Transformational Leadership and Organizational Citizenship Behavior: A Decade of Scientific Inquiry through a Bibliometric Analysis (2015-2024).

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Abstract

This article presents a comprehensive bibliometric study of the scientific literature examining the relationship between transformational leadership and organizational citizenship behavior (OCB) over the period 2015–2024. Drawing on a corpus of 376 publications retrieved from the Web of Science database, the analysis highlights a continuous growth in academic research on this topic, revealing a progressive structuring of the field around key concepts such as work engagement, organizational justice, leader–member exchange, and social exchange theory. Using the VOSviewer software, the study maps the principal research trends, identifies the most influential authors, countries, and publishers, and highlights both dominant themes and emerging perspectives. The findings emphasize the central role of transformational leadership in fostering discretionary behaviors within organizations, while also underscoring the need to broaden analytical approaches to encompass diverse cultural and sectoral contexts, particularly in a rapidly evolving world of work.

Keywords: Transformational leadership, Organizational citizenship behavior, Bibliometrics, Social exchange, Organizational performance.

Introduction

In an organizational context increasingly characterized by volatility, complexity, and a continuous demand for agility, conventional management paradigms rooted in hierarchical control, punitive sanctions, and transactional reward systems are proving progressively inadequate. These traditional approaches, once effective in stable and predictable environments, struggle to foster the engagement, creativity, and resilience required in today's dynamic workplaces. In response to these challenges, scholarly literature has increasingly turned its attention to leadership models that emphasize vision, inspiration, and the mobilization of human potential around shared objectives and values.

Among these, the concept of transformational leadership, initially articulated by Burns (1978) and systematically developed by Bass (1985), has emerged as a foundational paradigm within the field of organizational behavior. This form of leadership is distinguished by its capacity to inspire commitment, foster individual development, and cultivate a collective sense of purpose that drives organizational innovation and performance. Transformational leaders, by articulating a compelling vision, intellectually stimulating their followers, and providing individualized support, are able to galvanize employees toward exceeding expectations and embracing change (Bass & Riggio, 2006; Northouse, 2021).

In parallel, the notion of Organizational Citizenship Behavior (OCB), as originally conceptualized by Organ (1988), has gained substantial theoretical and empirical traction as a critical determinant of organizational effectiveness. OCB encompasses discretionary behaviors that go beyond formal role requirements and contribute significantly to organizational functioning and cohesion. These behaviors, such as altruism, conscientiousness, civic virtue, courtesy, and sportsmanship, reflect employees' voluntary engagement in promoting a supportive and productive work environment. Although not explicitly mandated by job descriptions, OCBs are pivotal in enhancing team dynamics, reinforcing organizational culture, and sustaining long-term performance (Podsakoff et al., 2009; Bolino et al., 2021).

Situated at the intersection of these two conceptual axes, a robust and expanding body of empirical research has documented a strong and positive association between transformational leadership and organizational Citizenship Behavior (Kim & Kim, 2021; Zhang et al., 2018; Ahmed et al., 2020). The core hypothesis underpinning this relationship is that transformational leaders, through their emphasis on trust-building, recognition, empowerment, and fairness, cultivate a relational climate that encourages employees to engage in prosocial, discretionary behaviors. This dynamic can be cogently explained by Social Exchange Theory (Blau, 1964),

which posits that when employees perceive high levels of support and respect from their leaders, they are more inclined to reciprocate through actions that benefit the organization, often in ways that exceed contractual obligations (Eisenberger et al., 2001).

Nevertheless, despite the conceptual clarity and empirical richness surrounding this relationship, the field is marked by notable fragmentation in research approaches, methodological heterogeneity, and disciplinary silos. Studies vary in terms of research design, theoretical frameworks, contextual settings, and operationalization of key constructs, making it difficult to draw comprehensive and generalizable conclusions. Furthermore, recent transformations in the organizational landscape, such as the digitalization of work processes, increased ethical scrutiny, the normalization of remote and hybrid work, and evolving generational expectations, call for a reexamination of how transformational leadership practices shape organizational citizenship behaviors in contemporary environments.

Against this backdrop, the present study seeks to conduct a comprehensive bibliometric analysis of the scientific literature addressing the nexus between transformational leadership and Organizational Citizenship Behavior over a ten-year span (2015-2024). The study pursues two primary objectives. First, it aims to provide a structured mapping of the knowledge domain by identifying the most influential authors, leading publication outlets, institutional collaborations, and disciplinary orientations. Second, it endeavors to uncover thematic trends, knowledge gaps, and emerging areas of inquiry through the application of advanced bibliometric techniques, including keyword co-occurrence analysis, co-citation analysis, and bibliographic coupling.

The methodological approach is grounded in data drawn from the Web of Science Core Collection, an authoritative repository of peer-reviewed scientific output. The final dataset comprises 376 publications, including journal articles and reviews, analyzed using VOSviewer, a specialized software for constructing and visualizing bibliometric networks. This analytical framework facilitates the identification of key patterns, clusters, and intellectual structures that define the current state of the field.

By consolidating existing knowledge and revealing avenues for future exploration, this study offers a dual contribution. From an epistemological perspective, it contributes to the systematization and consolidation of a growing research field, providing clarity on its intellectual foundations and developmental trajectory. From an operational standpoint, it equips scholars, practitioners, and organizational leaders with actionable insights into how transformational leadership can serve as a strategic lever to foster Organizational Citizenship Behavior and, by extension, drive sustainable organizational success in the 21st century.

