

A Systematic Literature Review of Transformational, Transactional and Laissez-Faire Leadership Styles on Organization Citizenship Behavior

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Abstract: *This Systematic literature review explores the impact of Transformational, Transactional Laissez-faire leadership on Organizational Citizenship Behavior (OCB). Leadership styles are hugely important in determining behavior of the employees and OCB is a critical factor in augmenting organizational effectiveness. By carrying out a rigorous analysis of Scopus-indexed and other high-quality academic sources, this research integrates findings that are empirical in nature so that it is possible to see how Transformational, Transactional Laissez-faire leadership influence on the OCB of employees over and above the roles they play in their jobs. However, the review acknowledges that Transactional leadership sometimes may lead to different results depending on how reward systems and expectations are clear, whereas transformational leadership will always increase OCB by inspiring and motivating employees. Conversely, Laissez-faire leadership is mostly passive and non-interventionist and often has a negative effect on OCB. By gaining specific insights from Indian organizational settings, this research paper can identify surrounding circumstances that moderate such relationships. This review brings together a cacophony of views to the school of leadership and is a valuable lesson for managers attempting to encourage OCB through adaptive leadership. The review also suggests that future research should fill in such gaps as longitudinal effects and cross-cultural comparisons.*

Keywords: Laissez-faire leadership, transactional leadership, transformational leadership, organizational citizenship behavior (OCB), leadership styles, Review of the Systematic Literature

1. Introduction

The concept of OCB was introduced by Dennis W. Organ and was formally defined in academic literature in 1983. He identified five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. One major factor in workplace effectiveness that has received much attention in recent management research is organizational citizenship behavior (OCB), which increases cooperation, task performance, and a positive organizational climate (Organ 1988). OCB is defined as extra-role, discretionary behaviors that are not part of an employee's formal job description, and it is critical for improving employee job attitudes, group cohesion, and organizational productivity (Podsakoff et al. 2000). Because of its widespread effects, researchers have made much effort to determine the sources of OCB, and one of the most important reasons they have identified is leadership style (Yukl 2013). Leaders who influence employees directly affect the OCB of employees.

Employee behavior, motivation and voluntary effort seem to be greatly influenced by leadership which is a fundamental force in organization dynamics. A strong framework for analyzing the effects of the three distinct leadership philosophies transformational, transactional, and laissez faire on OCB has been offered by Bass's (1985) Full Range Leadership Model. Transformational leadership which is typified by vision, inspiration and individualized consideration encourages intrinsic motivation and a strong sense of organizational commitment; hence it has been repeatedly associated with higher levels of OCB (Podsakoff et al., 1990). Transactional leadership, by contrast, uses

management-by-exception and contingent rewards and tends to be dependent on how clear expectations are and how fair reward systems are viewed (Wang et al., 2011). By contrast, Laissez-Faire leadership, defined as no leadership or deflective leadership, has been found to result in lower levels of OCB due to lack of guidance, employee withdrawal, and organizational ambiguity (Judge & Piccolo, 2004).

Notwithstanding a wide body of research on leadership and OCB, substantial lacunae, particularly with regard to the contextual and cultural moderators that affect these relationships, continue to exist. Most of the previous literature has been developed in Western contexts, with relatively limited exploration in non-Western economies, such as India, where hierarchical structures and collectivist orientations may substantially alter leadership-OCB dynamics (Parboteeah et al., 2012). Additionally, empirical findings on the leadership-OCB nexus have been inconsistent, denoting the need for a systematic synthesis of the existing evidence to clarify these variations and identify promising avenues for future research. In order to address these gaps, the study conducts a systematic literature review (SLR) to aggregate and evaluate the body of knowledge connected to the influence of transactional, transformational, and laissez-faire leadership styles on OCB. This review aims at three major goals with high-impact, peer-reviewed research published in Scopus and other reputable academic databases. The first goal is to evaluate the direction and the strength of the relationships between OCB and various leadership philosophies. The second goal is to study contextual elements that moderate these relationships (i.e., sectoral, organizational, and cultural differences). By using the evidence from developing countries such as India, where

leadership dynamics and workplace expectations differ from the Western paradigms, the third goal is to identify the current research gaps and suggest the future research courses.

