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A DATA-DRIVEN MAPPING OF ORGANIZATIONAL CITIZENSHIP PRESSURE: A BIBLIOMETRIC AND NETWORK ANALYSIS APPROACH

Abstract: *Organizational Citizenship Pressure (OCP) refers to the pressure employees feel to go beyond their formal job roles. This study maps how research on OCP has evolved by analyzing 70 articles from Scopus and Web of Science using bibliometric tools and the PRISMA method. Our findings show that most studies focus on four main areas: behavior, performance, stress, and causes of OCP. The research field is tightly connected but still limited in variety. We propose two new models: the Adaptive OCP (AOCP) Model, which explains how workplace conditions can make OCP either helpful or harmful, and the Dual-Path Framework, which shows that moderate pressure can boost performance but too much pressure can lead to burnout. These insights offer practical ideas for leaders and HR teams to encourage healthy extra-role behavior. Moreover, the proposed models can support predictive modeling, helping organizations forecast employee outcomes and design more effective workplace strategies.*

Keywords: *organizational citizenship pressure, extra-role pressure, bibliometric analysis, thematic mapping, well-being, performance*

1. Introduction

The proliferation of Organizational Citizenship Behavior (OCB) research has significantly advanced our understanding of discretionary work behaviors that contribute to organizational effectiveness (Organ, 1988; Podsakoff et al., 2000). However, in recent years, scholars have highlighted a darker counterpart—Organizational Citizenship Pressure (OCP)—which refers to the perceived compulsion to engage in OCB (Bolino et al., 2010; Liu et al., 2021). While OCB is ideally voluntary, OCP captures the

implicit or explicit demands employees feel to exceed their formal job responsibilities, often leading to adverse outcomes such as burnout, work–family conflict, and emotional exhaustion (Bolino & Turnley, 2005; Song et al., 2023b).

The need to distinguish OCP from OCB and its behavioral outcome, Compulsory Citizenship Behavior (CCB), is increasingly recognized. OCP refers to the psychological experience of pressure, whereas CCB is the enacted behavior resulting from this pressure (Bashir et al., 2019; Baig et al., 2021). Despite growing scholarly attention, a

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systematic synthesis of the literature on OCP remains limited. This study addresses that gap by employing a bibliometric analysis and thematic synthesis to map the intellectual structure of OCP and propose novel conceptual frameworks for future research.

2. Methodology

2.1 Database Search and Inclusion Criteria

The bibliometric dataset was constructed by systematically searching the Scopus and Web of Science (WoS) Core Collection databases. The search strings applied were: “Organizational Citizenship Pressure” OR “Citizenship Pressure” OR “Extra-role pressure” OR “Extra role Pressure.” To ensure quality and relevance, the following filters were applied: (a) document type – article, review, or conference paper; and (b) English language only.

From Scopus, we retrieved 34 documents, and 66 documents from WoS. After removing 29 duplicates, the final dataset consisted of 70 unique articles that formed the foundation for our bibliometric and thematic analyses.

2.2 PRISMA Framework

To ensure transparency and replicability in our inclusion process, we adopted the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol (Page et al., 2021). This framework provided structured guidance across the four key stages of article selection: identification, screening, eligibility, and inclusion.

Figure 1 illustrates the PRISMA flowchart, which outlines the steps taken to narrow the initial pool of studies to the final 70 articles used in our analysis.

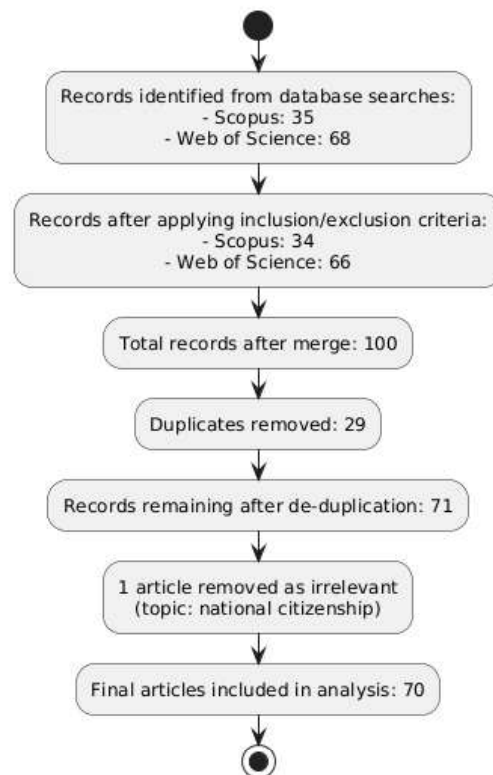


Figure 1. PRISMA Flowchart of Article Selection Process

2.3 Bibliometric Tools and Analysis

We exported the data in BibTeX format and analyzed it using the Bibliometrix package and its Biblioshiny interface in R (Aria & Cuccurullo, 2017). This allowed us to explore the literature from multiple angles. We looked at annual publication trends, identified the most frequent sources, and examined how keywords co-occur across studies. We also used Multiple Correspondence Analysis (MCA) to create a thematic map and understand how different research topics are grouped. In addition, we analyzed the conceptual structure by building co-word and co-citation networks. These methods helped us identify key themes, understand how different ideas are connected, and map out the intellectual structure of the OCP research field.

3. Literature Review

3.1 Defining Organizational Citizenship Pressure (OCP)

Organizational Citizenship Pressure (OCP) has evolved as a critical construct in organizational behavior, distinguishing between voluntary Organizational Citizenship Behavior (OCB) and the perceived obligation to engage in extra-role acts. Bolino et al. (2010) laid the foundation by conceptualizing citizenship pressure as a psychological experience where employees feel compelled to go beyond formal role expectations to meet implicit organizational norms. This distinction has since gained empirical traction, with studies repeatedly affirming the negative emotional and performance-related consequences of such

coercive expectations.

3.2 Antecedents of OCP

Several studies have examined the individual and contextual antecedents that contribute to the experience of OCP. Liang (2022) emphasized the role of psychological contract breach and social exchange theory in framing how employees respond to pressure to perform citizenship behaviors, often driven by perceptions of reciprocity and organizational justice. Similarly, Liu, Zhao, and Sheard (2017) identified job demands and a lack of supervisory support as key drivers of CCB, with emotional exhaustion mediating this relationship. Table 1 shows various antecedents of OCP identified in the literature.

Table 1. Antecedents of OCP

Antecedent	Citations
autonomy	Bashir et al. (2019); Liu (2017); Yildiz (2023)
expectations	De Clercq et al., (2021)
expectations, leadership	Horn et al. (2015)
job demands	Bolino et al. (2010)
leadership	Eivazzadeh & Nadiri (2022); Haider & Yean (2023); Liang (2024); Liu et al. (2021); Tahir et al (2025); Tan et al (2024)
organizational culture	Youn et al. (2017)
psychological contract	Peng & Zhao (2012)
support	Eliyahu & Somech (2023); He et al.(2018); Karayanni et al. (2024); Liang et al (2022); Netchaeva et al (2023); O'Brien et al.(2025); Somech & Bogler (2019); Wang et al. (2023); Yu et al. (2024)
support, job demands, trust	Baig et al (2021)
support, leadership	Banwo & Du (2020)
trust	Song et al (2023)

Personality factors, especially conscientiousness and agreeableness, also emerged as significant antecedents. Bashir et al. (2019) found that employees high in conscientiousness were more susceptible to experiencing OCP due to internalized norms of diligence and helping. Similarly, Baig et al. (2021) explored the dark side of leader-member exchange, showing how high-quality relationships can lead to increased

OCP under the guise of trust and relational closeness.

