

Knowledge Structure and Research Evolution of Organizational Support Perception, Job Satisfaction, and Organizational Citizenship Behavior: Bibliometric Analysis

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Received:

June 16, 2025

Revised:

June 27, 2025

Accepted:

June 29, 2025

Published:

July 5, 2025

ABSTRACT

This study examines the intellectual structure and research evolution concerning Perceived Organizational Support, Job Satisfaction, and Organizational Citizenship Behavior within the domain of organizational psychology. The study aims to identify dominant themes, conceptual relationships, and emerging trends in the literature related to these constructs. The data set consisted of 124 scientific publications retrieved from the Scopus database using predefined inclusion and exclusion criteria and a systematic screening procedure. The research employed a qualitative approach with a Systematic Literature Review design combined with bibliometric analysis. Data collection was conducted through structured database queries, while data analysis utilized Vosviewer to visualize keyword co-occurrence, thematic clusters, and research development patterns. The findings reveal that Perceived Organizational Support, Job Satisfaction, and Organizational Citizenship Behavior represent central and consistently interconnected themes in the literature. Several supporting constructs, including commitment, trust, organizational justice, and relational dynamics, were also identified as integral components of the conceptual network. Overlay and density visualizations indicate that the field demonstrates a stable yet evolving research trajectory, with the integration of contemporary variables without displacing foundational constructs. The study concludes that these three constructs remain theoretically and empirically significant within organizational psychology and contribute to understanding positive workplace behavior. The implications of this study emphasize the importance of organizational and psychological factors in shaping employee attitudes and discretionary behaviors.

Keywords: *bibliometric analysis; job satisfaction; organizational citizenship behavior; perceived organizational support; systematic literature review.*

INTRODUCTION

Individual behavior in organizations is a central theme in organizational psychology, particularly in explaining employee contributions that exceed formal role requirements (Dewani & Swatantra, 2024). According to Xia et al. (2024) and Rajput & Yadav (2025), Organizational Citizenship Behavior (OCB) is understood as voluntary

behavior that is not directly regulated in the organizational reward system, but plays an important role in enhancing the social and functional effectiveness of the organization. From a work psychology perspective, OCB not only reflects normative compliance but also mirrors the quality of an individual's psychological relationship with their work environment (Dewangan & Goswami, 2025). As the complexity of work dynamics increases, psychological factors such as perceptions of organizational support and job satisfaction become increasingly relevant to understanding the mechanisms behind the emergence of such extra-role behavior.

Empirical research by Abri et al. (2025); Mubarak & Machali, (2023); Organ, (2015) shows that Organizational Citizenship Behavior is closely related to various psychological dimensions of individuals. Studies on healthcare workers found that OCB contributes positively to psychological well-being, where individuals who exhibit voluntary behavior tend to have more adaptive and balanced psychological conditions. These findings confirm that OCB not only impacts organizational effectiveness but also has implications for individual well-being in the workplace.

In addition, Perceived Organizational Support is consistently reported as an important determinant of Organizational Citizenship Behavior (Seraj et al., 2025); (Mukhlis Hutabarat, 2025). Individuals who perceive the organization as an entity that cares about their well-being and contributions show a higher tendency to engage in voluntary behavior. Research by Rusmalia Dewi et al. (2025); Kim & Qu (2020); Partina et al., (2019) in the Indonesian work context shows that perceived organizational support has a significant influence on OCB, while reinforcing the Social Exchange Theory framework in explaining employees' extra-role behavior.

Although studies on psychological variables in work behavior have developed extensively, most previous studies are still dominated by survey-based quantitative approaches. Approaches oriented towards mapping knowledge structures and research evolution through Systematic Literature Review (SLR) and bibliometric analysis are still relatively limited, especially in the context of psychology. In fact, recent studies show that the combination of SLR and Vosviewer is capable of revealing patterns of conceptual development, thematic clusters, and research trends in a more comprehensive manner. This approach has been used to map other psychological phenomena, such as quarter-life crisis, and has proven effective in identifying the scientific structure of a field of study (Alamsyah et al., 2025).

Based on this framework, this study aims to analyze the knowledge structure and research evolution related to Organizational Support Perception, job satisfaction, and Organizational Citizenship Behavior through a Systematic Literature Review approach combined with bibliometric analysis. This study is aimed at understanding the development of themes, patterns of conceptual interrelationships, and research trends in Scopus-indexed scientific literature. The analysis was conducted using Vosviewer to map the conceptual network and relationships between variables in the organizational psychology research landscape.