Not only does the report provide theoretical insights, but it also offers practical recommendations for managers that would like to use evidence-based techniques to influence the non-obligatory performance of employees in a way that is beneficial for the economic effectiveness of the organization. Therefore, the research will contribute to the development of

potential leaders and the popularization of the principles of effective leadership by presenting the results of the empirical study of effective leadership and its implications for the economy without unnecessary sensationalism.

2. Objectives & Research Questions

The Detailed Questions and Objectives are mentioned in below table:

Table 1

Research Questions	Research Objectives
RQ1: What is the influence of transformational transactional and laissez-faire leadership styles on organizational citizenship behaviors (OCB)	RO1: To examine the relationship between various Transactional, transformational and laissez-faire leadership styles and employees' engagement in OCB.
RQ.2 Which type of leadership (transformational, transactional and laissez-faire leadership) best cultivates OCB?	RO2: To identify the which in above mentioned approach that maximizes voluntary employee contributions beyond formal job roles.
RQ3: What do the globalization challenges and opportunities result in the relationship between the transformational, transactional, laissez faire leadership and OCB?	RO3: To analyze how cultural diversity, remote work, and cross-cultural dynamics affect leadership effectiveness in promoting OCB.

Source – Prepared by authors

3. Methodology

To synthesize previous research on the effects of transformational, transactional, and laissez-faire leadership styles on Organizational Citizenship Behavior (OCB), this study uses a systematic literature review (SLR) approach. Transparency, rigor, and reproducibility are ensured by adhering to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines (Moher et al., 2009).

Using Boolean combinations of key terms related to leadership styles ("transformational leadership," "transactional leadership," "laissez-faire leadership"), outcome variables ("Organizational Citizenship Behavior," "OCB," "extra-role behavior"), and contextual factors ("workplace," "employee behavior," "organizational performance"), the study employed a thorough search strategy across multiple academic databases, including Scopus, Web of Science (WoS), Google Scholar (for supplementary sources), and ProQuest (for business and management journals) The study employs a qualitative synthesis approach to systematically analyze peer-reviewed literature, aiming to identify recurring patterns, contradictions, and existing gaps in the research landscape. This review process follows a structured methodology, beginning with the identification of relevant studies through comprehensive database searches. Subsequently, a rigorous screening process is conducted based on predefined inclusion and exclusion criteria to ensure the selection of high-quality and contextually relevant research. Data extraction and thematic analysis are then employed to categorize findings, facilitating a nuanced understanding of the relationship between leadership styles and Organizational Citizenship Behavior (OCB). The inclusion criteria for this study encompass peer-reviewed journal articles, including empirical studies, theoretical frameworks, and systematic review papers, to provide a holistic perspective on the subject. To maintain consistency in analysis, only studies published in English are considered. Furthermore, the research focuses on literature that explicitly examines the direct or indirect

relationship between leadership styles and OCB, incorporating studies from diverse geographical contexts, including India, to capture potential cultural variations in leadership-OCB dynamics. Conversely, the exclusion criteria ensure methodological rigor by eliminating non-peer-reviewed sources such as conference papers, editorials, and theses, which may lack the necessary academic validation. Studies that do not explicitly measure OCB as an outcome variable are also excluded to maintain research relevance. Additionally, duplicate or overlapping studies are systematically removed to prevent redundancy and ensure a comprehensive yet distinct synthesis of the available literature. This methodological approach guarantees that the review will continue to be solid, pertinent to the context, and in line with current academic discourse. As stated below, prisma flow provides a detailed explanation of the search, screening, inclusion, and exclusion processes.

