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SYSTEMATIC LITERATURE REVIEW: THE INFLUENCE OF LEADERSHIP STYLE ON EMPLOYEE ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

Organizational Citizenship Behavior (OCB) refers to employees' discretionary behaviors that go beyond formal job requirements and contribute significantly to organizational effectiveness and sustainability. In increasingly dynamic and competitive work environments, leadership style has become a critical factor in fostering such extra-role behaviors. This study aims to systematically review empirical research examining the influence of leadership styles on Organizational Citizenship Behavior (OCB). A Systematic Literature Review (SLR) approach was employed, following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines to ensure a transparent and rigorous review process. Articles were retrieved from reputable scientific databases and screened using strict inclusion and exclusion criteria. As a result, 33 empirical studies published between 2010 and 2025 were selected for in-depth analysis. The findings indicate that transformational leadership is the most dominant and consistently influential leadership style in promoting OCB across various organizational contexts. However, its effects are generally indirect and mediated by psychological and organizational factors such as affective commitment, work engagement, trust, job satisfaction, and organizational culture. In addition, servant, ethical, authentic, inclusive, and responsible leadership styles also demonstrate positive relationships with OCB, although their effects tend to be contextual and dependent on specific mediating mechanisms. In contrast, transactional leadership exhibits mixed and inconsistent findings regarding its impact on OCB. These results highlight that the relationship between leadership styles and OCB is complex and multidimensional rather than linear. This study contributes to the literature by mapping research trends, synthesizing key mediating mechanisms, and identifying gaps for future research. Practically, the findings provide valuable insights for organizations in designing leadership development strategies aimed at fostering employees' Organizational Citizenship Behavior in a sustainable manner.

Keywords*: leadership styles; organizational citizenship behavior; transformational leadership; systematic literature review; human resource management.*

1. Introduction

Organizational Citizenship Behavior (OCB) represents a key concept in human resource management studies because it contributes directly to organizational effectiveness through employees' discretionary actions that extend beyond their formal job responsibilities. These behaviors encompass assisting colleagues, preserving a positive work environment, enhancing the quality of work processes, and providing additional support for organizational sustainability. In the context of intensified global

competition and ongoing digital transformation, organizations increasingly rely on employees who are willing to deliver contributions that exceed standard job expectations. (Farid et al. 2020; Sookdawoor and Grobler 2022). This shows that OCB acts as an organizational glue that can strengthen relationships between members and improve employee performance effectiveness.

One of the most decisive factors in encouraging OCB is leade The role of leadership encompasses the establishment of direction, strategy, and the process of decision-making. In addition to these aspects, leadership exerts a significant influence on various psychological factors, including motivation and the quality of the relationship between leaders and followers. A plethora of studies have demonstrated that a variety of leadership styles, including transformational, authentic, ethical, inclusive, and servant leadership, have the capacity to engender trust, commitment, well-being, and organisational climate. These factors, in turn, have been shown to give rise to OCB behaviour. (Cheng et al. 2025; Hamdani et al. 2024; Ruiz-Palomino, Linuesa-Langreo, and Elche 2023). Transformational leadership style has been consistently proven to increase OCB through the mediation of affective commitment and work engagement (Jufrizen et al. 2023; Nurjanah, Pebianti, and Handaru 2020). Meanwhile, authentic leadership strengthens OCB through affective and cognitive trust in leaders (Farid et al. 2020; Shie and Chang 2022) .

However, the relationship between leadership style and OCB does not consistently demonstrate a uniform pattern. Differences in research findings emerge due to variations in contextual factors, including cultural background, industry type, organizational structure, and the existence of specific mediating and moderating variables. For instance, several studies show that (Cheng et al. 2025) The findings indicate that servant leadership does not have a direct effect on Organizational Citizenship Behavior (OCB); rather, its influence is transmitted through mediating variables such as trust. Conversely, research conducted in the hospitality sector reveals that servant leadership demonstrates a stronger effect on OCB than transformational leadership (Ruiz-Palomino et al. 2023). Other studies even show that transactional leadership styles have inconsistent results, as they have a positive effect in some contexts (Abdullahi, Anarfo, and Anyigba 2020). but in other contexts, they do not have a significant impact on OCB (Nurtjahjani et al. 2023). In addition, factors such as organizational culture, organizational justice (Hanh Tran and

Choi 2019), and workplace ostracism (Wang, Qin, and Zhou 2021) have been shown to moderate or mediate the relationship between leadership and OCB.