3.3 Mechanisms and Mediators

Multiple studies have outlined mechanisms through which OCP leads to psychological and behavioral consequences. Song et al. (2023a) proposed a J-shaped model to demonstrate that moderate levels of OCP might enhance performance, but once the

pressure surpasses a threshold, the benefits reverse and negative outcomes dominate. Citizenship fatigue, emotional labor, and ego depletion frequently mediate the link between OCP and negative outcomes, as seen in Song et al. (2023b), who utilized ego depletion theory to show how compelled extra-role behavior drains psychological resources.

3.4 Consequences of OCP

The consequences of OCP have been extensively studied, especially concerning employee well-being and performance

outcomes. He et al. (2018) found that CCB that leads to OCP was associated with counterproductive work behaviors (CWBs) and organizational silence, particularly when employees lacked formal recognition for their extra efforts. Similarly, Li et al. (2025) conducted a cross-national study on nurses and found that those experiencing high levels of CCB reported significantly higher emotional exhaustion and lower job satisfaction, linking OCP to burnout in healthcare settings. Table 2 summarizes the key OCP consequences documented in prior research.

Table 2. Consequences of OCP

Consequence	Citations
burnout	Ahmadian et al.(2017)
citizenship fatigue	Eliyahu et al. (2023); He et al. (2024); Neves et al. (2024)
emotional exhaustion	Ahmed (2025); Baig et al. (2021); He et al.(2018); Liang et al. (2022)
emotional exhaustion, withdrawal	Yin et al. (2023)
engagement	Horn et al. (2015); Liang et al (2024); Netchaeva et al. (2023)
performance	Banwo et al. (2020); Bolino & Klotz (2015); Hung et al. (2022); Liu (2021); Luksyteet al (2023); Naqshbandi et al. (2024); O'Brien et al (2025); Peng & Zhao (2012); Song et al. (2023); Vigoda-Gadot (2007)
performance, citizenship fatigue	De Clercq et al.(2021)
performance, engagement	Hung et al. (2022)
turnover intention	Eivazzadeh & Nilandri (2022); Sajuyigbe et al. (2022)
turnover intention, citizenship fatigue	Lan et al (2022)
withdrawal	Bashir et al. (2019)
work-family conflict	Bolino et al. (2010); Chaudhary et al (2023); Cheng (2019); Liu et al (2017)
work-family conflict, burnout	Pradhan & Gupta (2021)
work-family conflict, citizenship fatigue	Nisar et al. (2024)
work-family conflict, turnover intention, performance, burnout, job satisfaction	Yildiz et al. (2023)

Work–life conflict is another recurring outcome. Sajuyigbe et al (2022) examined how CCB and OCP exacerbate work–life imbalance, particularly for employees in collectivistic cultures where helping behavior is socially enforced. Cheng (2019) extended this understanding to organizational politics contexts, showing that employees often comply with OCB

expectations to avoid social or political repercussions within hierarchical systems.

3.5 Contextual and Sectoral Applications

OCP has been studied across various industries and countries, enriching its contextual validity. Several articles from the hospitality sector (Song et al., 2023; Liu et al., 2021) focused on frontline service

employees who are particularly vulnerable to OCP due to performance visibility and customer expectations. In the public sector, Bashir et al (2019) highlighted how institutionalized pressures in bureaucracy lead to formalized extra-role expectations, transforming OCB into a covert requirement. Li et al. (2025) conducted a cross-national study on nurses in Malaysia and China, revealing cultural variations in how OCP manifests and is internalized. This cross-cultural lens adds depth to the understanding of how societal expectations modulate workplace behavior under pressure.

3.6 Evolution of the Literature

The trajectory of OCP research has moved from early exploratory work to advanced modeling and theory-building. Initial studies between 2010 and 2015 focused on validating the existence and measurement of OCP and CCB. Between 2016 and 2020, scholars integrated OCP with broader organizational theories such as Conservation of Resources (COR) theory, Social Exchange Theory (SET), and the Job Demands-Resources (JD-R) model.

From 2020 onwards, attention has shifted toward examining curvilinear relationships, moderated mediation, and interactive models. For instance, Liu et al. (2021) introduced a three-way interactive model illustrating how transformational leadership and political skill moderate the impact of citizenship pressure on performance outcomes.

4. Research Objectives

Guided by the bibliometric outputs and thematic clustering of the 70 curated articles, this study aims to address the following three core objectives:

- To map the intellectual and thematic evolution of Organizational Citizenship Pressure (OCP) research using co-word analysis, thematic clustering, and

longitudinal publication trends to identify foundational and emerging areas of inquiry.

- To analyze the dominant themes and conceptual structure in OCP literature, including constructs such as citizenship fatigue, job stress, performance outcomes, leadership effects, and personality traits, with the support of keyword co-occurrence and thematic maps.
- To propose integrative theoretical models—namely, the Adaptive OCP (AOCP) Model and the Dual-Path Framework—that synthesize antecedents, mediating mechanisms, and the curvilinear effects of OCP on employee well-being and performance.

These objectives guide the subsequent presentation of bibliometric results and theoretical contributions.

5. Results

5.1 Intellectual Structure and Keyword Network

In this section, we examine the foundational intellectual structure of the Organizational Citizenship Pressure (OCP) research domain through a co-word network analysis. This approach allows us to explore how key terms are connected and which ones play central roles in shaping the scholarly conversation. Using centrality metrics such as betweenness, closeness, and PageRank, we identify the most influential and interconnected keywords across the literature.

Among all the keywords, “compulsory citizenship behavior” emerges as the most central and dominant term. It holds the highest PageRank value (0.1792) and betweenness centrality (164.24), indicating its strong influence and role in linking various themes. Its high closeness value (0.0303) suggests that it is closely connected to other keywords in the network, making it

Table 3. Top Trending Keywords by Peak Year of Interest

Keyword	Frequency	First Appearance	Median Year	Peak Year
Behavior	15	2019	2022	2023
Work	12	2021	2023	2023
Resources	8	2020	2022	2023
Consequences	7	2022	2023	2023
Job Satisfaction	4	2022	2023	2023
Satisfaction	3	2022	2024	2024
Predictors	3	2022	2024	2024
Model	3	2024	2024	2024