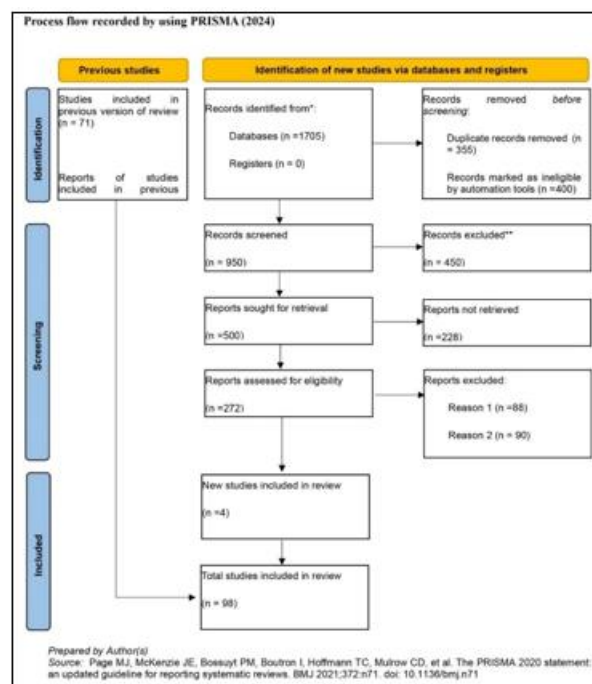


Figure 1: Source – Prepared by author

Source: *Generated by the author using biblioMagika® (Ahmi, 2024)*

4. Finding

This research finding examined various tools specifically by using biblioMagika®2.9.1 for analysis of trends, journals, authors, institution which will help for future research in same direction.

4.1 Cumulative Growth of Publications Over Time (1995-2025)

Publication growth on this topic over the years is shown in the figure. It can be seen that researchers' interest in the leadership and OCB domain is increasing. Significant changes begin after 2013 and rise sharply after 2019 (Covid-19).

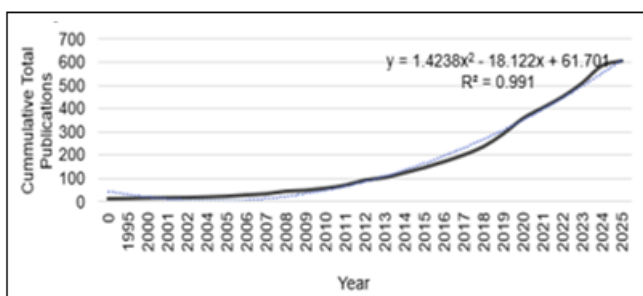


Figure 2: Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)

5.2 Most productive journals

Table 2 compares the source productivity. The most productive source is the Journal of Business ethics. It reached the top in productivity index. It was a source of highly cited research articles on both leadership and OCB. Current Psychology is the 20th productive journal. It published research articles on the same topic. Analysis table 5 attached in annexure.

5.3 Productivity Patterns of Authors and Research Contributions using lokta’s Law

Examining table 4, we can see the productivity pattern is very interesting. More importantly, there are a lot of opportunities to go extra mine and become highly productive in this domain. Looking at the data, we can see that the authors are dominated by the single-paper authors more than by the Lotka’s law. The data suggests that in this dataset most authors contributed once, making the prolific authors, based on multiple papers, to be fewer than expect.

Table 2: Productivity Patterns of Authors and Research Contributions

Document Written	N. of Authors	Proportion of Authors	Total N. of Contributions	Lotka's Law
1	467	80.94%	467	60.00%
2	68	11.79%	136	15.00%
3	30	5.20%	90	6.67%
4	12	2.08%	48	3.75%
Grand Total	577	100.00%	741	85.42%

5.4 Institutions

Shown in Figure 5 is the analysis of institutional research productivity across countries. One leading contributor is Israel. The University of Haifa and Bar-Ilan University are publishing at the highest rates. This shows that there is a strong, high-impact research presence in the country. Detailed analysis table 6 is presented in annexure.

5. Results

5.1 Definitions & Theoretical Framework

5.1.1 Transformational Leadership – Introduced by Burns (1978) and expanded by Bass (1985), transformational leadership emphasizes vision, inspiration, intellectual stimulation, and individualized consideration. Transformational leaders encourage employees to exceed expectations by fostering intrinsic motivation and personal development.

5.1.2 Transactional Leadership – In contrast to transformational leadership, Bass (1990) described transactional leadership as a style based on structured tasks, rewards, and punishments. Leaders using this approach focus on maintaining efficiency and meeting predetermined objectives through contingent reinforcement.