The diversity of these results indicates that the association between leadership and OCB is complex, non-linear, and influenced by organisational contexts as well as individual employee characteristics. This situation underscores the importance of systematically synthesising existing research through a Systematic Literature Review (SLR). Therefore, the primary aim of this study is to identify research gaps concerning the effects of leadership styles on Organizational Citizenship Behavior (OCB). This objective is achieved by critically reviewing previous studies to differentiate between significant and non-significant findings. In addition, the study analyses the geographical distribution of prior research to reveal contextual constraints and to propose directions for future investigations.

2. LITERATUR REVIEW

2.1 Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) describes voluntary employee behaviors that go beyond assigned job duties and are not formally recognized or compensated by the organization, yet contribute significantly to improving organizational performance and supporting its long-term sustainability (Organ, 1988; Farid et al., 2020; Sookdawoor & Grobler, 2022). OCB reflects an individual's willingness to help coworkers, maintain a conducive work environment, show loyalty, and actively participate in organizational activities. In the context of modern, dynamic, and competitive organizations, OCB is considered a source of non-formal competitive advantage because it can improve team performance, service quality, and social cohesion in the workplace.

Various studies show that OCB has positive implications for individual and organizational performance, including increased productivity, customer satisfaction, and operational efficiency (Khan et al. 2020; Vipraprastha, Sudja, and Yuesti 2018). Therefore, OCB has become one of the main constructs in human resource management and organizational behavior studies, particularly in efforts to understand the factors that encourage employees to contribute voluntarily beyond their job obligations.

2.2 Leadership Concepts and Styles

Leadership can be understood as the process of influencing individuals or groups in the pursuit of organizational objectives, encompassing not only the capacity to guide and regulate work activities but also the ability to foster shared meaning, values, and positive social relationships between leaders and followers. Along with the evolution of leadership theory, a range of leadership styles has emerged, emphasizing leaders' behaviors, underlying values, and the quality of interpersonal interactions.

Transformational leadership is predicated on the premise that leaders possess the capacity to inspire, motivate, and transform the values and goals of followers, ensuring alignment with the organisation's vision. This alignment is facilitated through ideal influence, inspirational motivation, intellectual stimulation, and individual attention. (Quraishi and Aziz 2018). In addition, servant leadership focuses on employee service and development, ethical leadership emphasizes integrity and fairness, authentic leadership prioritizes authenticity and transparency, and inclusive and responsible leadership is relevant in the context of diversity, sustainability, and organizational social responsibility.

In contrast, transactional leadership focuses more on exchange relationships based on rewards and punishments. Although effective in ensuring compliance with formal tasks, this leadership style is relatively less capable of encouraging extra-role behaviors among employees, such as Organizational Citizenship Behavior (OCB).

2.3 The Relationship Between Leadership Style And Organizational Citizenship Behavior

Empirical studies indicate that leadership style is a key factor in influencing employees' Organizational Citizenship Behavior (OCB), especially through leaders' capacity to foster trust, offer support, and demonstrate concern for employee well-being. (Farid et al. 2020; Huang et al. 2021). Transformational leadership is consistently reported as a strong predictor of OCB due to its ability to increase employees' affective commitment, work engagement, and intrinsic motivation (Halim, Halim, and Elsawy 2023; Jufrizen et al. 2023; Nurjanah et al. 2020) (Nurjanah et al., 2020; Halim et al., 2023; Jufrizen et al., 2023).