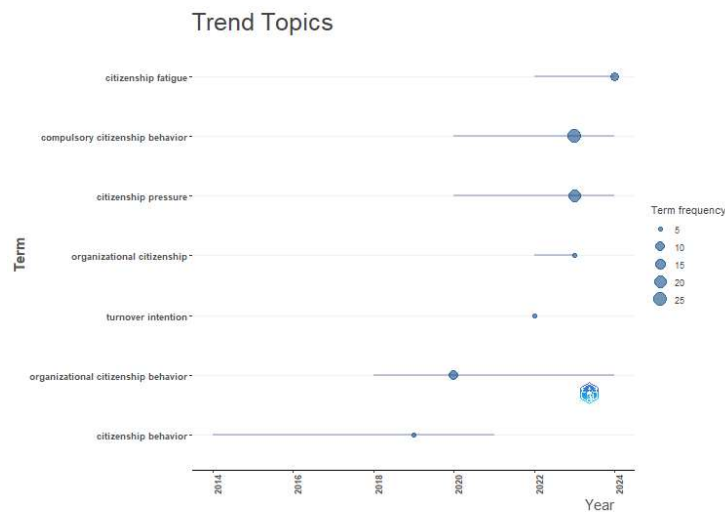


Figure 4. Trend Topics Map: Evolution of Keyword Focus in OCP Research

These patterns clearly show that the field is transitioning. In the earlier stages, research was mostly descriptive and exploratory, focusing on foundational concepts like “organizational citizenship” and “job stress.” Over time, there has been a move toward building and testing models, identifying predictors, and evaluating outcomes such as job satisfaction and performance. This shift reflects the field’s ongoing development from scattered conceptual discussions to more structured, theory-driven inquiry.

5.2 Thematic Mapping

In this part of our analysis, we use thematic mapping based on Multiple Correspondence Analysis (MCA) to understand how research themes in Organizational Citizenship Pressure (OCP) are structured. This map groups the themes into four main quadrants:

Motor Themes, Basic Themes, Niche Themes, and Emerging or Declining Themes. These quadrants are defined by two important aspects—centrality, which tells us how relevant a theme is to the broader field, and density, which shows how well-developed and internally consistent the theme is.

From our analysis, we find that “performance” is the most dominant and well-developed theme in the literature. It has the highest centrality (1251.36) and a strong density value, which places it in the Motor Themes quadrant. This means that performance is a foundational theme in OCP research and is closely linked with many other topics. Related subthemes like “model” (centrality: 161.09), “predictors” (109.62), “satisfaction” (93.50), and “commitment” (75.87) also appear in this quadrant, showing

that outcome-based analyses have been a major focus of the field.

We also notice that “impression management” appears between the Basic Themes and Emerging Themes quadrants. It has moderate centrality (162.77) and lower density, suggesting that while researchers are showing growing interest in how employees use strategic behavior to influence others’ perceptions under OCP, this area still needs deeper exploration. Its placement tells us that it may be an important future research direction.

In the Niche Themes quadrant, we find specialized but less central topics like “good soldiers” and the “dark side” of OCB. These themes have high density values (e.g., 124.07 for the dark side), meaning they are

well developed within themselves, but they are not yet deeply connected to the main body of OCP research. These themes highlight important concerns such as burnout, exploitation, and emotional exhaustion, especially when extra-role behaviors are expected rather than freely given.

Figure 4 illustrates the Thematic Map of OCP Research. In the plot, each point represents a theme, where the position shows its centrality (relevance) and density (development). The map is divided into four quadrants: Motor Themes (upper-right), Basic Themes (lower-right), Niche Themes (upper-left), and Emerging/Declining Themes (lower-left).

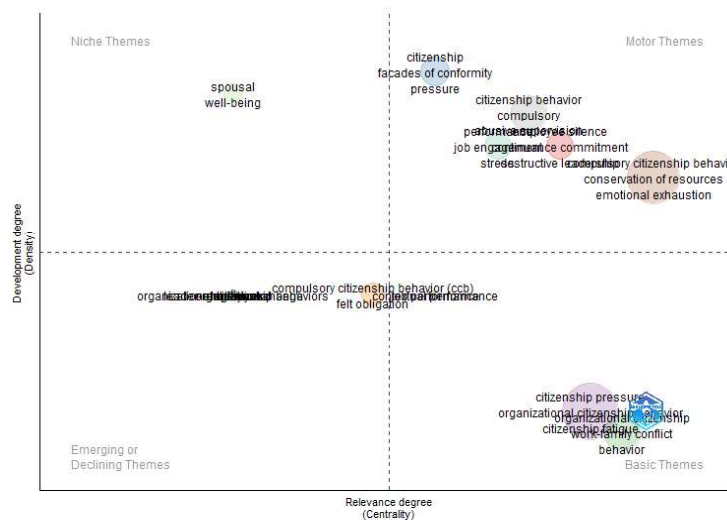


Figure 4. Thematic Map of OCP Research

Overall, this thematic mapping shows that OCP research is becoming more structured and mature. While performance-related topics have already reached conceptual consolidation, newer themes like impression management and the psychological costs of citizenship pressure are gaining ground. This blend of stable and emerging themes suggests that the field is now moving from early, exploratory stages toward more integrative and theory-driven research.

5.3 Trend Topic Evolution

In this section, we look at how keyword usage has evolved over time in the Organizational Citizenship Pressure (OCP) research field. By analyzing the frequency of terms, their first appearance, and peak years of influence, we gain a clearer understanding of how scholarly focus has shifted and matured. This kind of trend analysis helps us see which themes have remained central and

which new topics are beginning to gain attention.

From our findings, we observe that terms like “organizational citizenship” and “behavior” have remained dominant from the early stages of OCP research. These foundational keywords started to gain momentum around 2019 and reached their peak influence between 2022 and 2023. Notably, “behavior” shows the highest frequency (15 mentions), with its median year of influence in 2022. This pattern shows that behavior-based constructs are well established and continue to serve as a pillar of the field.

At the same time, we are also seeing the rise of newer themes. For example, the keyword “model” first appeared in 2024 and quickly became prominent, suggesting a growing academic focus on developing theoretical frameworks around OCP. Similarly, “predictors” and “satisfaction,” which both entered the literature around 2022, reached their peak in 2024. These terms point toward a shift in the field toward more empirical validation, hypothesis testing, and structured measurement of OCP-related outcomes.

Keywords like “performance” (mentioned 9 times) and “work” (12 times) have shown consistent importance, peaking around 2022 and 2023. This coincides with a broader global interest in work-related stress, burnout, and job roles—especially in the wake of the COVID-19 pandemic, which intensified conversations around employee well-being and extra-role behaviors.

We summarize this keyword activity in Table 3, which shows the most prominent keywords by frequency and their respective peak years. Figure 4, as noted, visualizes these trajectories over the 2014–2024 period. These patterns underscore that the field is dynamic. Early OCP studies were largely exploratory, but more recent work is characterized by model-building and the exploration of boundary conditions (e.g.,

when and for whom OCP has positive or negative effects). The increasing introduction of terms like “model” and “predictors” signals a maturation of the field towards theoretical refinement and practical application.

5.4 Conceptual Structure and Cluster Density

To uncover the underlying conceptual structure of OCP research, we used Multiple Correspondence Analysis (MCA) in combination with clustering. As set in the analysis parameters, the number of clusters was fixed at one, reflecting a tightly unified conceptual space. This methodological choice enables us to visually map the proximity of frequently co-occurring keywords, helping identify how thematic domains intersect within the literature.