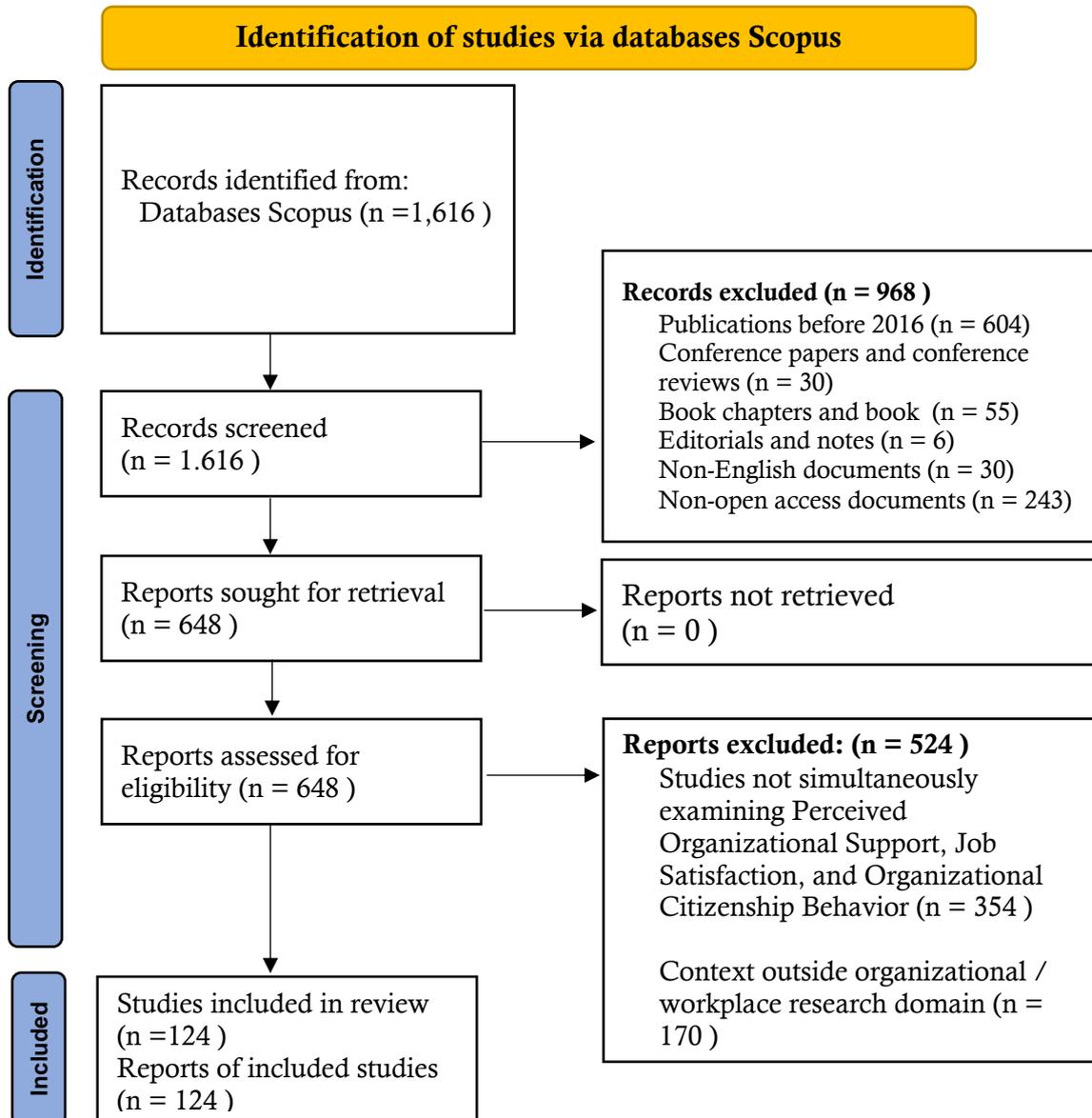
In line with these objectives, the research questions asked are: what is the knowledge structure and research development regarding Organizational Support

Perception, job satisfaction, and Organizational Citizenship Behavior in Scopus-indexed scientific literature?