1. Literature review

In today's increasingly volatile and competitive organizational environment, corporate performance is no longer solely contingent upon technical competencies or formal structures. Rather, it also depends heavily on leaders' ability to stimulate discretionary and extra-role behaviors among employees. Within this context, two constructs have emerged as pivotal in contemporary management literature: transformational leadership (TL) and organizational citizenship behavior (OCB). The former refers to a leadership style centered on vision, inspiration, and the development of followers (Bass & Avolio, 1994), while the latter encompasses discretionary behaviors that are not formally rewarded but contribute significantly to organizational effectiveness (Organ, 1988).

Over the past decade, a growing number of empirical studies have confirmed a positive and statistically significant link between transformational leadership and Organizational Citizenship Behavior (Podsakoff et al., 2009; Al Khajeh, 2018; Kim & Kim, 2021). This review aims to systematically analyze the state of the literature between 2015 and 2024 by identifying dominant theoretical frameworks, mediating and moderating mechanisms, and emerging research trends.

1.1. Theoretical Foundations

Transformational leadership is grounded in four core dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Riggio, 2006). This style transcends transactional expectations by shaping employees' values, attitudes, and behaviors toward higher-order organizational goals (Northouse, 2021).

Organizational Citizenship Behavior, on the other hand, has been conceptualized as a set of voluntary behaviors, such as altruism, conscientiousness, courtesy, loyalty, and civic virtue, that are not directly recognized by formal reward systems but are critical to fostering a positive organizational climate, enhancing team performance, and retaining human capital (Organ, Podsakoff & MacKenzie, 2006; Bolino, Klotz & Turnley, 2021).

The social exchange theory (Blau, 1964) serves as the dominant explanatory framework for understanding the relationship between transformational leadership and organizational Citizenship Behavior. It posits that when employees perceive support, recognition, and fairness from their leaders, they develop a moral obligation to reciprocate through prosocial behaviors that benefit the organization.

1.2. Empirical Evidence on the Relationship BetweenTransformational leadership (TL) and Organizational Citizenship Behavior (OCB)

A substantial body of research has demonstrated a robust positive correlation between transformational leadership and organizational citizenship behavior. For example, Zhang et al. (2018) revealed that transformational leaders cultivate an organizational climate conducive to engagement and the exhibition of extra-role behaviors. Their study of 256 Chinese employees found that transformational leaders are perceived as role models who inspire employees to exceed their formal responsibilities.

Similarly, Kim and Kim's (2021) meta-analysis of 42 empirical studies confirmed that transformational leadership significantly influences all dimensions of organizational citizenship behavior, particularly altruism and conscientiousness. Notably, their findings indicate that the relationship is stronger in collectivist cultures, echoing Hofstede's (2010) cultural dimensions theory.

1.3. Mediating and Moderating Mechanisms

Recent literature has increasingly emphasized the role of mediating variables in explaining the TL - OCB relationship. One of the most frequently cited mediators is work engagement. Menguc et al. (2022) demonstrated that transformational leaders enhance employees' engagement, which in turn drives their inclination to adopt citizenship behaviors. Similarly, Ahmed et al. (2020) highlighted the mediating effects of job satisfaction and perceived organizational justice in strengthening the TL - OCB link.

In terms of moderating variables, research has identified both individual and contextual factors. On the individual level, proactive personality (Li et al., 2021) has been shown to enhance the positive effects of transformational leadership. Contextual moderators include organizational structure and role clarity (Alkathlan et al., 2023). A notable study by Arain et al. (2019) found that leader-member exchange (LMX) quality significantly moderates the TL-OCB relationship: the stronger and more trust-based the relationship, the greater the impact of transformational leadership on organizational citizenship behavior.

1.4. Sectoral and Geographical Perspectives

Recent studies have broadened the scope of analysis by exploring the TL-OCB nexus across diverse organizational sectors. In healthcare, for instance, Lee et al. (2020) reported that transformational leadership significantly enhances nurses' citizenship behaviors by strengthening their perceptions of organizational support. In education, Kiran et al. (2022) found a strong correlation between school principals'transformational practices and

teachers'extra-role involvement.

Geographically, the research landscape has become increasingly globalized. While early studies were largely concentrated in the United States and Europe, recent years have witnessed a proliferation of publications from Asia (China, India, Pakistan, Malaysia), Africa (Nigeria, Morocco, South Africa), and the Middle East. This geographical diversification has enriched the cross-cultural understanding of both constructs. Park et al. (2023), for example, emphasized how cultural dimensions moderate the impact of leadership styles, underlining the importance of context-specific leadership practices.

2. Methodology

In order to explore the intellectual structure, thematic evolution, and collaborative networks associated with the research domain connecting **transformational leadership** and **organizational citizenship behavior (OCB)**, this study employs a **bibliometric methodology**. Bibliometric analysis is increasingly recognized as a robust and systematic method for mapping scientific knowledge and uncovering emerging patterns in a given field. It allows scholars to move beyond narrative reviews and engage in empirical and replicable assessments of scholarly output, using statistical and network-based techniques (Donthu et al., 2021; Zupic & Čater, 2015). The growing volume of literature at the intersection of leadership studies and organizational behavior justifies the use of such a quantitative approach to gain insights into the dynamics and structure of this interdisciplinary field.

