2007; Khalid et al., 2009; Kumar et al., 2016).

Organizational Culture

Organizational culture includes the values, beliefs, principles, and mindset of the employees. Organizational culture is a variable that positively predicts OCB but this variable has less prediction effect on OCB (Mohanty & Rath, 2012). Organizational culture influences OCB through other mediating variables. Job satisfaction mediates the relationship between organizational culture and OCB (Aldrin & Yunanto, 2019). Organizational culture also results in OCB in the presence of organizational commitment (Arumi et al., 2019)

Psychological Empowerment and Psychological Capital

PsyCap is defined as positive capabilities that an employee has. The research proved that the organization that are focusing on the development of PsyCap of their employees, their employees are showing greater OCB (Chamisa et al., 2020; Nafei, 2015). Psychological capital has a positive moderating effect between organizational trust and OCB. The relationship between organizational trust and OCB gets stronger due to psyCap (Yildiz, 2019).

Motivation from an intrinsic task, which shows a sense of control over work, which is called psychological empowerment, is also a determinant of OCB. Psychological empowerment has a positive impact on OCB. Employees who do their work as per their convenience and who participate in decision making have a sense of power to influence the work. Such employees don't leave the organization and work to achieve the organizational goals (Lin, 2013).

Employee Health and Family Centered Care

OCB results in happiness and well-being of employees and due to which employees' health also gets improved (Baranik & Eby, 2016; Mathibe & Chinyamurindi, 2021). The higher level of OCB results in a higher level of responsibility toward the organization, society, and family with the mediation of multiple commitment (Mahooti et al., 2018).

Motivation and Achievement

Every employee has a different level and different sources of motivation. Previous studies show that motivation orientations, and motivation are antecedents of OCB, which proved that motivated employees tend to have more OCB resulting in better organizational performance and lowering perceived discrimination. Also, achievement has been proven as an outcome of OCB (Demiröz & Kavak, 2019; Fernández-Salineró San Martín & Topa, 2019; Ibrahim & Aslinda, 2015). Autonomous and external motivation have a mediating effect between responsible leadership and OCB (Han et al., 2019).

Corporate Social Responsibility (CSR)

The organizational trend towards CSR results in OCB of employees. A company performing CSR activities has an influence on employees also. Such employees work for the betterment of society and organization by showing constructive behaviors (Abdelmotaleb & Saha, 2018; Youn & Kim, 2022). CSR also proved to have a positive and direct effect on OCB through the mediation of organizational identification (Ko et al., 2018).

5. DISCUSSION AND FUTURE DIRECTION

The objective of this review was to explore the antecedents of OCB, outcomes of OCB, and mediators and moderators relationship with OCB antecedents and outcomes. Our findings explore the most studied variables and relationships of mediators and moderators of OCB. We have also proposed few potential variables that can explain and explore the antecedents, outcomes of OCB and mediators and moderators of OCB.

Antecedents of OCB: An overview of overall studies suggest that many of the variables used in our review have been explored and also proved to be effective antecedents of OCB. Supervisor Support, Self-efficacy, Abusive supervision, ethical leadership, perceived supervisor support, perceived supervisor support, Authentic leadership, Authentic leadership, Affective well-being, Internal CSR, External CSR Community, ECSR Customer, PSM, Blended working arrangements, Servant Leadership, corporate social responsibility, Leadership Style (Servant, authentic, ethical), Psychological Well-Being, Islamic Work Ethics, Inclusive leadership, Family and Community Support, Work overload, Work Tenure, Organizational Commitment, Responsible leadership, Responsible Leadership, Servant Leadership, Leader's integrity, Authentic Leadership, Organizational Trust, Secure Workplace Attachment, Psychological Safety, Job autonomy, Skill variety, Role conflict, Islamic Work Ethics, Transformational Leadership, Organization Culture, Organizational Justice, Leadership self-efficacy, Change oriented behavior of leaders', Change policy, leadership, quality of work life, job satisfaction, Ethical Leadership, Leadership Self-Efficacy, Change Oriented Behavior, Change Policy, Meaningfulness of work, Perceived organizational prestige, Motivational Orientations, distributive justice and procedural justice, Job satisfaction, Procedural justice, Person–Organization fit, Psychological Capital, psychological, and empowerment have been proved antecedents-OCB relationship.