Moreover, servant, ethical, authentic, and inclusive leadership styles have been shown to positively affect OCB, although their effects are generally indirect and operate through psychological and organizational mechanisms such as trust, job satisfaction,

organizational commitment, self-efficacy, as well as organizational culture and (Cheng et al. 2025; Khan et al. 2020). In contrast, empirical findings regarding transactional leadership are inconsistent, indicating that elements such as organizational setting, national culture, industry characteristics, and individual employee differences substantially influence how effectively leadership styles promote Organizational Citizenship Behavior (OCB) (Donkor et al., 2023; Nurtjahjani et al., 2023).

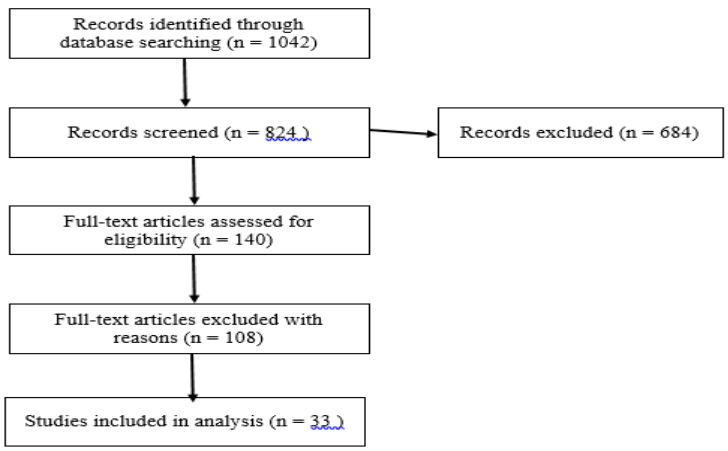
2.4 Theoretical Foundations of the Relationship between Leadership and OCB

The relationship between leadership styles and OCB is typically explained through several major theoretical frameworks, particularly Social Exchange Theory and theories of work motivation (Blau, 1964; Farid et al., 2020; Huang et al., 2021). Social Exchange Theory posits that when employees perceive fair treatment, support, and appreciation from their leaders, they are likely to reciprocate through positive behaviors that go beyond formal job requirements, including OCB. Furthermore, motivation theory and social identification theory help explain how inspirational and ethical leadership can cultivate employees' sense of belonging, meaningfulness at work, and emotional attachment to the organization.

Within value-based leadership approaches such as ethical and authentic leadership, social learning theory suggests that employees tend to model their behavior after leaders who serve as role models. Consequently, leaders' ethical and prosocial actions can stimulate the development of OCB among employees. The integration of these theoretical perspectives demonstrates that the relationship between leadership and OCB is multidimensional and cannot be adequately explained by a single theoretical framework.

3. RESEARCH METHOD

3.1 Prisma Diagram



3.2 Research Type and Design

This research employs a Systematic Literature Review (SLR) approach to examine, evaluate, and synthesize empirical findings related to the association between various leadership styles and Organizational Citizenship Behavior (OCB). The SLR process is conducted in accordance with PRISMA guidelines, involving a systematic sequence of literature identification, selection, screening, and synthesis to ensure the results are rigorous, transparent, and replicable.

This study employs a Systematic Literature Review (SLR) approach to examine, evaluate, and consolidate empirical findings related to the association between various leadership styles and Organizational Citizenship Behavior (OCB). The review process is conducted in accordance with PRISMA guidelines, involving clearly defined stages of literature identification, selection, screening, and synthesis, thereby ensuring that the outcomes are methodologically rigorous, transparent, and reproducible.

3.3 Sources and Process of Data Collection Identification

The research data was sourced from scientific articles published in reputable international journals. There were 1042 studies identified, including SAGE, Taylor & Francis, Emerald Insight, Springer Open, Frontiers in Psychology, and Cogent Business & Management. The search was conducted by tracing articles that directly discussed the relationship between leadership styles such as transformational, authentic, ethical, inclusive, servant, and responsible leadership with OCB or OCBE, such as research using the keywords “leadership” AND “organizational citizenship behavior” OR “transformational leadership AND OCB” OR “servant leadership AND OCB” (Farid et al. 2020; Hamdani et al. 2024; Huang et al. 2021; Ruiz-Palomino et al. 2023).