METHOD

This study uses a qualitative method with a Systematic Literature Review (SLR) approach to systematically examine the knowledge structure and research developments related to Perceptions of Organizational Support, Job Satisfaction, and Organizational Citizenship Behavior based on relevant and up-to-date scientific literature. The scientific articles analyzed were obtained from the Scopus database, which was chosen for its broad indexing coverage, consistent metadata quality, and reputation as one of the most credible academic databases. Articles were selected by applying inclusion and exclusion criteria to ensure their relevance to the research focus. The references reviewed were collected using the following search formula: (TITLE-ABS-KEY (organizational AND citizenship AND behavior) OR TITLE-ABS-KEY (organizational AND citizenship AND behaviour) OR TITLE-ABS-KEY (ocb)) AND TITLE-ABS-KEY (perceived AND organizational AND support) AND TITLE-ABS-KEY (job AND satisfaction) AND PUBYEAR > 2015 AND PUBYEAR < 2027 AND (EXCLUDE (DOCTYPE, "cp") OR EXCLUDE (DOCTYPE, 'cr') OR EXCLUDE (DOCTYPE, "ch") OR EXCLUDE (DOCTYPE, "bk") OR EXCLUDE (DOCTYPE, "ed") OR EXCLUDE (DOCTYPE, "no")) AND (LIMIT-TO (SUBJAREA, 'PSYC') OR LIMIT-TO (SUBJAREA, "BUSI")) AND (EXCLUDE (EXACTSRCTITLE, "International Journal of Scientific and Technology Research") OR EXCLUDE (EXACTSRCTITLE, "Quality Access to Success")) AND (LIMIT-TO (OA, "all")). The reference collection process was carried out by following the research stages based on the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol;

Table 1. Flowcart of article selection based on the PRISMA procedure



In this study, data analysis was conducted using a bibliometric approach with the help of Vosviewer software to visualize and analyze the bibliometric network of articles obtained through the Scopus database. The initial stage began with data collection, namely the identification of scientific articles relevant to Perceived Organizational Support, Job Satisfaction, and Organizational Citizenship Behavior using a predetermined search strategy and filtered based on inclusion and exclusion criteria.

The next stage was data preprocessing, in which publication metadata was extracted and normalized to ensure consistency of terms and reduce keyword redundancy. The processed data was then analyzed using Vosviewer through co-occurrence analysis with author keywords as the unit of analysis to map the conceptual relationships between topics.

Next, thematic clusters and research trends were identified based on the resulting network visualization. In addition, Vosviewer was used to analyze the patterns of interrelationships between key concepts in the analyzed literature. This stage provided an overview of the knowledge structure and research developments in the research domain under review.

FINDINGS AND DISCUSSION

A. Findings

The data collected in this study is relevant to the focus of the study on Organizational Support Perception, Job Satisfaction, and Organizational Citizenship Behavior. The analyzed dataset represents the development of scientific literature based on various bibliometric attributes, including publication distribution, author contributions, publication sources, and patterns of conceptual interrelationships between research topics. Analysis of these attributes provides a comprehensive overview of the knowledge structure and research dynamics in the domain under study.