2.1.Data Source and Retrieval Strategy

The bibliographic data were retrieved from the **Web of Science Core Collection (WoS)**, a widely used and reputable database known for its rigorous indexing criteria, interdisciplinary scope, and high-quality metadata. Web of Science is particularly suitable for bibliometric research due to its standardization and integration with bibliometric software tools. The data collection was conducted in **April 2025** and focused on a **ten-year period from 2015 to 2024**, offering a sufficient time span to detect longitudinal trends and emerging research streams.

The search strategy was based on a topic search using the Boolean operator "AND" to combine the two central concepts: "transformational leadership" and "organizational citizenship behaviour". The "Topic" field in WoS encompasses article titles, abstracts, author keywords, and Keywords Plus®, thereby capturing a comprehensive range of documents related to the target concepts. This ensures a balance between specificity and sensitivity in the search results. To enhance the scientific rigor of the dataset, only **peer-reviewed journal articles** and **review articles** were included. Other document types such as conference papers, editorials, book

chapters, and non-reviewed material were systematically excluded. Although no explicit language filter was applied, the final dataset consisted predominantly of English-language publications, reflecting the dominance of English in international academic publishing.

2.2.Data processing and sample characteristics

After an initial extraction of records, a **manual screening** process was conducted to ensure relevance and to remove duplicate or off-topic documents. Abstracts and keywords were reviewed to confirm the alignment of each article with the study's scope. Following this refinement, a final sample of **376 publications** was retained. This corpus constitutes the empirical foundation for the bibliometric analysis.

The analysis was carried out using VOSviewer (version XX), developed by the Centre for Science and Technology Studies (CWTS) at Leiden University. This tool enables the construction of visual maps representing the intellectual and structural landscape of a research field through network graphs. It identifies clusters, density gradients, and influence relationships within the scientific corpus.

A series of complementary bibliometric techniques were employed to dissect the structure and dynamics of the research field:

- ➢ **Keyword Co-occurrence Analysis**: This technique helps identify the most frequently used keywords and their interconnections, revealing dominant topics and emerging areas of inquiry within the domain. By clustering related terms, it allows the detection of thematic subfields and intellectual foci.

- ➢ **Co-citation Analysis**: Co-citation refers to the frequency with which two documents are cited together by subsequent publications. This technique is particularly useful for mapping the intellectual foundations of a field, identifying seminal works, and tracing the development of theoretical perspectives.

- ➢ **Bibliographic Coupling**: This method assesses the degree of overlap in the reference lists of different documents. High coupling indicates conceptual or methodological similarity, thus helping to identify clusters of research with shared bibliographic roots.

- ➢ **Collaboration Network Analysis**: This analysis maps the patterns of collaboration among authors, institutions, and countries. It highlights the most prolific contributors, identifies international partnerships, and exposes the global geography of the research domain.

Each of these analyses was conducted using **VOSviewer (version XX)**, with parameters such as minimum number of occurrences, threshold values, and normalization methods adjusted

based on best practices in the literature. The visual maps produced were examined both quantitatively and qualitatively to ensure accurate interpretation. In particular, attention was paid to **cluster density**, **centrality**, and **inter-node proximity**, which reveal not only the volume of contributions but also the structural importance of various nodes (authors, keywords, documents) in the research network.

3. Research Results

3.1. Evolution of Publications (2015–2024)

The temporal analysis of scientific publications on the relationship between transformational leadership and organizational citizenship behavior (OCB) reveals a marked upward trend over the period 2015-2024. As illustrated in Figure 1, this trend reflects growing academic interest in positive behavioral dynamics within organizational settings, particularly in relation to mobilizing leadership styles.

Figure 1: Evolution of the Number of Publications (2015–2024)
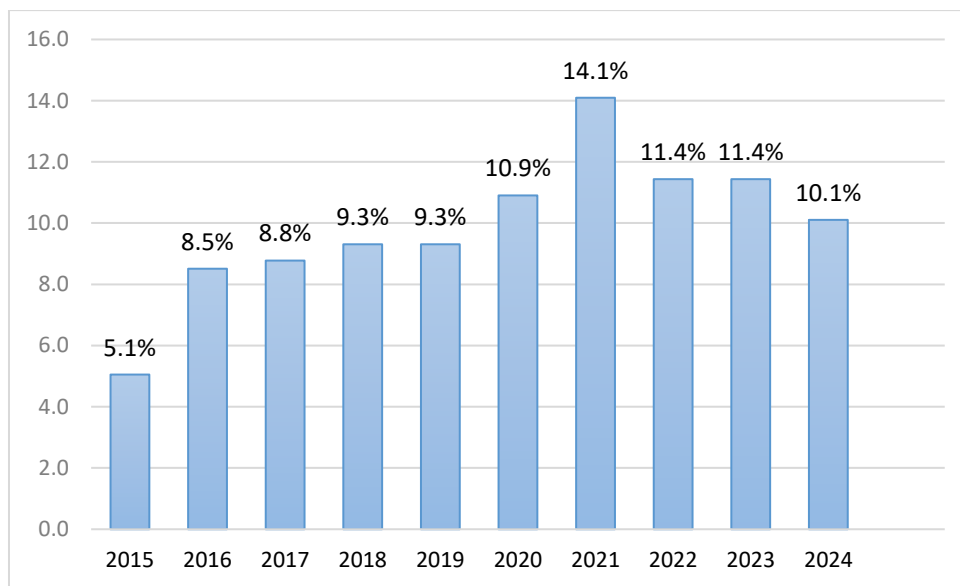
Source: Developed by the authors

In 2015, publications on this topic were still limited, representing only 5.1% of the total corpus, highlighting the emerging nature of the subject at that time. However, a gradual increase began in 2016, reaching 8.5%, and continued steadily to 10.9% in 2020. This sustained growth in research output suggests the consolidation of the field, as scholars increasingly explore the complementarity between the inspirational dimensions of transformational leadership and the voluntary, prosocial behaviors of employees.