Outcomes of OCB: Overall studies suggest that an extensive effort has been made to study the Outcomes-OCB relationship. Achievement, Employee mental health, Voluntary turnover, family centered care, happiness (hedonic, eudemonic, and flourishing), Organization's effectiveness, Organizational Commitment, and Well Being are effective outcomes of OCB.

Potential antecedents and outcomes of OCB: We may use *culture in general and social environment, psychological breach of contract, and economic, legal, ethical dimensions of CSR* as antecedents in our future studies. Whereas *job embeddedness* may be used as outcome of OCB.

Mediator and Moderator "Antecedents Relationship" in OCB: A number of studies in our review explore the mediating and moderating effect of multiple variables with OCB. Employee engagement, organizational commitment, and job satisfaction, Networking behavior, Ethical Climate, organizational identification, Social identification, personal identification, psychological capital, Work engagement, Organizational Pride and Meaningfulness of Work, public service motivation (PSM), Emotional Intelligence, job satisfaction and organizational identification, Organizational justice and learning culture, Cross-cultural adjustment and engagement, Leader identification, Autonomous motivation, External Motivation, LMX, Empowerment, Corporate social responsibility, Trust, Commitment, Job satisfaction, Job Satisfaction, job satisfaction, Trust and Psychological, Well-Being, organizational identification, Trust, Job Satisfaction, Trust, Organizational Commitment, job satisfaction and organizational commitment have been used as mediators in antecedents – OCB relationship. Many studies in our review suggest that Introversion, Collectivist, , orientation, Autonomy orientation, Personal need for structure (PNS), Allocentrism, Perceived role of ethics and social responsibility, Proactive, Personality, Positive psychological capital, Perceived Comfort, Experience, Perceived Discrimination, Team Commitment have been used as moderators in antecedents-OCB relationship.

Mediator and Moderator "Outcome Relationship" in OCB: Our review explores number of variables used as mediator and moderator in OCB-outcome relationship. Workplace social support, multiple commitment,

Employee perception of equity have been used as mediators in OCB – outcomes relationship. Whereas, studies in review have explored job complexity as only variable used as moderator between OCB-outcome relationship.

Potential Mediator and Moderators in OCB relationship: As per our findings and thorough review of studies we can suggest *Quality of relationship, workplace friendship, environmental climate, employee goal orientations, training and participation in decision making, spirituality, personality traits and cohesive work groups* may be used as moderators in future studies. Also, our research on literature indicate *employee attitude, green work-life balance, coworker exchange* as other mediators of OCB.

Where this paper has explored extensive research on antecedents and outcomes of OCB and discussed the mediators and moderators with antecedents – OCB and OCB – outcomes relationships there still are some gaps and anomalies found in previous studies. Our findings found an imbalance in the literature, with most recent studies encompassing on antecedent-OCB relationships, OCB-outcomes relationships in which the consequences of OCB were not given attention. The limited research on OCB consequences and potential variables have been found and the lack of trends or important areas of attention in OCB outcomes also suggest that this is an understudied area. Nevertheless, public sector review has been done before, and studies in the private sector on OCB are inadequate. We recommend the exploration of OCB in other sectors as well. Qualitative and mixed method approaches may also be revealed and explored more in future studies, along with different methodologies by researchers in the future.

6. CONCLUSION

This systematic literature review has contributed in two different ways to the OCB literature. Firstly, this literature has extensively reviewed and gathered the antecedents of OCB, outcomes of OCB, the mediators and moderators "antecedent relationship" in OCB, and the mediator and moderator "outcome relationship" in OCB. This literature review can also be helpful for researchers to explore the existing research and gain an overview of mediators and moderators of OCB, its antecedents, and outcomes. Secondly, this review proposes some potential variables that can be helpful in future research and managerial implications on antecedents–OCB–outcomes relationships.

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