The MCA output, presented in Figure 5, clearly reveals a single dominant conceptual cluster. Most keywords—including *felt obligation*, *contextual performance*, *feeling trusted*, and *emotional*—are densely positioned in a central triangular region, indicating their close semantic and thematic alignment. For example, the keyword *academic environment* is located at coordinates (-0.10, -0.50), and *abusive supervision* at (-0.15, 0.29), both falling within the single cluster labeled as *Cluster 1*. Terms like *anxiety*, *anger*, *abusive behavior*, and *emotional exhaustion* also appear within this cluster, confirming that the field is highly centered on behavioral strain, emotional responses, and contextual demands.

Figure 5 shows a conceptual structure map (via MCA) of OCP research. All frequently co-occurring keywords fall into a single high-density cluster (shaded region), indicating a cohesive thematic focus in the literature.

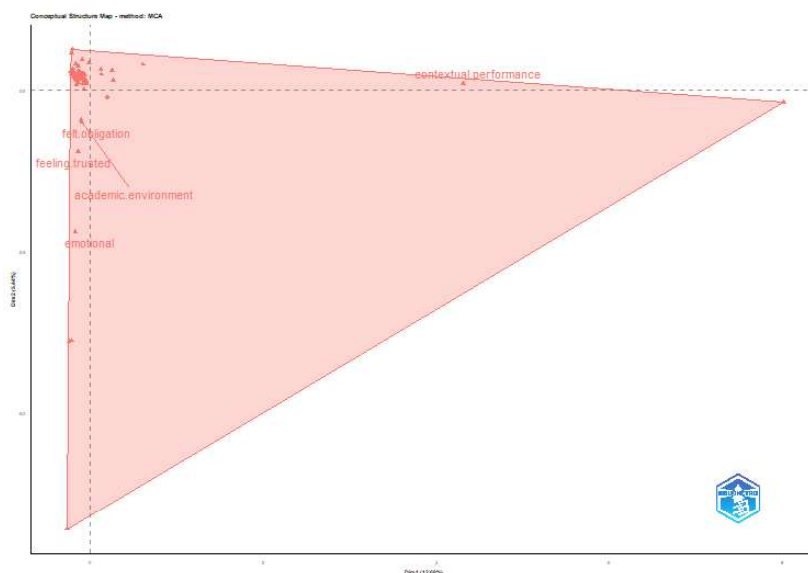


Figure 5. Conceptual Structure Plot of OCP Research

This pattern of clustering suggests that although OCP research has been applied across various sectors—such as education, healthcare, public service, and corporate settings—the studies are consistently built around a common set of psychological and behavioral constructs. These include performance pressure, emotional labor, job satisfaction, abusive supervision, and trust dynamics. The single-cluster configuration seen in the MCA plot affirms that thematic integration is strong, and researchers have generally worked within a shared framework emphasizing the behavioral–stress–performance loop.

However, this high cluster density also highlights a limited degree of thematic diversity in the existing body of research. Many studies tend to revisit similar conceptual relationships rather than branching into novel territories. While this has certainly helped consolidate and deepen the field, it also signals a need for broader exploration. Specifically, future research could extend into emerging domains such as:

- Technology-driven pressures, including AI-mediated performance monitoring.

- Digital citizenship behaviors in remote and hybrid workplaces.
- Virtual presenteeism and its impact on employee autonomy and well-being.

Thus, while the conceptual core of OCP is robust, the MCA results point to a ripe opportunity for expansion—both in terms of context and conceptual breadth.

6. Thematic Discussion

The bibliometric analyses conducted in this study provide a comprehensive understanding of how Organizational Citizenship Pressure (OCP) research has developed over the past decade. This section synthesizes the intellectual and thematic findings, distilling them into three major insights: (1) central themes and theoretical focus, (2) evolving perspectives on OCP consequences, and (3) emerging gaps and thematic frontiers.

6.1 Behavioral Centrality and Theoretical Anchoring

Our analysis clearly shows that the construct of “behavior” sits at the very heart of OCP

research. Across the co-word network (see Table 4 below), multiple behavior-related terms consistently appear as the most central and influential nodes. Notably, “compulsory citizenship behavior” holds the highest centrality values with a PageRank of 0.1792, betweenness of 164.24, and the highest closeness among all terms (0.0303). This

confirms that the field is deeply rooted in discussions around OCB and CCB as the foundational lens for understanding workplace dynamics under pressure.

Table 4 presents centrality measures for the top behavior-related keywords identified in our co-word analysis.

Table 4. Centrality Measures of Behavior-Related Keywords in the Co-Word Network

Keyword	Cluster	Betweenness	Closeness	PageRank
Compulsory Citizenship Behavior	1	164.24	0.0303	0.1792
Organizational Citizenship Behavior	4	53.49	0.0256	0.0542
Citizenship Behavior	2	1	0.5	0.0541
Behavior	3	0	0.012	0.0156
Organizational Citizenship Behaviors	4	0	0.0154	0.0127

The theoretical roots of this behavioral focus go back to Bolino et al. (2010), who defined OCP as a form of internalized organizational pressure that drives employees to engage in extra-role behaviors that are not always voluntary. This insight forms the basis of much of the literature that followed. Later contributions by Bashir et al. (2019) and Baig et al. (2021) extended this framework, showing how OCP is socially constructed—shaped by both organizational expectations and interpersonal norms within the workplace.

Furthermore, our thematic and trend analyses reinforce this behavioral anchoring. For instance, in the trend topic evolution (see Figure 4), “behavior” has the highest keyword frequency and peaked in relevance around 2022–2023, confirming its sustained importance. At the same time, the emergence of keywords like “performance,” “job stress,” and “consequences” reflects a shift from purely descriptive work toward understanding causal mechanisms and deeper psychological processes.

This trend is reflected in recent studies such as Song et al. (2023a) and Liu et al. (2021), which use well-established psychological

theories to explore how OCP affects individuals. For example, Conservation of Resources (COR) theory (Hobfoll, 1989) helps explain how constant citizenship pressure can drain emotional and motivational resources, especially in high-demand environments. Similarly, Self-Determination Theory (Deci & Ryan, 2000) has been used to understand how OCP undermines intrinsic motivation when behaviors are driven by obligation rather than choice.

Together, these findings confirm that behavior remains the central pillar of OCP research. However, the field is evolving toward more sophisticated theoretical explanations and empirical models. This evolution marks a transition from early foundational studies to theory-driven investigations that examine how and why OCP behaviors arise—and what consequences they bring for individuals and organizations alike.

6.2 Reframing Consequences: From Positive Performance to Burnout Risk

A key insight that emerges from our analysis is the shifting scholarly perspective on the

outcomes of OCP. In earlier research, OCP was often framed as a potential driver of enhanced performance. For example, Vigoda-Gadot (2007) suggested that when employees perceive organizational expectations to “go the extra mile,” they may respond positively by displaying higher engagement or discretionary efforts. This line of thought positioned OCP as a constructive motivational force, especially when aligned with personal or organizational goals.

Over time, however, a more nuanced view has gained traction. Recent studies have increasingly highlighted the dual-edged nature of OCP’s consequences. While moderate OCP can indeed spur productivity in the short term (Lemoine, Parsons, & Kansara, 2015), sustained pressure has been linked to significant costs. The concept of *citizenship fatigue* (Bolino et al., 2015) and related findings indicate that continuously high OCP can lead to diminished well-being and performance decrements. Song et al. (2023b), for instance, demonstrated that excessive citizenship demands deplete employees’ regulatory resources, precipitating burnout and disengagement.