The year 2021 represents a major turning point, with a peak of 14.1% of publications. This surge can be interpreted in light of the global health crisis caused by the COVID-19 pandemic,

which profoundly disrupted organizational dynamics. Faced with uncertainty, disorganization, and new work demands, numerous studies emerged to analyze the role of leadership in maintaining cohesion, engagement, and behaviors beyond prescribed roles. In this context, transformational leadership was seen as a key strategic lever to foster cooperation, solidarity, and employee involvement, notably through its components of motivation, individualized consideration, and shared vision.

Despite a slight decline in 2022 and 2023 (11.4% each year), scientific output remained at a high level, indicating the growing maturity of the field. In 2024, a small decrease to 10.1% is observed, which may signal a phase of stabilization or a shift toward related themes such as ethical leadership, emotional intelligence, or innovative behaviors.

Overall, this ten-year evolution illustrates a steady and sustainable growth in the research field, with transformational leadership gaining legitimacy as a central explanatory model for extra-role behaviors. OCB, as a reflection of organizational health and discretionary commitment, is increasingly analyzed through the lens of leaders' capacities to inspire, empower, and unite. This dynamic reflects a renewal of managerial approaches that value human-centered, inclusive, and mobilizing practices.

3.2. Number of Publications by Country and Structure of International Collaboration

Figure 2, generated using VOSviewer, presents the bibliographic coupling map between countries, reflecting the extent to which countries share common references in their respective publications on transformational leadership and organizational citizenship behavior. This analysis highlights not only the geographical distribution of scientific production but also the implicit collaboration networks based on intellectual proximity.

Figure 2: Distribution of Publications and Bibliographic Coupling between Countries (VOSviewer)
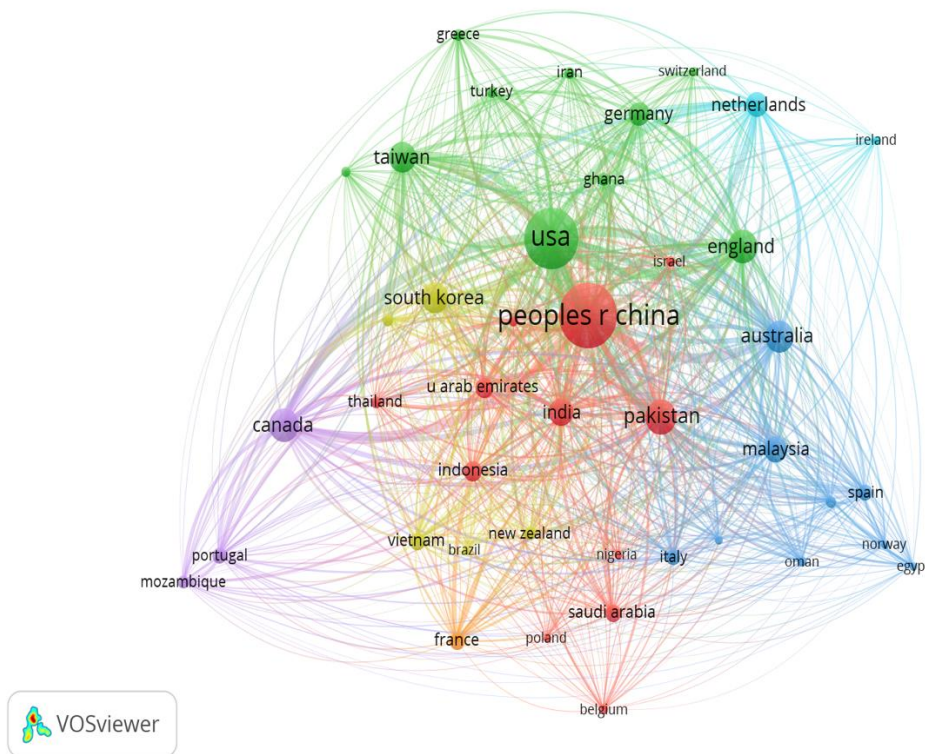
Source: VOSviewer

The results show that China (People's Republic of China) and the United States (USA) clearly dominate the scientific landscape, both in terms of publication volume and network centrality. The large size of their nodes and the density of their connections illustrate their role as structuring hubs, generating highly co-cited research and disseminating references that influence the field globally. Their strategic position reflects strong research funding capacities, high concentrations of specialized researchers, and long-standing traditions in leadership studies.