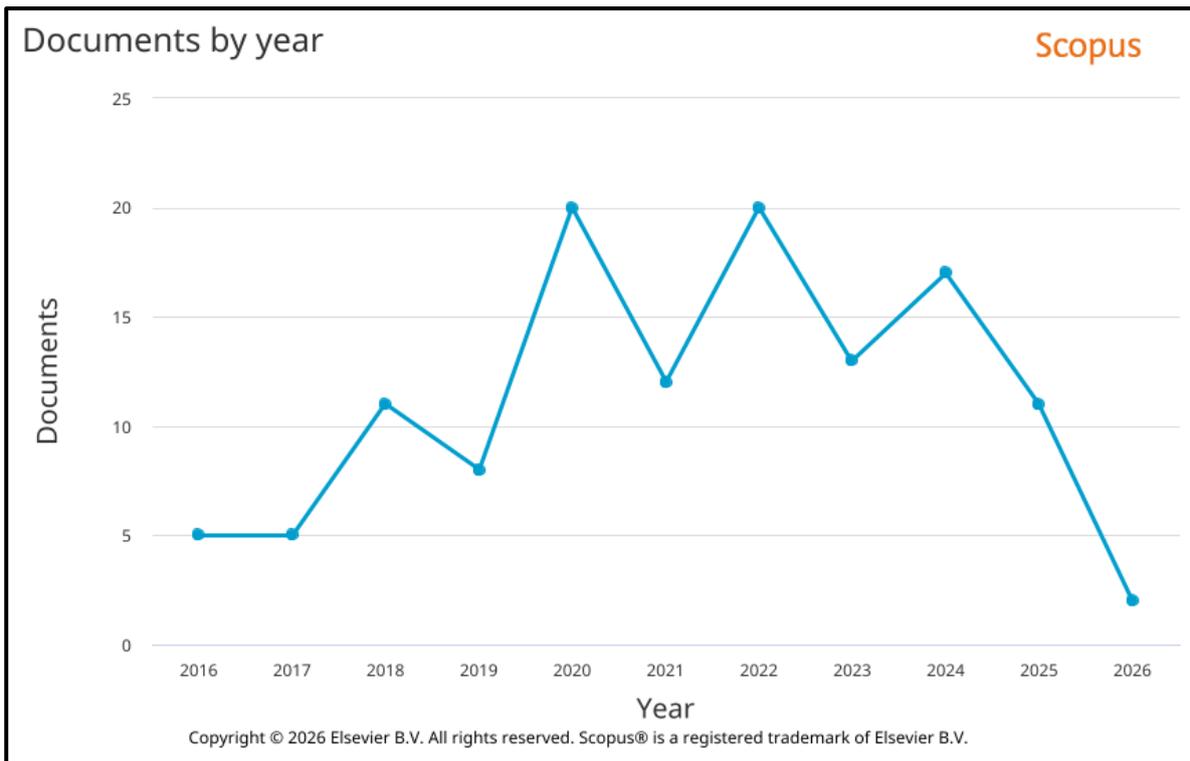


Figure 1. Distribution of publications by year

Figure 1 shows that the development of publications during the observation period exhibits a fluctuating pattern. In the early years, the number of documents was relatively low, then increased significantly, reaching a peak in 2020. After declining in the following year, the number of publications increased again and reached a high point in 2022. Subsequently, the publication trend tended to decline gradually until the last

year. This pattern reflects the changing dynamics of academic interest, but still shows that the research topics studied have developed and received attention in scientific literature.