This evolution in perspective is reflected in the growing emphasis on negative outcomes in OCP studies. As summarized in Table 2, outcomes such as emotional exhaustion, burnout, and work–family conflict are prominently featured in recent research. The field has thus moved from asking “Can OCP boost performance?” to “When does OCP backfire and why?”. This reframing underscores the importance of boundary conditions and context – recognizing that the impact of OCP depends on factors like organizational support, recognition, and individual differences.

In line with this, researchers have begun to identify mitigating factors. For example, Cavanaugh et al. (2000) distinguished between challenge and hindrance stressors; applying that lens to OCP, moderate citizenship pressure might be a *challenge*

stressor that invigorates, whereas excessive OCP becomes a *hindrance stressor* that overwhelms (Bolino & Turnley, 2005). The Adaptive OCP Model introduced later in this paper builds directly on this premise, suggesting that OCP’s ultimate effect (positive or negative) is contingent on whether it remains within an optimal range and whether sufficient resources are present to manage the strain.

In summary, contemporary OCP literature increasingly balances the “bright side” (extra effort, engagement, short-term gains) with the “dark side” (strain, fatigue, long-term risks). This balanced view provides a more realistic foundation for interventions, as it acknowledges that encouraging employees to contribute extra effort must be done carefully to avoid unintended harm.

6.3 Emerging Gaps and Thematic Frontiers

Despite significant progress in research on Organizational Citizenship Pressure (OCP), there are still several areas that need more exploration. These gaps present exciting opportunities for future studies to deepen our understanding of how OCP operates in different settings.

One area that deserves more attention is digital and remote work environments. As workplaces continue to evolve with telecommuting, AI-driven performance monitoring, and virtual collaboration, it is unclear how OCP manifests in these settings. Do employees working remotely feel less pressured to engage in extra-role behaviors because they are not physically present? Or do digital monitoring tools and constant online availability create a new form of citizenship pressure? Given the shift toward hybrid work, exploring how OCP functions in these environments is a timely and important research avenue.

Another area is cross-cultural differences in OCP. Most studies have been conducted in single-country contexts, and there is limited

research on how cultural values shape the experience of OCP. In collectivist cultures, for example, employees might view OCP as a social norm and accept it more readily, whereas in individualistic cultures, they may perceive it as an undue burden. Research comparing different cultural settings would help broaden our understanding of how OCP operates across diverse work environments (Li et al., 2025).

A less explored but intriguing question is whether OCP can lead to positive deviance and employee voice. Much of the existing literature focuses on the negative effects of OCP, such as stress, burnout, and withdrawal. However, could some employees channel this pressure into constructive behaviors, such as innovation or speaking up about unfair expectations? Investigating whether OCP can encourage positive workplace behaviors could add depth to our understanding of how employees navigate extra-role expectations.

The role of leadership and organizational climate in shaping OCP also warrants further study. While some research has examined how leadership styles, such as abusive supervision, contribute to OCP, there is limited knowledge on how broader organizational culture and HR policies create an environment where citizenship pressure thrives. Studying how HR practices and leadership expectations influence OCP at the team or organizational level could offer valuable insights for businesses aiming to create a balanced work culture.

Finally, diversifying research methods is crucial for advancing the field. Most OCP studies rely on survey-based, quantitative approaches, which provide useful but often surface-level insights. Qualitative research methods, such as in-depth interviews or ethnographies, could uncover hidden dynamics of OCP, such as subtle coercion in workplace interactions. Experimental studies could also shed light on causality by simulating different OCP scenarios and

measuring employees' responses in real-time.

Exploring these areas will help move OCP research forward and ensure that it stays relevant in today's rapidly changing work environments. By expanding our understanding of OCP across different contexts, cultures, and methodologies, we can develop more effective strategies to manage its impact on employees and organizations.

7. Theoretical Contributions

Our study makes two major theoretical contributions that advance the current understanding of Organizational Citizenship Pressure (OCP) and its multifaceted impact on employee experiences. Drawing from the patterns observed in our bibliometric analysis, keyword network, and thematic evolution, we introduce two integrative conceptual models:

- Adaptive OCP (AOCP) Model, and
- Dual-Path Framework.

These contributions respond directly to repeated calls in the literature for more holistic frameworks that explain how OCP functions across different contexts and outcomes (Bolino et al., 2010; Liu et al., 2021; Song et al., 2023a). While earlier studies often viewed OCP through either a performance or well-being lens, our models aim to bridge this divide by capturing the dynamic, context-dependent nature of OCP—recognizing that it can simultaneously drive productivity and cause strain, depending on how it is experienced and managed.

The Adaptive OCP (AOCP) Model posits that the effects of OCP are not fixed but shaped by various individual and contextual factors. These include leadership style, job autonomy, perceived organizational support, and personality traits like conscientiousness. When these factors are favorable, OCP can function as a challenge stressor, motivating employees to engage in constructive

discretionary behaviors. However, when the work environment is rigid or unsupportive, OCP shifts into a hindrance stressor, leading to emotional exhaustion, role conflict, or disengagement.

The Dual-Path Framework explains how Organizational Citizenship Pressure (OCP) can lead to two very different outcomes depending on the level of pressure and the surrounding work environment. On the positive side, when OCP is present in moderate amounts, it can encourage employees to perform better, think creatively, and take initiative (Cavanaugh et al., 2000; Liu, Liao, & Loi, 2021). This effect is particularly strong in workplaces where employees feel supported, valued, and have the necessary resources to manage their workload. In such cases, OCP acts as a motivator, pushing employees to go the extra mile in a way that benefits both them and the organization (Lemoine et al., 2015).

However, on the negative side, when OCP becomes excessive or feels forced, it can have harmful effects. Employees may start feeling overwhelmed, exhausted, and dissatisfied with their jobs (Bolino & Turnley, 2005; Song et al., 2023b). If their extra efforts are not recognized or appreciated, they may lose motivation and even develop negative attitudes toward work. In extreme cases, this could lead to burnout or counterproductive work behaviors, such as doing the bare minimum, disengaging from work, or even acting out against the organization (Fox et al., 2001).

In short, the impact of OCP depends on how much pressure is applied and whether employees have the support they need to handle it. A balanced level of OCP can drive productivity and innovation, but too much can create stress and dissatisfaction. By recognizing these dual pathways, organizations can develop strategies to ensure that OCP remains a motivating challenge rather than a harmful burden.

Together, these models help explain the nonlinear and sometimes contradictory

findings in the literature, offering a more nuanced lens to understand when, why, and for whom OCP is functional or harmful. We believe these frameworks offer fertile ground for future empirical testing and can guide organizations in designing systems that leverage citizenship behaviors without crossing into coercion or burnout.

By synthesizing insights across multiple analytical dimensions, these theoretical contributions provide a much-needed integrative perspective on OCP—one that accounts for its dual nature and varying consequences depending on situational fit and employee perceptions.