Beyond the two dominant poles, several regional collaboration clusters emerge, reflecting a diversified yet asymmetrical global research landscape. A prominent European cluster, typically visualized in blue or green on the bibliometric map, comprising countries such as the United Kingdom, the Netherlands, Germany, Switzerland, and Ireland, exhibits a high degree of thematic coherence and co-citation density. This indicates the presence of a shared intellectual tradition grounded in organizational behavior and work psychology, supported by robust transnational funding mechanisms such as Horizon Europe, which facilitate interdisciplinary and cross-institutional collaboration. Concurrently, an increasingly active

Asian cluster, represented in red, encompasses nations including India, Pakistan, Indonesia, Malaysia, and the United Arab Emirates. This network illustrates a growing scholarly footprint and suggests a thematic convergence around issues of leadership and managerial transformation, particularly within the context of rapidly evolving public and private sector institutions in emerging economies. Additional yet less centralized hubs, such as Canada and Portugal (often in violet), along with France, Brazil, Saudi Arabia, and Egypt, contribute meaningfully to the intellectual diversity of the field through varied methodological and cultural perspectives. In contrast, several African countries, including Mozambique and Ghana, appear at the periphery of the collaboration network, with comparatively limited representation in major scientific databases. This geographical disparity underscores the persistent inequalities in global knowledge production and highlights the imperative to foster inclusive research ecosystems by strengthening international partnerships, enhancing research capacity in the Global South, and promoting equitable access to collaborative opportunities.

In sum, the analysis of bibliographic coupling between countries reveals a global structuring of the field, dominated by a few major scientific production centers but also animated by dynamic regional networks. It underscores the importance of transnational knowledge circulation, shared co-citations, and synergies between research traditions, all of which contribute to the consolidation and expansion of the domain of transformational leadership and positive organizational behaviors.

3.3. Distribution of Publications by Research Domain

Figure 3 presents the distribution of scientific publications across various research domains within the framework of the bibliometric study on transformational leadership (TL) and organizational citizenship behavior (OCB). This distribution highlights the multidisciplinary nature of the field, while also revealing the dominance of certain disciplines.

Figure 3: Distribution of Publications by Research Domain
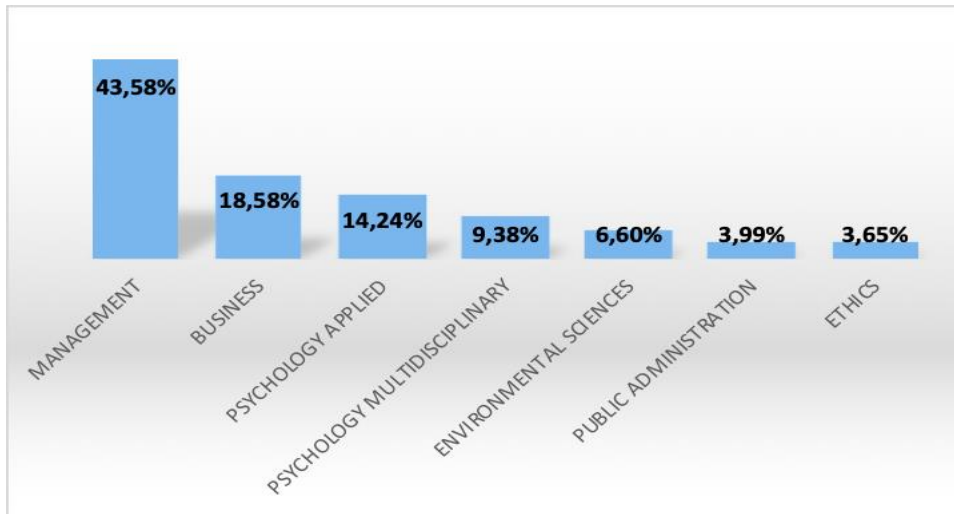
Source: Developed by the authors

The management field overwhelmingly leads the distribution, accounting for 43.58% of the publications. This result aligns with the fact that both concepts, transformational leadership and organizational citizenship behavior, have their theoretical and applied roots in organizational management, change management, and collective performance. Therefore, the management literature serves as the primary foundation for this research.

The business domain ranks second, contributing 18.58% of the publications, reflecting a significant interest in these concepts within the context of organizational strategies, corporate culture, and human resource management. Next, applied psychology comes in at 14.24%, underscoring the importance of behavioral, motivational, and relational approaches in the analysis of leadership and organizational dynamics.

Other disciplines, though less represented, also contribute to the enrichment of the field. Psychology (9.38%) strengthens individual and cognitive approaches to leadership, while environmental sciences (6.60%) indicate a growing interest in civic engagement and leadership within sustainable or socially-driven organizations. Public administration (3.99%) and ethics (3.65%) reflect an expansion of the research field toward issues related to governance, social responsibility, and values in collective action.

Overall, this distribution confirms that while transformational leadership and organizational citizenship behavior remain fundamentally rooted in management sciences, their study increasingly incorporates cross-disciplinary approaches, drawing on psychological, social, and environmental sciences. This illustrates the richness and complexity of the field and its capacity to foster both theoretical and practical debates in various contexts.

3.4. Distribution of Publications by Publisher

The graph below illustrates the distribution of publications by major scientific publishers within the scope of the bibliometric study on transformational leadership and organizational citizenship behavior (OCB). This analysis sheds light on the preferred dissemination channels for researchers in this domain.