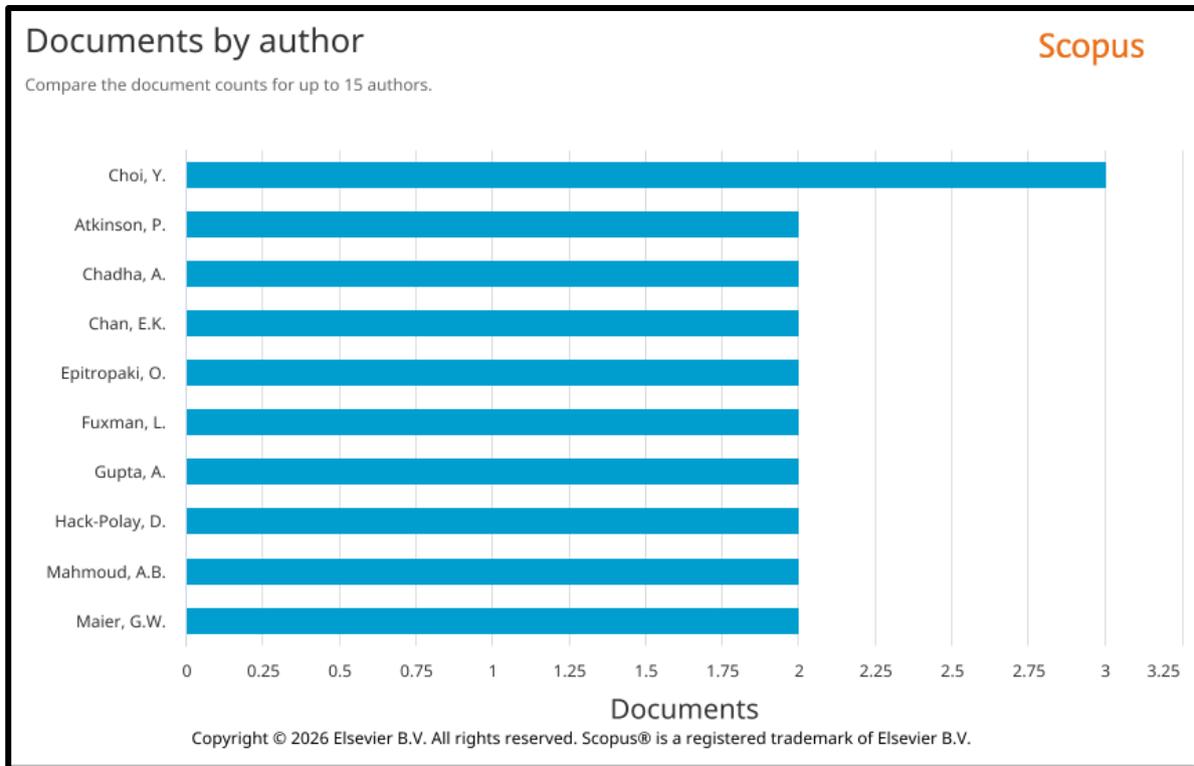


Figure 2. Distribution of publications by author

Figure 2 shows the distribution of documents based on authors, indicating the highest publication contributions in the research dataset. Based on the analysis results, Choi, Y. is the author with the highest number of publications, namely three documents, consisting of A study of the influence of workplace ostracism on employees' performance: moderating effect of perceived organizational support (Choi, 2020a), A study of the role of perceived organizational support among sexual harassment and employees' attitudes (Choi, 2020b), and An influence of workplace victimization on employees' internet pornography addiction and organizational outcomes (Choi, 2019). Authors with two publications include Gupta, A., Chadha, A., Tewari, V., and Varma, A., who were involved in the articles Predicting employees' organizational citizenship behavior: A comparative study using artificial intelligence techniques (Gupta et al., 2026), and Sustainable training practices: predicting job satisfaction and employee behavior using machine learning techniques (Gupta et al., 2023). In addition, Asif, M. contributed through Feeling empowered, acting beyond duty: A moderated-mediation model linking transformational leadership to organizational citizenship behavior (Asif et al., 2025) and Impact of perceived supervisor support and leader-member exchange on employees' intention to leave in public sector museums: A parallel mediation approach (Asif et al., 2023).

This distribution shows that publication productivity in the domains of Organizational Support Perception, Job Satisfaction, and Organizational Citizenship Behavior is not centered on a single author but spread across several key contributors. This pattern reflects

the general characteristics of scientific literature, which develops through the collective contributions of various researchers.

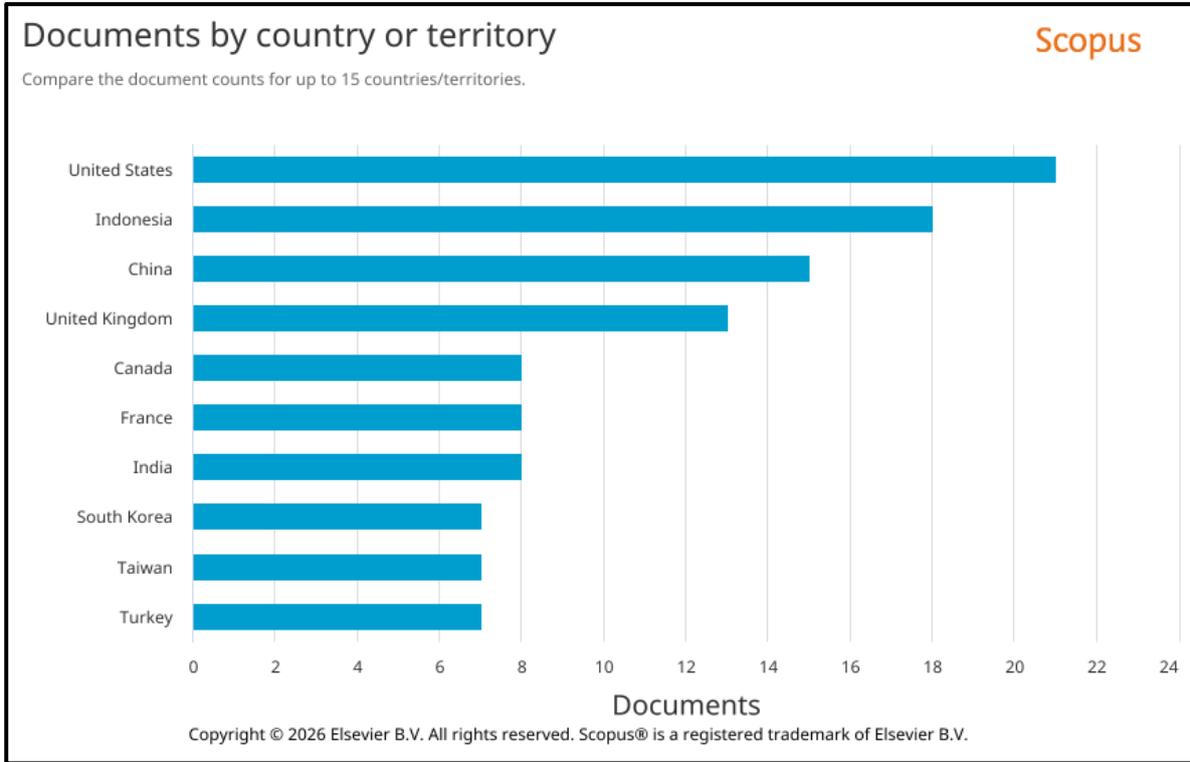


Figure 3. Distribution of documents by country or region

Figure 3 shows the distribution of documents by country or region, illustrating the contribution of publications in the research dataset. Based on this visualization, the United States is recorded as the country with the highest number of publications, indicating its dominance in research contributions on the topics studied. Indonesia ranks second, showing a relatively high level of publication productivity compared to other countries in the dataset.