3.4 Inclusion and Exclusion Criteria

To ensure the relevance and quality of the studies reviewed, this research defined several inclusion criteria. Accordingly, only articles that provide a comprehensive examination of the relationship between leadership style and Organizational Citizenship Behavior (OCB) or Organizational

Citizenship Behavior for the Environment (OCBE) were considered eligible for analysis. Additionally, the articles used were published between 2010 and 2025, used quantitative and mixed methods, and were published in peer-reviewed journals to ensure their scientific validity. Meanwhile, articles that do not focus on the variables of leadership and OCB, do not use empirical methods, or do not meet adequate methodological reporting standards will be excluded from the analysis process. The application of these inclusion and exclusion criteria allows for rigorous literature screening so that only high-quality and relevant studies are included in the SLR.

3.5 Data Screening and Extraction Techniques

Articles that met the inclusion criteria were then screened again through an in-depth evaluation of the suitability of the focus variables, the clarity of the research design, and the feasibility of the analysis techniques used, such as Structural Equation Modeling (SEM), regression, or PLS-SEM. The researchers also assessed the completeness and quality of empirical result reporting to ensure that the data presented could be analyzed comparatively. The study selection process in this research followed the PRISMA guidelines. Of the 1,042 articles identified through scientific database searches, 824 articles were screened based on their titles and abstracts, with 684 articles excluded because they were irrelevant. Next, 140 articles were analyzed in full, and 108 articles were excluded because they did not meet the inclusion criteria. Thus, 33 articles were deemed eligible and used in the Systematic Literature Review analysis. After the screening process, data was extracted from each article by noting important components, including the leadership style studied, the mediation and moderation variables used, such as trust, affective commitment, self-efficacy, or organizational culture, as well as the main empirical results and research context. This extraction process aimed to provide structured data to facilitate the synthesis process in the next stage.

3.6 Number of Articles Analyzed

Based on all stages of PRISMA, which include identification, selection, screening, and synthesis, 33 articles ultimately met the criteria and were analyzed in this study. These articles came from various countries, industry sectors, and research designs, ranging from education, health, hospitality, the public sector, to

private business. This diversity of sources enabled the SLR to provide a comprehensive, up-to-date, and representative picture of how different leadership styles influence OCB in various organizational contexts.

4. RESULTS AND DISCUSSION

A summary of the results of the literature analysis is displayed in the following table to offer a clear and systematic overview of study characteristics, methodological approaches, and principal findings. The inclusion of this table aims to enhance the transparency of the review process and highlight the contribution of the research.

Article Title	Author and Year	Main Variables	Research Method	Research Objectives	Main Result
Impact of Leadership Styles and OCB on Organisational Green Innovation Performance	(Abdullahi et al. 2020)	Transformational & Transactional Leadership, OCB, Green Innovation	Quantitative (SEM)	Testing the role of OCB in green innovation	OCB acts as a mediating variable in the relationship between leadership style and green innovation.
Leadership Styles and OCBE: Mediating Role of Self-Efficacy	(Ullah et al. 2021)	Responsible, Inclusive, Authentic Leadership, Self-Efficacy, OCBE	Quantitative (SEM)	Testing the psychological mechanisms of OCBE	Self-efficacy dan psychological ownership memediasi hubungan kepemimpinan dan OCBE
The Impact of Ethical Leadership on OCB in Higher Education	(Taamneh et al. 2024)	Ethical Leadership, Organizational Justice, OCB	Quantitative	Testing the role of justice moderation	OCB serves as a mediating mechanism through which leadership style influences green innovation.
From Servant Leadership to OCB (China)	(Lu et al. 2024)	Servant Leadership, POS, Relational Identification, OCB	PLS-SEM	Testing moderated mediation	SL influences OCB through a chain mediator
Transformational Leadership and OCB in Indonesian Hotels	(Jufrizen et al. 2023)	Transformational Leadership, Affective Commitment, Engagement, OCB	PLS-SEM	Testing psychological mediators	The present study hypothesises that commitment and engagement mediate the relationship between TL and OCB.