5.1.3 Laissez-faire leadership - Laissez-faire leadership is a non-interventionist leadership style characterized by a hands-off approach, where leaders provide minimal guidance and allow employees to make decisions independently. Bass and Avolio (1994)

5.1.4 Organization Citizenship Behavior - Organ (1988) defined OCB as individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization.

5.2 Theoretical foundation of OCB is rooted in:

5.2.1 Social Exchange Theory (SET) – Blau (1964) proposed that workplace relationships are based on reciprocity, where employees exhibit OCB in response to fair treatment, trust, and support from leadership. When employees perceive organizational justice, they are more likely to contribute voluntarily.

5.2.2 Organizational Justice Theory – Developed by Greenberg (1987), this theory explains how perceptions of fairness in leadership, resource allocation, and decision-making influence employees’ discretionary behaviors. Leaders who demonstrate fairness and ethical decision-making encourage higher levels of OCB.

5.3.3 Motivation and Commitment Theories – Studies by Deci and Ryan (1985) on self-determination theory and Meyer

and Allen (1991) on organizational commitment suggest that employees with intrinsic motivation and strong emotional attachment to their organization are more likely to engage in OCB.

5.5.4 Five-Dimension Model of OCB (Organ, 1997) – OCB is categorized into five key behaviors: Altruism (helping colleagues with tasks) Conscientiousness (going beyond minimum job requirements) Sportsmanship (maintaining a positive attitude) Courtesy (preventing work-related conflicts) Civic Virtue (participating in organizational governance)

Leadership and Organizational Citizenship Behavior (OCB) are two critical constructs in organizational behavior that influence workplace effectiveness and employee engagement. Leadership styles define how leaders interact with their subordinates, shape organizational culture, and drive performance, while OCB encompasses voluntary behaviors that contribute to organizational success beyond formal job requirements.

6. Empirical Evidence

Organizational Citizenship Behavior (OCB) can be defined as voluntary and discretionary employee behavior that supports the general effectiveness and success of an organization. Transformational, transactional, and laissez-faire leadership styles are key to inducing such behaviors. This response explains how these leadership styles influence OCB in organizational contexts according to findings of applicable research studies.

6.1 Transformational Leadership and OCB

Transformational leadership has been found to stimulate and inspire workers to do beyond their job requirement. Transformational leadership is characterized by vision, intellectual stimulation, and individualized consideration. Again and again, research has found that transformational leadership has positive and significant effects on OCB.

6.1.1 Direct Impact on Organizational Citizenship Behavior: Transformational leadership has been found to have a strong impact on organizational citizenship behavior (OCB) through the development of a purpose and commitment in the workforce. For instance, in manufacturing automotive parts, transformational leadership was found to be a strong predictor of OCB, and charismatic influence was the strongest determinant of this kind of leadership (Pinthapataya & Nilkham, 2024). Similarly, in the hospitality sector, transformational leadership had a positive impact on work engagement, which, in turn, mediated its relationship with OCB (Barkat et al., 2023).

6.1.2 The Mediating Role of Employee Engagement and Job Satisfaction: Transformational leadership affects organizational citizenship behavior (OCB) indirectly by exerting its influence on mediating variables, of which primarily employee engagement and job satisfaction are documented. For example, in the field of Philippine education institutions, studies have found transformational leadership boosts job satisfaction, which in turn acts as a mediator of transformational leadership's positive effect on OCB

(Villegas-Puyod et al., 2024). Similarly, in banks, employee engagement has also emerged as a mediating variable for transformational leadership and OCB (Fallash et al., 2024). Apart from this, transformational leadership is a strong determining factor of organizational climate and work life quality (QWL) as well, creating a desirable organizational climate at the same time and improving quality of work life (QWL). Indonesian research has found QWL to act as a partial mediator between transformational leadership and organizational citizenship behavior (OCB), highlighting work-life balance to be a salient factor to foster citizenship behavior (Heridiansyah et al., 2024).

6.2 Transactional Leadership and OCB

Transactional leadership, however, is grounded in an exchange relationship between the subordinates and managers, in which rewards depend on performance. Transactional leadership is also a generator of OCB, though less than transformational leadership.