Figure 4: Distribution of Publications by Publisher
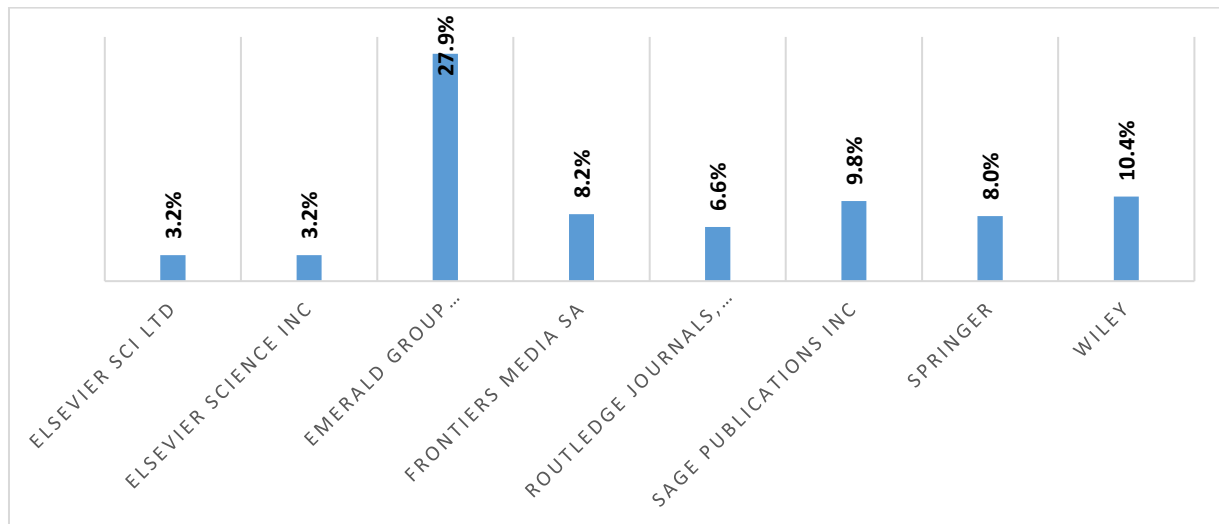
Source: Developed by the authors

Emerald Group Publishing stands out significantly, accounting for 27.9% of the publications. This dominance is due to Emerald's strong specialization in management, organizational behavior, and organizational psychology, fields directly related to the studied concepts. Key journals from this publisher, such as *Leadership & Organization Development Journal* and *Journal of Organizational Change Management*, serve as major platforms for disseminating research in this area.

Following closely are Wiley (10.4%), SAGE Publications (9.8%), Frontiers Media (8.2%), Springer (8%), and Routledge Journals (Taylor & Francis) (6.9%), which also play an important role in the dissemination of research on these topics. These publishers are renowned for publishing influential academic journals in applied psychology, human resource management, organizational sociology, and social sciences.

Notably, large publishing houses like Elsevier (represented here by Elsevier Sci Ltd and Elsevier Science Inc, together totaling 6.4%) also feature prominently. Although Elsevier is a global leader in scientific publishing, its role in this specific field is more moderate, likely due to its editorial focus on the natural, medical, and technological sciences.

In conclusion, this distribution underscores that the field of transformational leadership and

organizational citizenship behavior predominantly finds its dissemination channels within publishers specializing in social sciences and management. It highlights the editorial concentration within a few major houses, with Emerald standing as the undisputed leader. This reflects both the structuring of the field and the scientific legitimacy networks that ensure its academic visibility.

3.5. Author Collaboration Network

The graph generated by VOSviewer represents the author collaboration network within the research field of transformational leadership and organizational citizenship behavior (OCB). Each node corresponds to an author, with the size of the node indicating the number of publications or the frequency of co-publications, while the links between nodes represent co-authorship relationships. The colors reflect clusters of collaboration, representing groups of authors who collaborate closely with each other.

Figure 5: Author Collaboration Network
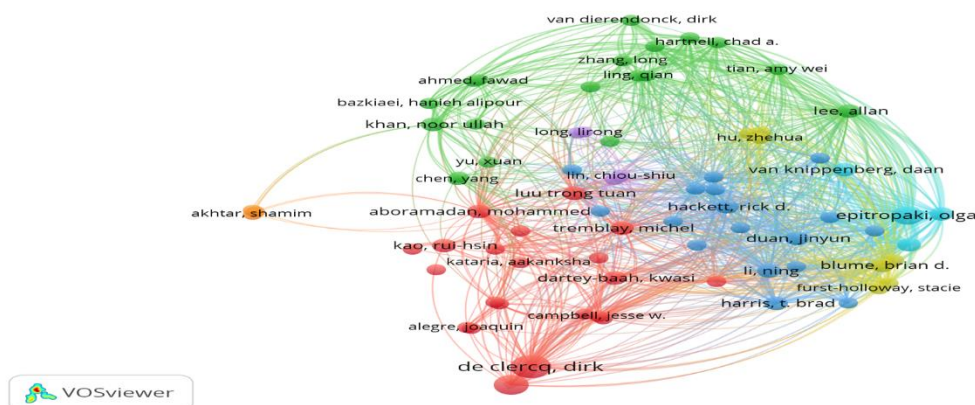
Source: VOSviewer

The interpretation of this graph reveals several key observations. First, Dirk De Clercq emerges as the most central and influential author in the network (large red node). His position and the density of connections around him suggest that he plays a pivotal role in shaping the field, collaborating with numerous researchers such as Kataria Aakanksha, Campbell Jesse W., and Alegre Joaquin. This red cluster, with its strong interconnections, indicates a dynamic scientific community, likely centered on managerial and organizational approaches to the subject.