Furthermore, China and the United Kingdom also show significant document contributions, reflecting the active involvement of the academic communities in those countries. Other countries such as Canada, France, India, South Korea, Taiwan, and Turkey show lower publication numbers but still contribute to the analyzed literature structure.

This distribution pattern indicates that research development related to Organizational Support Perception, Job Satisfaction, and Organizational Citizenship Behavior has a wide geographical spread, although there is a stronger concentration of publications in certain countries. Bibliometrically, these findings reflect variations in research intensity between regions in the domain of study.

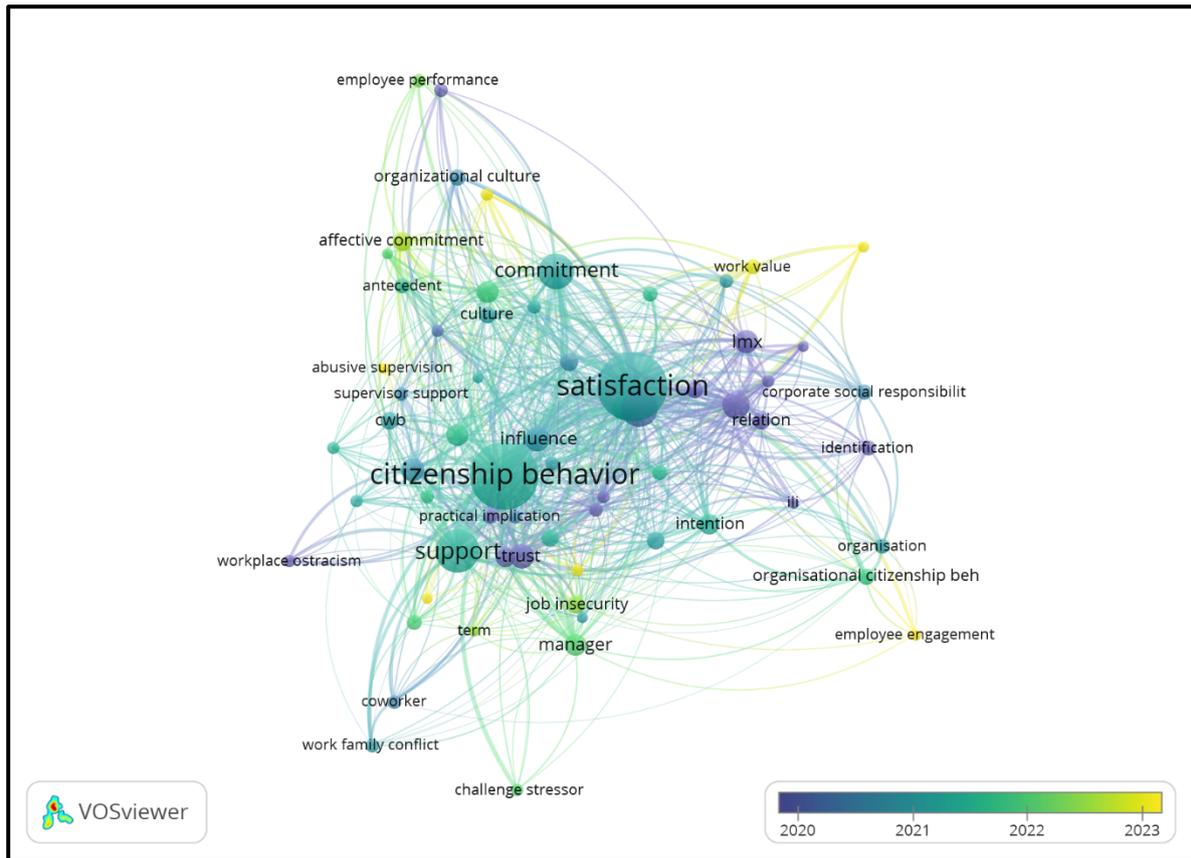


Figure 5. Overlay Visualization

Figure 5 shows an overlay visualization that illustrates the temporal dynamics of keywords in the dataset. The color of the nodes indicates the average year of publication, with the color gradient moving from blue (older) to yellow (newer). This visualization is used to identify shifts in research focus over time.