6.2.1 Positive Influence on Organizational Citizenship Behavior:

Transactional leadership has been found to have a positive influence on organizational citizenship behavior (OCB), especially through contingent rewards and management by exception. For instance, in the case of travel agencies, it was shown that contingent rewards significantly influenced altruism, conscientiousness, and civic virtue, which are critical elements of OCB (Kim et al., 2012). Likewise, in a study of the Egyptian hospitality sector, it was discovered that while transactional leadership directly influenced OCB, this was comparatively weaker than transformational leadership (Halim et al., 2023).

6.2.2 Mediating Role of Empowerment:

Empowerment has been found to be a partial mediator between transactional leadership and OCB. Empowerment was found to mediate between transactional leadership and OCB in a study of the travel agency industry, which indicates that transactional leaders can increase OCB by empowering employees (Kim et al., 2012).

6.2.3 Contrast with Transformational Leadership:

While transactional leadership can enhance organizational citizenship behavior (OCB), it is usually less efficient than transformational leadership in producing such behaviors. For instance, within the automobile industry, transactional leadership was a significant predictor of OCB; however, its effect was lower than that of transformational leadership (Zhang & Segumpan, 2024).

6.3 Laissez-Faire Leadership and OCB

Laissez-faire leadership is defined by a hands-off style, where the leaders avoid decision-making and offer less guidance or support. This leadership style has been found to be consistently linked with lower levels of OCB.

6.3.1 Negative Impact on OCB: Empirical research indicates a negative relationship between laissez-faire leadership and organizational citizenship behavior (OCB). For example, in the education sector, specifically in the case of school teachers, laissez-faire leadership has been found to be

associated with the lowest OCB compared to transformational and transactional leadership styles (Ali & Waqar, 2013). Even in the automotive sector, laissez-faire leadership has been found to be an inconsistent predictor of OCB, showing that this specific style of leadership is incapable of fostering positively citizenship behaviors (Zhang & Segumpan, 2024).

6.3.2 Deficits in Involvement and Motivation:

Characteristic of laissez-faire leadership is a lack of involvement and support, which in turn results in low employee motivation and involvement, hence perpetuating a decline in organizational citizenship behavior (OCB). For instance, in the Malaysian business context, laissez-faire leadership was, in turn, observed to have a negative effect on OCB, quoting the necessity of active leadership in instilling citizenship behaviors (Lian & Tui, 2012).

6.4 Mediating and Moderating Factors in the Leadership-OCB Relationship

The relationship between leadership style and OCB is often mediated and moderated by a variety of factors, including job satisfaction, employee commitment, and organizational climate.

6.4.1 Employee Engagement: Employee engagement has been identified as a mediating variable in the relationship between leadership style and OCB. For example, in hospitality, work engagement was employed as a mediator of the relationship between transformational leadership and OCB, and the results showed that engaged employees are more likely to exhibit citizenship behaviors (Barkat et al., 2023).

6.4.2 Job Satisfaction: Job satisfaction is also a significant mediator of the leadership-OCB relationship. In the Philippine educational context, job satisfaction was found to mediate the transformational leadership-OCB relationship, with employee well-being being a significant element in the development of citizenship behaviors (Villegas-Puyod et al., 2024).

6.4.3 Organizational Climate: Organizational climate is also a moderator of leadership style and OCB. For example, in the automotive parts production sector, positive organizational climate was found to enhance the impact of transformational leadership on OCB (Pinthapataya & Nilkham, 2024).

6.5 Industry-Specific Insights

The impact of leadership styles on OCB can vary across industries and organizational contexts.

6.5.1 Hotel Industry: Transformational leadership emerged as a reliable motivator for OCB among Egyptian hospitality organizations, while transactional leadership had less foreseeable effect (Halim et al., 2023).

6.5.2 Banking Sector: Transformational leadership in the banking sector was seen to enhance OCB through employees' involvement, while transactional leadership had a weaker effect (Fallash et al., 2024).