Another significant cluster revolves around authors like Van Dierendonck Dirk, Zhang Long, Ling Qian, and Tian Amy Wei, forming a green cluster. This group also maintains close relationships with other authors, signaling strong integration within international research networks. This cluster appears to focus more on the behavioral and cultural aspects of

leadership.

The blue cluster, which includes authors such as Epitropaki Olga, Li Ning, Blume Brian D., Duan Jinyun, and Hackett Rick D., represents another highly active community, with dense links between its members. This group may align with a school of thought centered on organizational psychology or quantitative methods in human resource management.

Peripheral clusters, such as the one in orange centered around Shamim Akhtar, represent emerging or regional communities, still somewhat peripheral to the larger international spheres but developing their own co-publication dynamics. The presence of authors like Ahmed Fawad, Khan Noor Ullah, and Hanlieh Alipour suggests the emergence of research networks in South Asia or the Middle East.

Finally, the overall dense network reflects a high level of scientific collaboration in this field, with many bridges between clusters, indicating cross-fertilization of ideas and the structuring of the field around central figures, while also leaving room for diverse regional contributions.

3.6. Keyword Mapping

The map generated by VOSviewer presents a mapping of keywords extracted from scientific publications on transformational leadership (TL) and organizational citizenship behavior (OCB). This visualization allows for the identification of dominant concepts, related themes, and the semantic relationships structuring the field of study.

Figure 6: Keyword Mapping
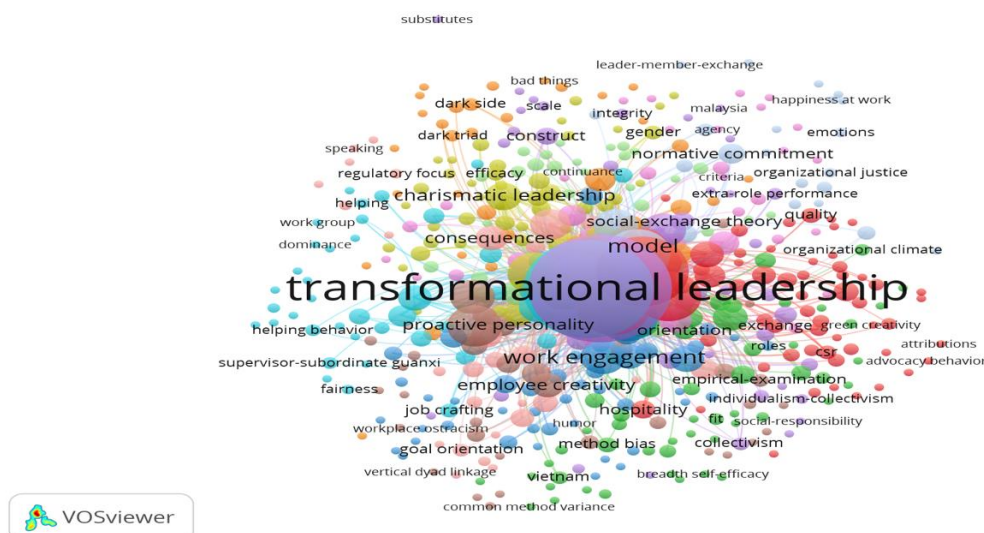
Source: VOSviewer

The central and most visible keyword is "transformational leadership", underscoring its pivotal role in the literature. It is strongly connected to a variety of terms, revealing its interdisciplinary

nature and broad theoretical reach. Close by, we find the concepts of "work engagement", "employee creativity", "proactive personality", "job crafting", and "goal orientation", indicating that research largely focuses on the positive outcomes of transformational leadership on employee motivation, innovation, and involvement.

Also notable is the proximity to terms like "social-exchange theory", "normative commitment", "organizational justice", and "leader-member exchange", reflecting the field's grounding in relational and psychosocial models, which emphasize exchange dynamics, perceived justice, and reciprocity between leaders and subordinates.

Further, concepts like "charismatic leadership", "consequences", and "construct" are positioned in a nearby theoretical zone, suggesting the existence of conceptual overlaps or debates surrounding transformational leadership models. The centrality of the word " model" also hints at the richness of methodological and conceptual contributions to the theoretical framework.

Peripheral clusters reveal emerging or specific themes, such as the "dark side" and the "dark triad", questioning the limits or negative effects of transformational leadership. Other keywords like " hospitality", "CSR" (Corporate Social Responsibility), or "collectivism vs individualism" signal the field's openness to diverse sectoral contexts and cultural or societal dimensions.

Finally, the diversity of colors reflects the existence of several thematic communities within the literature, indicating a plurality of research axes: the impact on engagement and creativity (blue), theoretical and social approaches (red), cultural aspects (green), and critical debates (orange).

In summary, this mapping highlights a dense, structured, and evolving research field where transformational leadership is explored at the intersection of motivational, relational, organizational, and cultural dynamics.

Conclusion

This bibliometric study aimed to systematically and quantitatively analyze the evolution of scientific knowledge regarding the relationship between transformational leadership (TL) and organizational citizenship behavior (OCB) over the period 2015-2024. By utilizing a comprehensive corpus of 376 publications indexed in the Web of Science database, this research has provided an intricate and nuanced mapping of the field, shedding light on the evolving publication dynamics, the growing networks of academic collaboration, the range of disciplinary domains engaged, the key publishers driving the dissemination of research, and the dominant themes shaping the discourse in this domain.