Transformational & Transactional Leadership in Construction Sector	(Nurtjahjani et al. 2023)	TL, Transactional Leadership, Job Satisfaction, OCB	Quantitative (SEM)	Testing the role of job satisfaction	TL and TrL do not have a significant direct effect on OCB.
Transformational Leadership and Self-Efficacy on Teachers' OCB	(Naz, Kousir, and Khawaja 2021)	TL, Self-Efficacy, OCB	Quantitative Survey	Testing direct and indirect effects	Transformational leadership and self-efficacy are positively associated with Organizational Citizenship Behavior.
Psychological Capital and Transformational Leadership on OCB	2023	TL, PsyCap, Work Engagement, OCB	Quantitative (SEM)	Testing the mediator of work engagement	mployee engagement acts as a mediating mechanism in the relationship between transformational leadership, psychological capital, and Organizational Citizenship Behavior.
Transformational Leadership and OCB during COVID-19	(Sultoni 2023)	TL, Job Satisfaction, OCB	Quantitative	Testing the context of online learning	Job satisfaction mediates the effect of TL on OCB
Ethical Leadership, Trust and Psychological Well-being	(Huang et al. 2021)	Ethical Leadership, Trust, Well-being, OCB	Quantitative	Testing psychological mediators	Transformational leadership (TL) and transactional leadership (TrL) do not show a significant direct impact on OCB.
Leadership Styles of School Administrators and Teachers' OCB	(Oğuz 2010)	Leadership Styles, OCB	Quantitative	Testing the influence of school leadership	This research proposes that leadership style plays a substantial role in shaping organisational citizenship behaviour (OCB).
Leadership Styles, Innovative Work	(Khan et al. 2020)	Leadership Styles, OCB, Organizational Culture	Survey	Testing the role of OCB in innovation	Organisational citizenship behaviour (OCB) functions as an

Behavior and OCB					intervening variable linking leadership practices to innovation outcomes.
Leadership Style and OCB: Emotional Intelligence as Moderator	(Abdullahi et al. 2020)	Leadership Style, EI, OCB	Quantitative	Testing the role of EI	EI moderates the influence of autocratic leadership
Supervisor Leadership Style and OCB in Hospitality	(Sajid Masood et al. 2020)	Transformational, Servant Leadership, Gratitude, OCB	Quantitative	Testing the moderating role of gratitude	Servant leadership demonstrates a more substantial impact on Organizational Citizenship Behavior (OCB).
Effect of Leadership Styles on OCB and Turnover Intention	(Ghrairi 2024)	TL, Transactional, Laissez-Faire, OCB	Quantitative	Testing leadership style relationships	Positive TL and TrL, negative laissez-faire towards OCB
Leadership Style, Job Satisfaction and OCB	(Saeed Almanbahi et al. 2025)	Democratic Leadership, MCS, Job Satisfaction, OCB	Quantitative	Testing the role of the control system	Democratic leadership increases OCB

This Systematic Literature Review synthesises findings from various studies and demonstrates that leadership style is a key determinant in influencing organisational citizenship behaviour (OCB). Most empirical findings indicate that leadership significantly affects employees' willingness to perform extra-role behaviours through various underlying psychological processes. However, prior studies also report inconsistencies in terms of effect size and statistical significance, highlighting important research gaps that warrant further investigation. Overall, these findings align with Social Exchange Theory and Motivational Theory, suggesting that leadership behaviours characterised by inspiration, integrity, and strong values foster employees' voluntary engagement beyond formal job responsibilities. (Farid et al. 2020; Huang et al. 2021; Nurjanah et al. 2020).