6.5.3 Manufacturing Industry: Transformational leadership in the manufacturing industry was found to have a direct and positive effect on OCB, and charismatic influence was the most important factor of this leadership (Pinthapataya & Nilkham, 2024). The nature of industry is major mediating variable that should be considered for future research as bellow discussed in detail.

7. Discussion

The objective of this paper was to identify and investigate ways and means of directing leadership styles and OCB research by articulating clear future research through conceptual frameworks, hypothesis supported by sound theoretical frameworks, empirical evidence, and systematic bibliometric analysis, this paper endeavored to identify and investigate ways and means of directing leadership styles and OCB research. Prisma format is used to document the flow of the process, and bibliomagika (2024) is used to analyze the findings and trends. The authors use the Zetro tool to cite and define the findings accordingly. Transformational leadership is the most potent motivator of Organizational Citizenship Behavior (OCB) by instilling employee motivation, engagement, and commitment. Empirical evidence from industries like hospitality, banking, and manufacturing recognizes that transformational leaders, through vision and individualized consideration, instill an environment where employees exceed formal job expectations willingly (Barkat et al., 2023; Fallash et al., 2024; Pinthapataya & Nilkham, 2024). Mediators like job satisfaction, employee engagement, and quality of work life further enhance this relationship (Villegas-Puyod et al., 2024; Heridiansyah et al., 2024). Transactional leadership, however, based on contingent rewards and formal task management, has a relatively weaker but positive impact on OCB, primarily when empowerment acts as a mediator (Kim et al., 2012; Halim et al., 2023). Although effective in maintaining efficiency, transactional leadership fails to instill discretionary behaviors as powerfully as transformational leadership (Zhang & Segumpan, 2024).

In contrast, since workers are not provided with enough direction, encouragement, or support, laissez-faire leadership always impacts OCB negatively or insignificantly. Disengagement and low willingness to do more than what is assigned to them are the consequences of laissez-faire leadership (Ali & Waqar, 2013; Lian & Tui, 2012; Zhang & Segumpan, 2024). Fairness, intrinsic motivation, and organizational climate all impact leadership's impact on OCB (Greenberg, 1987; Blau, 1964; Deci & Ryan, 1985). While formal settings like manufacturing equally benefit from the combined effect of both transformational and transactional leadership, the very interpersonal in nature like banking and hospitality are most helped by transformational leadership (Halim et al., 2023; Fallash et al., 2024; Pinthapataya & Nilkham, 2024). In order to maximize OCB as well as overall office productivity, the findings highlight leadership strategies that are in line with organizational objectives and worker expectations. Organizational Citizenship Behavior (OCB) and leadership styles are clearly related, according to the literature currently in publication. Transformational leadership is shown to be the most successful in encouraging employees to make voluntary contributions, whereas laissez-faire leadership continuously discourages these kinds of actions. Transactional

leadership exhibits conditional effectiveness through contingent rewards, despite having a smaller impact than transformational approaches. However, a number of gaps still need to be filled, especially in non-Western settings like India where these interactions may be particularly shaped by globalization and cultural dynamics. In order to establish causality, future research should focus on longitudinal studies. It should also investigate how leadership-OCB dynamics are being redefined by digital transformation and hybrid work models, as well as industry-specific differences between the manufacturing and service sectors. By examining the relationship between OCB and leadership styles in India's changing workplace environment, this study helps close these gaps, offering practical insights for leaders aiming to cultivate proactive, engaged workforces in an era of organizational flux.

8. Future Research Direction

This research identifies and gives clear direction for future research with conceptual model prepared by authors, Hypothesis development, Research objectives and questionnaire Research questionnaire Instruments. This will help for future researcher to conduct cross-sectional, longitudinal and Sector-Specific and Role-Based Analysis using Mediating and Moderating Variables.

9. Conceptual Research Model

This research objectives are examined in this conceptual model. Transformational, transactional and laissez-faire leadership styles are considered as independent variables (IV). In this model OCB serves as the dependent variable (DV). OCB is operationalized through five distinct dimensions: altruism, conscientiousness, courtesy, sportsmanship and civic virtue.