It can be seen that key terms such as satisfaction, citizenship behavior, and support remain central, indicating that these themes have consistently been the focus of research. Nodes with lighter colors to yellow indicate relatively newer topics, such as employee engagement, work value, and several variables related to work dynamics. Meanwhile, darker colored nodes reflect topics that have developed earlier in the literature.

This pattern shows that research in the domains of Organizational Support Perception, Job Satisfaction, and Organizational Citizenship Behavior is not only stable but also expanding with the emergence of new themes. Bibliometrically, this visualization indicates an evolution in research and a shift in academic attention to contemporary variables in the organizational context.

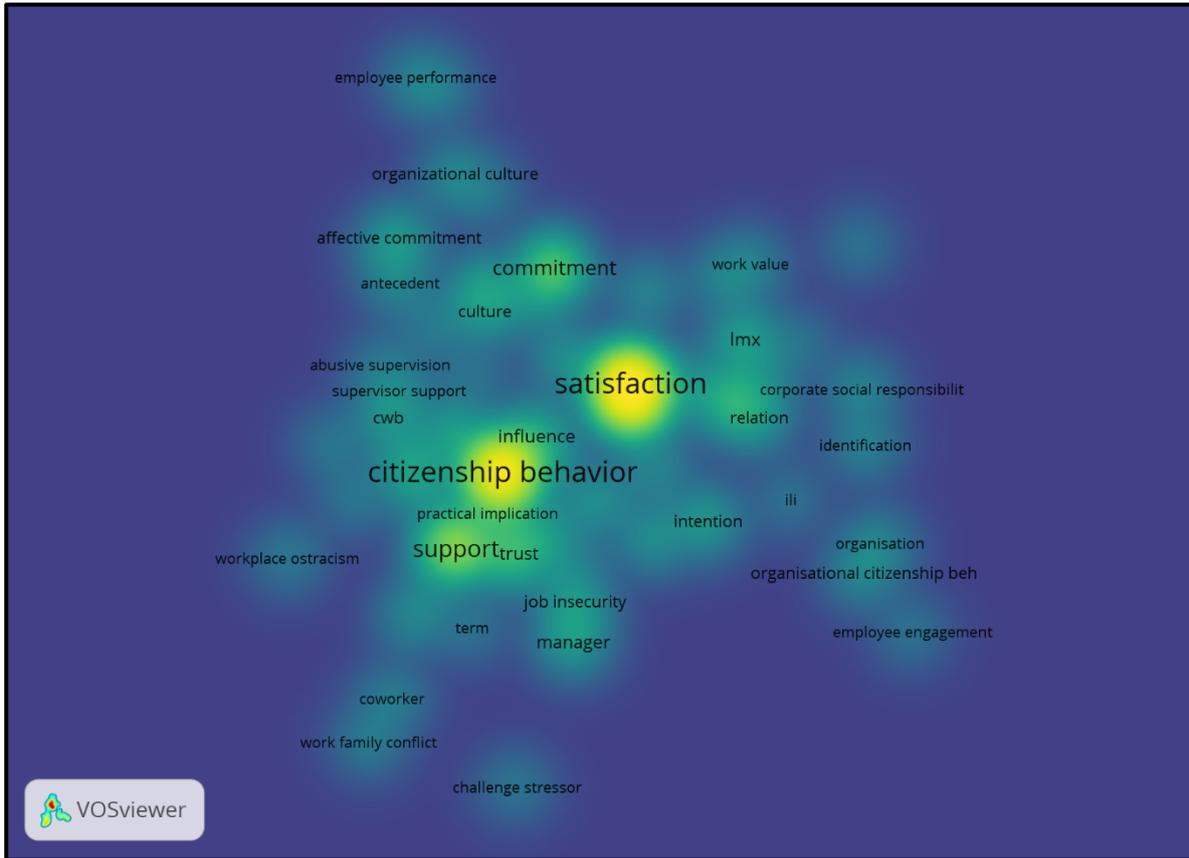


Figure 6. Density Visualization

Figure 6 shows the density visualization of the bibliometric analysis results using Vosviewer. This visualization illustrates the density of keyword occurrences in the dataset, where brighter colors indicate areas with higher frequency and topic relevance. The brighter the color in an area, the greater the role of that concept in the analyzed literature structure.