The findings of this study reveal a sustained upward trajectory in scientific output, with a significant peak in 2021. This surge in publications likely correlates with the organizational disruptions and transformations caused by the COVID-19 pandemic, which forced a reevaluation of leadership strategies and organizational behaviors in an environment marked by rapid change and unpredictability. The findings underscore an increasing recognition of the need for leadership that not only adapts to these turbulent conditions but also fosters employee engagement, altruism, and voluntary contributions elements that are at the heart of organizational citizenship behavior. As organizations navigate through periods of crisis and change, the capacity for transformational leadership to inspire commitment and foster a positive organizational culture becomes even more critical.

The analysis of the collaborative networks within the field paints a picture of a highly interconnected academic community, with a notable concentration of publications originating from a few dominant research hubs, primarily the United States and China. These two countries have historically been at the forefront of leadership and organizational behavior research, which is reflected in their central role in this bibliometric study. However, a noteworthy trend is the gradual diversification of the academic contributions to this field, with an increasing number of researchers and institutions from emerging regions, particularly Asia, Africa, and the Middle East, now contributing to the global discourse. This shift is indicative of a broader democratization of research knowledge and the growing internationalization of leadership studies. It is also a testament to the increasing global recognition of the importance of transformational leadership across diverse cultural and organizational contexts.

In terms of publication sources, the study identifies several leading academic publishers (such as Emerald, Wiley, and Sage) as central players in the dissemination of research on transformational leadership and organizational citizenship behavior. These publishers have

long been associated with the fields of management sciences, applied psychology, and human resource management, and they continue to be at the forefront of publishing journals that focus on leadership, organizational behavior, and social psychology. The dominance of these publishers reinforces the centrality of these disciplines in shaping the scholarly conversation on transformational leadership and organizational citizenship behavior, which are fundamentally tied to the management of human resources and organizational performance.

The thematic mapping of keywords extracted from the analyzed publications reveals several key areas of focus. Dominant terms such as "transformational leadership", "work engagement", "employee creativity", "proactive personality", "job crafting",and "goal orientation" indicate that much of the contemporary research is centered on the positive outcomes associated with transformational leadership, particularly in terms of fostering employee motivation, innovation, and proactive behaviors. This is reflective of an ongoing interest in how leadership practices can enhance organizational performance by promoting not only high levels of engagement but also fostering a climate conducive to creativity and continuous improvement.

Additionally, the proximity of terms such as "social-exchange theory", "normative commitment", "organizational justice", and "leader-member exchange" underscores the deep theoretical foundations of this field, which are rooted in relational and psychosocial models. These models explore the dynamics of trust, reciprocity, and fairness in the relationships between leaders and subordinates, which are critical in understanding how transformational leadership can influence employee attitudes and behaviors. As such, the body of research continues to evolve by integrating concepts from social exchange theory and organizational justice to explain the mechanisms through which transformational leadership impacts employee behavior.

Moreover, the study highlights the emergence of critical debates surrounding the "dark side" of leadership, as indicated by the presence of keywords such as "dark triad" and "toxic leadership". These concepts reflect growing concerns over the potential negative effects of leadership practices, including the manipulation of followers and the exploitation of organizational power. The inclusion of these terms indicates that the field is expanding to incorporate a more nuanced understanding of leadership, acknowledging that not all leadership styles are inherently positive or beneficial for organizational health. Furthermore, keywords such as "corporate social responsibility" (CSR) and "collectivism vs individualism" suggest that there is an increasing recognition of the cultural and social dimensions of leadership. Researchers are beginning to explore how leadership behaviors are shaped by and contribute to broader societal and cultural

values, especially in relation to ethical behavior and social responsibility.

In conclusion, this study confirms that the relationship between transformational leadership and organizational citizenship behavior is a central focus of contemporary managerial concerns, situated at the intersection of organizational performance, employee well-being, and organizational ethics. This area of research is critical not only for advancing leadership theory but also for informing practical leadership interventions in organizations striving to foster a positive work culture and enhance employee contributions to the organization's success. However, while the current literature provides valuable insights, several avenues for future research remain underexplored.

It is particularly essential to develop cross-cultural comparative studies that examine how transformational leadership and organizational citizenship behavior manifest across different cultural contexts. Given the increasing globalization of business practices, understanding these dynamics in diverse cultural settings will enhance the applicability of leadership theories and strategies. Additionally, integrating sector-specific contexts, such as hybrid organizations, public sector organizations, and nonprofit institutions, into the research agenda will provide a richer understanding of how transformational leadership operates in various organizational environments. Finally, employing longitudinal and mixed-method approaches will allow researchers to examine the long-term effects of transformational leadership on employee behavior and organizational outcomes, capturing the dynamic and evolving nature of leadership influence over time.

In a world of work that is undergoing rapid transformation due to digitalization, ecological shifts, and evolving professional values, it is more critical than ever to examine how transformational leaders can contribute to fostering civic, ethical, and sustainable engagement within organizations. As organizations grapple with complex challenges, transformational leadership holds the potential to not only drive organizational performance but also create a positive, inclusive, and responsible work environment that benefits both employees and society at large.

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