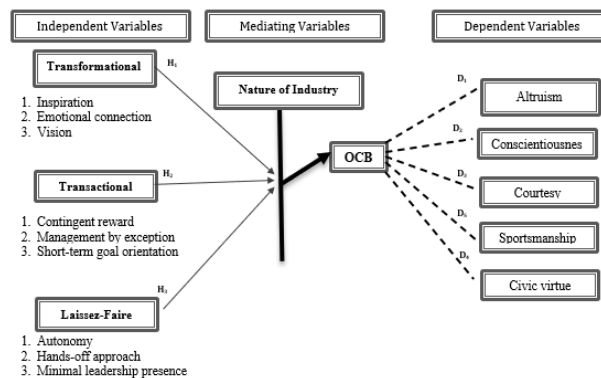


Figure 2. Source – Prepared by authors
 H1 – Hypothesis one, H2 – Hypothesis two, H3 – Hypothesis three, D1 – Dimension one, D2 – Dimension two, D3 – Dimension three, D4 – Dimension four, D5 – Dimension Five

10. Hypothesis development

The hypothesis are developed based on direct, indirect intradisciplinary relationships between variables as follows.

H₁ – Transformational leadership has statistically significant impact on Organizational Citizenship Behavior (OCB)

H₂ – Transactional leadership has statistically significant impact on Organizational Citizenship Behavior (OCB)

H₃ – Laissez-Faire leadership has statistically significant impact on Organizational Citizenship Behavior (OCB)

In future research grouping variable must be considered and sub-dependent variable hypotheses should be made according to purpose and aim of research by studying above conceptual model.

Moderating Variables : The relationship of independent and dependent variables is influenced with many factors so that future researchers should study and use Moderating variables. For example, type of organization.

Instruments for measuring the variables in future research

Table 3

Variable	Measurement Tool	Description	Reliability & Validity	Questionnaire Adopted
Leadership Styles	Multifactor Leadership Questionnaire (MLQ)	Assessed transformational, transactional, and laissez-faire leadership	Cronbach's $\alpha > 0.80$ (established validity in prior studies)	(MLQ)
OCB	Organizational Citizenship Behavior Scale (OCBS)	Measured altruism, conscientiousness, courtesy, sportsmanship, civic virtue	Cronbach's $\alpha > 0.85$ (validated in cross-cultural studies)	(OCBS)

Source: Prepared by authors

11. Conclusion

This systematic literature review highlights the significant influence of transformational, transactional, and laissez-faire leadership styles on Organizational Citizenship Behavior (OCB). The findings demonstrate that transformational leadership is the most effective in fostering OCB by inspiring employees, enhancing intrinsic motivation, and creating a supportive organizational climate. Empirical evidence from various industries, including manufacturing, hospitality, and banking, consistently supports its positive impact, mediated by factors such as job satisfaction, employee engagement, and organizational justice.

In contrast, transactional leadership exhibits a conditional but weaker effect on OCB, largely dependent on structured reward systems and empowerment. While contingent rewards

can encourage discretionary efforts, this leadership style lacks the motivational depth of transformational approaches. Meanwhile, laissez-faire leadership consistently undermines OCB due to its passive nature, leading to reduced employee involvement, motivation, and organizational commitment. The study also identifies key mediators—such as job satisfaction, work engagement, and organizational climate—that strengthen the leadership-OCB relationship. Industry-specific variations further suggest that leadership effectiveness may differ across sectors, emphasizing the need for adaptive leadership strategies.

12. Limitations

1) The study's reliance on Web of Science and Scopus might have limited the findings' comprehensiveness by

- excluding pertinent studies from emerging sources or regional databases.
- 2) The review might have missed important non-English research, especially from non-Western cultural contexts, by limiting its inclusion to English-language publications.
 - 3) Due to the dynamic nature of leadership research, older foundational works may not be adequately represented in the analysis, and more recent advancements may not be fully captured.
 - 4) Direct comparison and synthesis are made more difficult by differences in how leadership styles and OCB are operationalized across studies (e.g., different measurement scales).
 - 5) The findings may not be as applicable to non-Western contexts, especially collectivist cultures, due to the literature's preponderance of Western organizational contexts.
 - 6) The general knowledge of leadership-OCB relationships may be distorted by the possible overrepresentation of studies with noteworthy findings in published literature.
 - 7) Because of the qualitative character of the systematic review, statistical analysis of moderating variables and quantitative analysis of effect sizes are not possible.
 - 8) Because source studies were not consistently examined, the review was unable to fully account for all potential mediators (such as employee motivation and trust).
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13. Recommendations