7.1 Adaptive OCP (AOCP) Model

The Adaptive OCP (AOCP) Model presents a more nuanced understanding of how Organizational Citizenship Pressure operates within organizational settings. Rather than treating OCP as a uniformly negative phenomenon, the model proposes that its consequences are shaped by an interplay of moderating and mediating factors—including leadership quality, perceived organizational support, employee traits, and contextual resources. This theoretical perspective is supported both by our bibliometric findings and by existing literature that highlights the conditional nature of OCP outcomes.

Studies such as Bashir et al. (2019) and Baig et al. (2021) emphasize that when OCP occurs in environments rich in social support, resources, and employee autonomy, its effects may be positive or even motivating. For instance, when employees experience high-quality Leader-Member Exchange (LMX) or a supportive leadership style, they are more likely to interpret citizenship pressure as a form of positive challenge. In such cases, OCP can drive short-term performance gains, increased commitment, and even constructive extra-role behavior (Lemoine et al., 2015). Our keyword co-occurrence data also show that terms like performance, leadership, and

support frequently co-occur with behavior, reinforcing this interpretation.

However, our thematic analysis and recent empirical work also reveal a darker pathway. In the absence of buffering variables—such as organizational support or emotional resources—OCP may act as a coercive demand, leading to emotional exhaustion, surface acting, and burnout (Li et al., 2025; Song et al., 2023b). This aligns with Lazarus and Folkman (1984) stress appraisal theory, which suggests that individuals evaluate demands as either manageable challenges or debilitating threats. The AOCP Model also resonates with COR theory (Hobfoll, 1989), which argues that employees strive to protect their emotional and psychological resources. When OCP threatens these resources without sufficient support, employees are more likely to experience strain and withdrawal.

Our conceptual visualization of the AOCP Model (see Figure 6) shows how adaptive and maladaptive outcomes are influenced by multiple interacting variables. Inputs such as OCP intensity feed into a cognitive appraisal process, which is shaped by moderators like team climate and supervisor expectations (Liu et al., 2017), and mediators such as intrinsic motivation and perceived organizational support (Deci & Ryan, 2000).

Personality traits like conscientiousness or political skill can either amplify the positive effects or buffer the negative consequences, depending on situational fit (Liang, 2022).

In summary, the AOCP Model offers a dynamic and contextual view of OCP, one that captures both its enabling and constraining roles within modern workplaces. By identifying when and under what conditions OCP leads to adaptive versus maladaptive outcomes, this model provides a more complete foundation for future research and practical interventions aimed at managing discretionary effort without overstepping into exploitation or burnout.

Figure 6 illustrates the Adaptive Organizational Citizenship Pressure (AOCP) Model, offering a fresh theoretical lens to understand how OCP functions within modern organizational contexts. This model challenges the traditional view that OCP is either inherently good or bad. Instead, it introduces a dual-path framework, emphasizing that the outcomes of OCP are not fixed, but are shaped through a cognitive appraisal process influenced by multiple interacting variables (moderators, mediators, and trait factors).

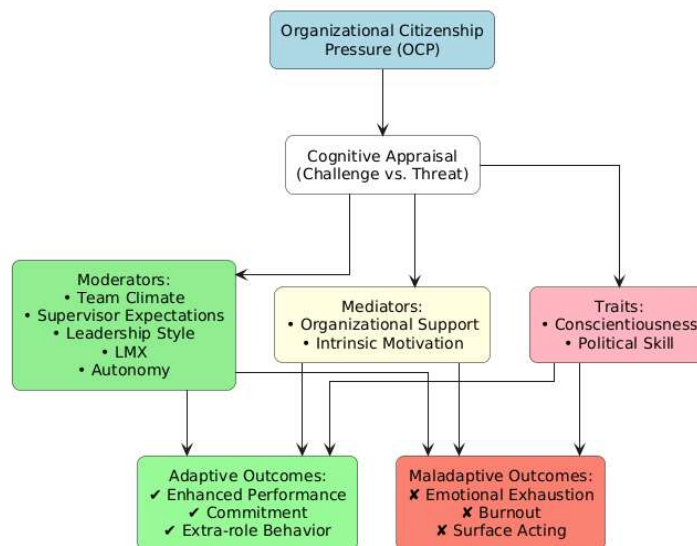


Figure 6. Adaptive OCP (AOCP) Model

At the center of the model lies Organizational Citizenship Pressure (OCP), which triggers a cognitive appraisal mechanism—consistent with Lazarus and Folkman’s (1984) stress appraisal theory. Employees evaluate OCP as either a challenge (a growth opportunity) or a threat (a coercive burden), depending on their work environment and internal resources. This appraisal outcome is then filtered through three key dimensions: contextual moderators, psychological mediators, and personal traits.

The moderators include factors such as leadership style, team climate, LMX quality, autonomy, and supervisor expectations, which create the broader environmental context in which OCP is interpreted (Bashir et al., 2019; Baig et al., 2021). For instance, in settings with high-quality LMX or supportive leadership, OCP is more likely to be perceived as a challenge, encouraging employees to engage in extra-role behaviors that enhance performance and commitment (Lemoine et al., 2015). These conditions activate the adaptive path of the model, as shown in the flow toward enhanced performance, proactive behavior, and organizational commitment.

On the other hand, mediators such as perceived organizational support and intrinsic motivation play a critical psychological role in shaping the individual’s capacity to cope with OCP. When these resources are absent, employees may lack the emotional bandwidth to respond constructively, leading to maladaptive outcomes such as emotional exhaustion, burnout, and surface acting (Song et al., 2023b; Li et al., 2025). This aligns with Hobfoll (1989) COR theory, which posits that stress arises when individuals perceive a threat to their valued resources.

In addition, trait-based factors such as conscientiousness and political skill (Liang, 2022) moderate how individuals respond to

OCP. For example, a conscientious employee may be more resilient to OCP and thus more likely to convert pressure into productive output. Conversely, low political skill may leave others vulnerable to manipulation or stress. These traits, in combination with contextual and psychological buffers, determine whether OCP results in growth or strain.

The AOC Model is theoretically novel in several ways. First, it integrates multiple theoretical traditions—including stress appraisal theory (Lazarus & Folkman, 1984), COR theory (Hobfoll, 1989), and Self-Determination Theory (Deci & Ryan, 2000)—into a unified framework that reflects the complexity of modern work environments. Second, it goes beyond linear cause-effect logic by introducing a dual-path mechanism that accounts for both enabling and constraining outcomes of OCP. Third, the model incorporates recent empirical findings from our co-word and thematic analyses, which show increasing scholarly interest in topics such as performance, burnout, and impression management, reinforcing the need for a model that captures these multi-directional dynamics.

In summary, Figure 6 reflects a dynamic, conditional, and integrated perspective of OCP. It provides a more realistic understanding of how citizenship pressure operates in organizations, offering valuable insights for researchers, practitioners, and policymakers seeking to promote employee well-being without sacrificing performance. By moving the conversation beyond simplistic good-versus-bad binaries, the AOC Model establishes a foundation for future research that is both theoretically grounded and practically relevant.

7.2 Dual-Path Framework

Figure 7 introduces the Dual-Path Framework, which provides a conceptual and empirical extension to existing models

of OCP. It illustrates the inverted-U (curvilinear) relationship between OCP intensity and employee performance/well-being, delineating a Challenge Stressor

Pathway (green, left side of curve) and a Hindrance Stressor Pathway (red, right side of curve).