The results of the SLR indicate that transformational leadership is the style most consistently associated with positive outcomes for organisational citizenship behaviour (OCB). Numerous studies suggest that transformational leaders are able to

promote OCB by strengthening employees' organisational commitment, increasing work engagement, and fostering intrinsic motivation. These findings are consistent with prior research. (Gedifew and Taye 2025) which shows that the dimensions of inspiration and ideal influence of leaders encourage employees to voluntarily contribute more to the organization. The consistency of these findings is evident across various sectors and countries, so that transformational leadership is often considered the strongest predictor of OCB.

Beyond transformational leadership, both servant leadership and ethical leadership demonstrate a comparatively strong positive effect on organisational citizenship behaviour (OCB). Research (Tian et al. 2020) this study offers a distinctive contribution to the servant leadership literature by introducing a novel perspective on the mechanisms through which this leadership style fosters OCB. The findings indicate that servant leadership promotes OCB through the development of trust and high-quality leader–member relationships. Additionally, the results show that ethical leadership fosters OCB by cultivating an ethical climate and strengthening perceptions of organisational justice (Yuwono et al. 2023). Nevertheless, a number of studies indicate that the effects of these two leadership styles are not direct, but instead operate through mediating factors such as trust, job satisfaction, and perceived organisational support.

By contrast, findings regarding transactional leadership are mixed. Several studies report a positive relationship with OCB when reward mechanisms and role expectations are implemented equitably, whereas other studies indicate that transactional leadership does not significantly influence OCB due to its primary focus on task completion and formal role compliance rather than voluntary behaviours. (Donkor, Segbenya, and Ofosuhene 2023). These findings indicate that not all leadership styles automatically promote OCB, especially in highly bureaucratic or control-based organizational contexts.

In terms of research gaps, the SLR results indicate that approximately 70–80% of studies report a significant influence of leadership on OCB, while 20–30% of studies show an insignificant or conditional influence. This inconsistency is mainly due to differences in organizational context, industry sector, national culture, and variations in the use of mediators and moderators in research models. Many studies still examine the direct relationship between leadership and OCB, even though empirical evidence

shows that this relationship is more often mediated by employee psychological factors. This opens up opportunities for further research using a more comprehensive structural model approach.

This systematic literature review also reveals geographical gaps in the existing research. Studies examining the relationship between leadership style and OCB are predominantly conducted in Asian contexts, including China, Indonesia, Pakistan, Malaysia, and Jordan. Although some research has been carried out in European countries, the volume remains comparatively small, while empirical evidence from North America, Latin America, and Sub-Saharan Africa is still scarce. The concentration of studies in developing countries suggests that leadership and OCB are frequently investigated within dynamic and transitional organisational settings; however, the extent to which these findings can be generalised to developed-country contexts remains limited.

5. CONCLUSION AND RECOMMENDATIONS

A thorough systematic literature review encompassing 33 empirical studies was undertaken, and the findings demonstrate that leadership style plays a strategic role in fostering Organizational Citizenship Behaviour (OCB) among employees across diverse organisational settings. Transformational leadership emerged as the most consistent and influential style in promoting OCB, primarily through mediating factors such as affective commitment, work engagement, trust, and job satisfaction. Furthermore, servant, ethical, authentic, and inclusive leadership styles were also found to positively affect OCB; however, these effects were largely indirect and strongly shaped by organisational contexts and individual employee characteristics. Conversely, transactional leadership shows inconsistent results, limiting its effectiveness in encouraging extra-role behavior among employees. Therefore, organizations are advised to develop leadership styles that are oriented towards values, interpersonal relationships, and employee empowerment in order to create a work environment conducive to OCB. For future research, it is recommended to develop a more comprehensive conceptual model by including mediation and moderation variables, expanding the geographical context of the research, and using longitudinal and mixed methods approaches so that the dynamics of the relationship between leadership and OCB can be understood more deeply and sustainably.

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