Table 4

Leadership Style	Impact on OCB	Key Mediators/ Moderators	Key References
Transformational	Direct and strong positive effect	Job satisfaction, engagement, climate	Barkat et al., 2023; Heridiansyah et al., 2024; Pinthapataya & Nilkham, 2024
Transactional	Moderate positive effect	Empowerment, contingent rewards	Kim et al., 2012; Halim et al., 2023
Laissez-Faire	Negative effect	Low involvement, weak motivation	Ali & Waqar, 2013; Lian & Tui, 2012

Source: Prepared by authors

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Annexure

Source 1

Table 5

Most Productive Institutions

Institution Name	Country	TP	NCP	TC	C/P	C/CP	h	g	m
University of Haifa	Israel	5	5	446	89.20	89.20	5	5	0.263
Swinburne University of Technology	Viet Nam	5	5	138	27.60	27.60	5	5	0.714
Gachon University	South Korea	5	4	34	6.80	8.50	3	5	0.429
California State University	Ecuador	4	4	373	93.25	93.25	4	4	0.250
Bar-Ilan University	Israel	4	4	121	30.25	30.25	3	4	0.250
Zhejiang University	Saudi Arabia	4	4	124	31.00	31.00	4	4	0.444
University of Tehran	Iran	4	3	120	30.00	40.00	3	4	0.333
Wuhan University	China	3	3	41	13.67	13.67	2	3	0.167
The Hebrew University of Jerusalem	Israel	3	3	73	24.33	24.33	3	3	0.429
Huazhong University of Science and Technology	China	3	3	268	89.33	89.33	3	3	0.300

Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)

Note: TP=total number of publications; NCA=number of contribution authors; NCP=number of cited publications; TC=total citations; C/P=average citations per publication; C/CP=average citations per cited publication; h=h-index; g=g-index, m=m-index.

Source 2

Table 6

Most Productive Source Title

Source Title	TP	NCA	NCP	TC	C/P	C/CP	h	g	m
Journal of Business Ethics	16	49	15	1515	94.69	101.00	14	16	0.933
Leadership and Organization Development Journal	15	28	14	430	28.67	30.71	9	15	0.818
Frontiers in Psychology	13	56	13	376	28.92	28.92	9	13	1.000
Leadership Quarterly	12	33	12	1739	144.92	144.92	12	12	0.571
Sustainability (Switzerland)	12	46	12	182	15.17	15.17	7	12	0.875
Personnel Review	10	26	10	508	50.80	50.80	9	10	0.474
SAGE Open	7	21	6	302	43.14	50.33	6	7	1.000
Cogent Business and Management	7	18	7	91	13.00	13.00	4	7	0.667
Social Behavior and Personality	7	21	6	76	10.86	12.67	5	7	0.417
Journal of Psychology: Interdisciplinary and Applied	6	13	6	562	93.67	93.67	6	6	0.353
Journal of Business Research	6	18	6	215	35.83	35.83	6	6	0.500
Quality - Access to Success	6	22	5	28	4.67	5.60	2	5	0.400
Group and Organization Management	5	15	5	348	69.60	69.60	5	5	0.333
International Journal of Educational Management	5	10	4	88	17.60	22.00	4	5	0.267
International Journal of Productivity and Performance Management	5	17	5	175	35.00	35.00	5	5	0.500
Journal of Applied Psychology	5	13	5	979	195.80	195.80	5	5	0.227
Journal of Management Development	5	11	5	134	26.80	26.80	5	5	0.833
Academy of Management Annual Meeting Proceedings	5	16	2	11	2.20	5.50	2	3	0.100
Current Psychology	5	17	3	28	5.60	9.33	3	5	0.273

Source: Generated by the author(s) using biblioMagika® (Ahmi, 2024)