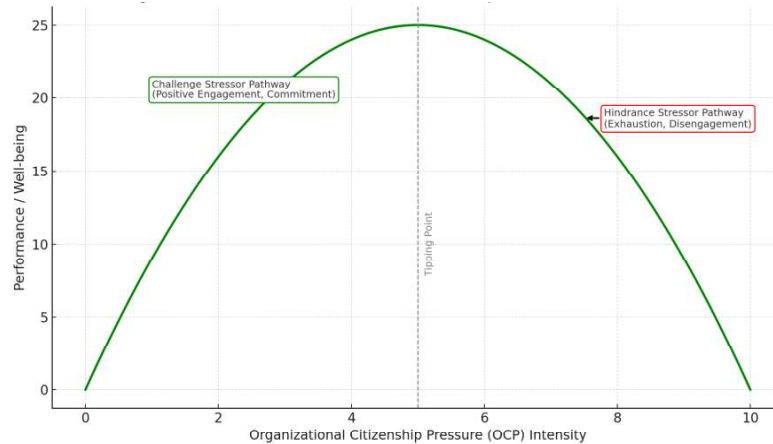


Figure 7. Dual-Path Framework: Inverted U Relationship Between OCP and Performance

The Dual-Path Framework builds on recent evidence that the relationship between OCP and performance-related outcomes is nonlinear, following an inverted-U trajectory (Song et al., 2023a). Rather than assuming a simple linear connection—“more pressure = better outcomes”—the Dual-Path Framework posits two distinct stressor pathways that emerge depending on the intensity of OCP.

At low to moderate levels, OCP functions as a challenge stressor (Cavanaugh et al., 2000). In this phase, employees may perceive citizenship pressure as a motivating signal—one that encourages them to stretch beyond their formal job roles, innovate, and demonstrate proactive behavior. This effect is amplified when OCP is accompanied by autonomy, positive reinforcement, and supportive leadership. Under such conditions, OCP contributes positively to task performance, organizational commitment, and employee engagement. This mechanism aligns closely with theories of *eustress* (positive stress), where manageable challenges serve as motivators.

However, as OCP intensity increases beyond a critical threshold, the same pressure begins

to activate the hindrance stressor pathway (Bolino & Turnley, 2005). Here, OCP is no longer seen as an opportunity but rather as a demand that infringes on employee well-being and autonomy. When high levels of pressure in case of CCB are not supported by corresponding resources or recognition, employees often respond with emotional exhaustion, reduced job satisfaction, and disengagement—sometimes even slipping into counterproductive work behaviors (Su et al., 2021). This downturn reflects patterns seen in related literatures on job demands-resources theory, citizenship fatigue, and work overload (Spector & Fox, 2002; Cheng, 2019).

Graphically, Figure 7 depicts this relationship as a curved trajectory, where performance and well-being increase with rising OCP to a point, after which they decline sharply. The inverted-U curve offers a powerful visual metaphor for how too much of a seemingly good thing—citizenship behavior—can ultimately become harmful if over-pressurized and unacknowledged.

This Dual-Path Framework carries several important implications. First, it urges

organizations to recognize the tipping point beyond which OCP becomes counterproductive. While moderate pressure can be energizing, sustained or high levels of OCP—especially without autonomy, feedback, or role clarity—may backfire, leading to surface-level compliance rather than genuine commitment (Song et al., 2023b). Second, the model suggests that interventions should focus on calibrating expectations, ensuring that citizenship demands remain within sustainable limits. Third, it highlights the importance of designing reward systems and recognition structures that value not just extra effort but also psychological well-being and long-term engagement.

In summary, the Dual-Path Framework provides a critical addition to the theoretical landscape of OCP research. By accounting for both the enabling and constraining effects of pressure—based on intensity—it deepens our understanding of *when* OCP helps and *when* it harms. As modern workplaces continue to push for employee agility and proactive behavior, this framework can guide both researchers and practitioners in striking the right balance between motivation and overextension.

Together, these two frameworks move the field beyond a binary interpretation of OCP as good or bad. Instead, they emphasize contextual sensitivity, individual variability, and nonlinear dynamics, providing a nuanced lens through which future empirical research can explore the antecedents and consequences of OCP.

8. Practical Implications

The findings from our bibliometric and thematic analysis offer several important and actionable insights for organizational leaders, HR professionals, and policy designers seeking to manage OCP in a healthy and constructive manner. While moderate levels of OCP can sometimes stimulate positive behaviors like enhanced

engagement, innovation, and discretionary effort (Lemoine et al., 2015), unchecked or sustained pressure may lead to adverse outcomes, including emotional exhaustion, disengagement, and burnout (Song et al., 2023b). This dual nature of OCP highlights the need for a calibrated and intentional approach to managing discretionary behavior in the workplace.

8.1 Clarify Role Expectations and Voluntariness

One of the most significant contributors to OCP is role ambiguity, particularly when extra-role behaviors—such as helping colleagues, working overtime, or volunteering for non-essential tasks—are implicitly expected rather than genuinely optional. When employees sense that these behaviors are required for promotions, favorable evaluations, or even job security, the psychological burden increases substantially (Bolino et al., 2010). Recent research confirms that unclear expectations surrounding OCB can cause citizenship pressure, leading to strain and dissatisfaction (Baig et al., 2021).

Practical Step: Organizations should clearly communicate, both in writing and through leadership behavior, that OCB is valued **but voluntary**. This can be done by including specific language in performance evaluations, job descriptions, and onboarding materials that separates core responsibilities from discretionary contributions. Leaders should consistently reinforce that “going above and beyond” is recognized as extra effort, not as a baseline requirement.

8.2 Train Leaders to Recognize and Respond to Citizenship Fatigue

Leaders and supervisors significantly influence how OCP is experienced by employees. Studies show that leadership behaviors—especially when inconsistent or overly demanding—can unintentionally

increase pressure to engage in OCB (Liu et al., 2017). Without proper awareness and training, managers may favor those who constantly go above and beyond, thereby reinforcing a culture of obligation rather than discretion. Over time, this can lead to *citizenship fatigue*, where employees feel drained and undervalued despite their efforts (Cheng, 2019).

Practical Step: Implement leadership development programs that include modules on psychological safety, autonomy-supportive behavior, and early detection of burnout symptoms. Educate managers about the signs of citizenship fatigue (e.g., declining enthusiasm, cynicism, reduced initiative) so they can adjust their expectations. Incorporating 360-degree feedback systems can help organizations monitor managerial practices and promote transparency and fairness in team dynamics, discouraging any inadvertent pressure exerted on reports.

8.3 Promote Resource-Based HR Practices

Grounded in Conservation of Resources (COR) theory (Hobfoll, 1989), employees need a reservoir of emotional, cognitive, and social resources to sustain performance under pressure. When OCP is high and these resources are lacking, the result is not enhanced productivity but fatigue and withdrawal. By offering resource-rich environments, organizations can reduce the perceived burden of OCP and potentially transform it into a motivating force. Self-Determination Theory further supports this view, emphasizing the role of autonomy, competence, and relatedness in fostering intrinsic motivation (Deci & Ryan, 2000).