It can be seen that the brightest area is centered on the term satisfaction, followed by citizenship behavior and support. This pattern shows that these three concepts are dominant themes in the literature, as well as the focus of research. The high density around these terms indicates that most of the research in the dataset focuses on the relationship between job satisfaction, organizational support, and organizational citizenship behavior.

Meanwhile, other terms such as commitment, trust, employee performance, and LMX appear with moderate density, indicating their important role as supporting variables in the study. Nodes with darker colors reflect topics with lower frequency and relatively limited contribution to the knowledge structure.

Overall, this visualization confirms that the literature in the domain of Organizational Support Perception, Job Satisfaction, and Organizational Citizenship Behavior has a strong thematic concentration on work attitude and organizational behavior variables.

B. Discussion

The results of bibliometric analysis show that Perceived Organizational Support, Job Satisfaction, and Organizational Citizenship Behavior form an interconnected conceptual structure in scientific literature. The dominance of core keywords in the Vosviewer visualization indicates that these three constructs are central themes in organizational behavior research.

This pattern shows that organizational support and job satisfaction are consistently positioned as important determinants in explaining employees' extra-role behavior. The strong relationship between Perceived Organizational Support and work attitude variables is in line with previous empirical findings. Choi (2020a) shows that organizational support plays a role in moderating the impact of negative social experiences on employee performance, which confirms the importance of individuals' perceptions of the organizational environment. Furthermore, Choi (2020b) also emphasized that Perceived Organizational Support is related to the formation of employee work attitudes. The consistency of these findings reinforces the interpretation that organizational support is a construct with broad implications in the dynamics of work behavior. The role of Job Satisfaction as a central construct in the literature structure is also reflected in previous studies.

Gupta et al. (2023) show that organizational practices contribute to employee attitudes and behavior, confirming that job satisfaction remains a key variable in explaining individual responses in the workplace. These findings are consistent with the density visualization results, which show the highest density in terms related to job satisfaction, indicating the stability of the research focus on this construct.

The construct of Organizational Citizenship Behavior as a dominant variable in the conceptual network is also in line with previous research. Dewani & Swatantra (2024) assert that OCB is related to employee performance, indicating that extra-role behavior is an important element in organizational effectiveness. Xia et al. (2024), through a literature review, also show that OCB is influenced by various organizational factors, reflecting the breadth of academic attention to the determinants of organizational citizenship behavior.

Overlay visualization analysis reveals the dynamics of literature development. The emergence of relatively newer themes indicates that contemporary research has begun to integrate additional variables to enrich conceptual models, without shifting the position of core constructs. This pattern reflects the evolutionary nature of the literature, in which Perceived Organizational Support, Job Satisfaction, and Organizational Citizenship Behavior remain the main foundations of organizational behavior research.

Although it provides a comprehensive structural overview, the interpretation of the results needs to consider the characteristics of the bibliometric approach. This analysis focuses on the patterns of occurrence and interrelationships of keywords, so the findings represent the conceptual structure of the literature, not direct causal relationships. Therefore, further research is recommended to combine the bibliometric approach with systematic review and empirical testing to obtain a more comprehensive understanding of the dynamics of the constructs under study.

CONCLUSION

This study confirms that Perceived Organizational Support, Job Satisfaction, and Organizational Citizenship Behavior are domains of study that have a stable and interconnected conceptual structure in organizational psychology literature. Bibliometric mapping shows that these three constructs consistently occupy a central position in research development, reflecting their fundamental role in explaining the dynamics of individual attitudes and work behavior.

These findings reinforce the theoretical understanding that organizational citizenship behavior cannot be separated from individuals' perceptions of the organizational environment and affective evaluations of work. Scientifically, this study contributes to the development of organizational psychology by presenting a structural overview of the conceptual relationship patterns between the main constructs that have developed in the literature.

The bibliometric approach used allows for the identification of dominant themes, variable interrelationships, and research evolution dynamics, thereby enriching the methodological perspective in psychological studies. The conceptual implications of these findings confirm that Organizational Support Perception and Job Satisfaction remain relevant as interpretive frameworks for understanding positive work behavior, particularly Organizational Citizenship Behavior, in the context of modern organizations.

ACKNOWLEDGMENTS

The author would like to express his appreciation to those who have provided academic support and intellectual contributions during the research process. Gratitude is also extended to the institutions that provided access to scientific resources, particularly the databases used in this research. In addition, the author would like to thank his colleagues and academic partners who provided constructive feedback in the refinement of this manuscript.

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