Practical Step: Human Resources should proactively invest in well-being initiatives, such as flexible scheduling, mental health support programs, peer recognition systems, and regular workload assessments—particularly in high-output teams. Embedding well-being metrics into HR dashboards can help track and balance the

distribution of citizenship demands. Essentially, the goal is to ensure employees have the recovery opportunities, support, and recognition needed to handle OCP without depleting their core resources.

8.4 Rethink Recognition Systems

Our analysis indicates that many employees engage in OCB not out of intrinsic motivation but because only those who comply with invisible extra-role expectations are rewarded (Sajuyigbe et al., 2022). This dynamic creates a compliance-driven culture rather than one based on genuine contribution. Recognition systems that favor visible effort over meaningful impact may inadvertently perpetuate unhealthy OCP, as employees feel compelled to constantly prove their value through extra-role behaviors (Cheng, 2019).

Practical Step: Organizations should redesign recognition systems to include peer feedback, values-based assessments, and ethical performance metrics. By shifting the focus from “who works the longest” to “who creates sustainable value,” companies can create more inclusive and psychologically safe reward environments. For example, reward managers who effectively manage team workload and prevent burnout, not just those whose teams log the most overtime.

Taken together, these practical recommendations highlight how organizations can retain the benefits of OCB while minimizing the harmful effects of OCP. The goal is not to suppress discretionary behaviors but to ensure they remain voluntary, meaningful, and supported. In doing so, companies can foster cultures that are not only high-performing but also human-centered, equitable, and resilient—aligning well with both performance outcomes and employee well-being.

9. Future Research Directions

The bibliometric and thematic analysis conducted in this study highlights not only the consolidation of key theoretical domains within the OCP literature but also several untapped areas that demand further scholarly exploration. As the field moves beyond its foundational phase, future research should aim to validate emerging models, expand methodological approaches, and explore underrepresented contexts. Below, we outline five compelling directions for advancing the study of OCP.

9.1 Empirical Testing of the AOC and Dual-Path Frameworks

The Adaptive OCP (AOC) Model and the Dual-Path Framework, proposed in this study, offer promising theoretical scaffolds for explaining the nonlinear and context-sensitive nature of OCP outcomes. While these frameworks integrate findings from stress appraisal theory, conservation of resources theory, and challenge-hindrance models, they remain largely conceptual. To strengthen their empirical validity, future researchers should conduct longitudinal, cross-sectional, and multilevel studies to test their core assumptions. In particular, moderated mediation models (Hayes, 2013) can help assess how individual traits, leadership styles, and organizational resources interact to either buffer or amplify the effects of OCP (Song et al., 2023a; Liu et al., 2021). Such empirical testing will be crucial for distinguishing when OCP is energizing versus when it is depleting, and for identifying practical thresholds for “too much of a good thing.”

9.2 Cross-Cultural and Diversity Perspectives

As noted, OCP research would benefit from a broader cultural lens. Future studies should examine OCP in diverse cultural settings and among diverse workforces. Do employees in

collectivist cultures experience OCP differently from those in individualist cultures? How do gender, generation, or organizational tenure moderate perceptions of citizenship pressure? Comparative research and diversity-focused analyses can reveal nuances—for instance, whether younger employees are more resistant to OCP or if certain leadership approaches mitigate OCP in some cultures but not others.

9.3 Technological Change and OCP

The rise of remote work, digital monitoring tools, and AI in management opens new questions for OCP. Researchers could explore concepts like **digital citizenship pressure** (e.g., feeling the need to be always online and responsive) and how algorithmic management or virtual teams influence OCP dynamics. Given that our keyword analysis found little engagement with these topics, integrating perspectives from information systems and workplace technology into OCP studies could be very fruitful.

9.4 Intervention Studies

Moving forward, intervention-based research could provide practical insights. Experiments or field studies that implement specific changes (such as a new feedback system or an OCP awareness training) and measure pre-post differences in OCP and outcomes would help bridge science and practice. For example, does explicitly reminding employees that OCB is voluntary actually reduce perceived OCP and improve well-being? The answers would directly inform managerial practice.

9.5 Broadening Outcome Variables

Finally, future research should broaden the criterion space of OCP consequences. Beyond performance and well-being, scholars could examine effects on creativity, team dynamics, or even career trajectories.

Does chronic OCP affect retention or promotion (perhaps negatively, if high OCB performers burn out or opt out)? Does it influence team-level phenomena like conflict or cohesion? Such outcomes remain underexplored and could add depth to our understanding of OCP's long-term impact. By pursuing these directions, future research can ensure that the study of OCP remains vibrant, relevant, and impactful. As work environments continue to evolve, so too must our theoretical and empirical approaches to understanding the pressures that shape discretionary behavior.

10. Conclusion

This study systematically explored the intellectual landscape and thematic evolution of Organizational Citizenship Pressure (OCP) using a curated dataset of 70 articles. Through bibliometric techniques and thematic mapping, we achieved three key research objectives.

First, we mapped the intellectual development of OCP research. Our analysis showed that behavior-oriented constructs like compulsory citizenship behavior, emotional exhaustion, and burnout are central to the literature. Over time, themes such as job stress, performance, and employee well-being have become more structured and theory-driven (Bolino et al., 2010; Liu et al., 2021).

Second, we examined dominant themes in OCP research using thematic clustering and Multiple Correspondence Analysis (MCA). We found a core conceptual cluster around stress, performance, and behavior. Emerging themes like leadership, autonomy, and citizenship fatigue indicate a broadening scope. The trend analysis showed a shift from general topics like “behavior” and “work” to more specific issues such as satisfaction, predictors, and impression management (Song et al., 2023a; Cheng, 2019).

Third, we proposed two theoretical models—the Adaptive OCP (AOCP) Model and the Dual-Path Framework. The AOCP Model explains how factors like leadership style, personality, and resources shape OCP's impact (Baig et al., 2021; Lemoine et al., 2015). The Dual-Path Framework highlights the curvilinear nature of OCP, where moderate levels enhance performance, but excessive pressure leads to burnout and disengagement (Cavanaugh et al., 2000).

Overall, our findings confirm that OCP's effects are neither wholly positive nor negative but depend on contextual factors. Organizations should balance discretionary efforts with employee well-being by addressing citizenship fatigue, clarifying role expectations, and improving recognition systems. Future research should validate our models, explore threshold effects, and examine OCP in digital and cross-cultural settings.

In sum, this study provides a comprehensive map of OCP research while setting an agenda for future exploration. We hope it encourages a workplace culture where extra-role contributions are valued but not forced.

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Declaration of Interest Statement

We confirm that we have no conflicts of interest—financial or otherwise—related to this study.

Author Contributions

Author 1: Carried out the literature review, collected data from Scopus and Web of Science, ran the analysis, and drafted the initial manuscript.

Author 2: Developed the research framework and provided guidance and feedback

throughout the writing and revision process.

Data Availability Statement

The data for this study were obtained from Scopus and Web of Science. Access to these databases requires either an institutional or personal subscription.

Disclosure Statement

We declare that the findings of this research were not influenced by any personal or financial interests.

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