

Interesting Trends and Themes in the Topic of Organizational Citizenship Behavior: Bibliometric Analysis

Loso Judijanto¹, Ade Suhara²

IPOSS Jakarta¹, Universitas Buana Perjuangan Karawang²

losojudiantobumn@gmail.com¹, ade.suhara@ubpkarawang.ac.id²

ABSTRACT

This study presents a thorough bibliometric analysis of Organizational Citizenship Behavior (OCB), investigating trends, principal themes, and prominent authors in OCB research from 2016 to 2020. The study utilizes data from prominent academic databases to delineate the growth of Organizational Citizenship Behavior (OCB), emphasizing critical topics such as leadership, work satisfaction, organizational fairness, and employee motivation. The study reveals demographic parameters such as gender and age as prominent themes in the literature on organizational citizenship behavior (OCB). The data indicate that OCB research has grown progressively worldwide, with contributions from several locations, including North America, Europe, and Asia. The study presents practical implications for firms aiming to improve employee engagement and performance via Organizational Citizenship Behavior (OCB), with theoretical contributions by delineating the conceptual framework of OCB research. Notwithstanding its findings, the study recognizes limitations, including an emphasis on citation statistics that may neglect qualitative dimensions of the literature. Subsequent study may expand upon these findings by investigating non-Western viewpoints and emerging trends in Organizational Citizenship Behavior (OCB)

Keywords: *Organizational Citizenship Behavior; Bibliometric Analysis; Leadership; Job Satisfaction; Organizational Justice; Employee Motivation; Demographic Factors; Global Research Trends; Employee Engagement, OCB Research Themes.*

INTRODUCTION

Organizational Citizenship Behavior (OCB) has emerged as a crucial notion in comprehending employee conduct within organizational contexts. OCB is the voluntary, extra-role actions exhibited by employees that, while not formally acknowledged by reward systems, enhance the overall effectiveness and efficiency of the business (Organ, 1989). These behaviors, such as assisting colleagues, demonstrating proactivity, and exhibiting initiative, augment organizational efficacy by cultivating a favorable work atmosphere and enhancing job performance (Podsakoff & MacKenzie, 2014). Initially, OCB was seen as a "goodwill" phenomena; however, as study progressed, it was acknowledged as an essential element of organizational success. The theoretical basis of OCB originates from Social Exchange Theory, which highlights reciprocal ties between employees and their organization (Blau, 2017).

The examination of Organizational Citizenship Behavior (OCB) has gained significance across multiple fields, including psychology, management, and human resource management (HRM). This advancement has been propelled by a growing acknowledgment that organizational success relies not solely on formal job performance but also on the voluntary contributions of employees. Multiple studies have emphasized the influence of Organizational Citizenship Behavior (OCB) on organizational outcomes, including productivity, customer satisfaction, and organizational commitment (Organ, 1989; Page et al., 2021). Currently, OCB is a crucial domain of inquiry for comprehending workplace dynamics, employee engagement, and corporate culture.

In recent years, the comprehension of OCB has evolved beyond an individual perspective to include wider organizational and contextual elements. Researchers have investigated the impact of corporate culture, leadership styles, and job design on the expression of OCB (MacKenzie et al., 1993). Moreover, cross-cultural research has illuminated the variations in OCB behaviors across different geographies and organizational contexts, highlighting the necessity for a more refined comprehension of the contextual factors influencing OCB (Gould & Brent, 2021). The function of OCB in fostering favorable organizational results has been associated with organizational sustainability and enduring competitive advantage.

Bibliometric analysis has been an effective instrument for synthesizing and comprehending patterns in OCB research. This approach enables scholars to discern trends, prominent authors, significant publications, and the temporal progression of the discipline. Bibliometric methods, including citation analysis, co-citation, and network analysis, offer an extensive perspective on the evolution and intellectual framework of OCB research (Glanzel, 2003). Through the examination of existing literature, researchers can acquire insights about the thematic progression of OCB, its intersections with other organizational behaviors, and the emerging research gaps that require more investigation.

Recent bibliometric analyses in organizational behavior have underscored the increasing interest in OCB as a central theme for academic research and practical implementation. Although prior research has yielded significant insights into the causes and implications of organizational citizenship behavior (OCB), it is essential to comprehend the evolving trends in OCB research and their impact on both theoretical and empirical endeavors in the discipline. This study seeks to address this gap by examining recent trends and topics in Organizational Citizenship Behavior literature through bibliometric analysis.

Although research on Organizational Citizenship Behavior is expanding, the current literature is disjointed and lacks a thorough, systematic examination of its development. The majority of studies have concentrated on particular facets of OCB, including its antecedents, repercussions, or the individual-level traits that motivate these behaviors. Nevertheless, limited research has offered a comprehensive perspective on the intellectual evolution of the discipline. The comprehension of the evolution and interrelation of many issues in OCB research is inadequate. The absence of a bibliometric method in examining trends in OCB research results in significant shifts in academic focus, prominent authors, and the development of essential research issues being inadequately investigated. This study intends to provide a bibliometric analysis of Organizational Citizenship Behavior (OCB) to discern the principal trends and topics that have influenced its evolution over time. This study will investigate the academic literature on OCB to delineate the intellectual framework of the discipline, identify the most prominent authors and publications, and examine the progression of principal themes in OCB research. The main goal is to deliver a thorough summary of the existing OCB research landscape and emphasize emergent domains that necessitate additional exploration. This examination will enhance comprehension of the dynamic character of OCB as a concept and its implementation within organizational contexts.

METHOD

This study use bibliometric analysis to explore trends and themes in the literature on Organizational Citizenship Behavior (OCB), a quantitative tool for analyzing the structure and dynamics of a specific research subject. The bibliometric

This picture illustrates a bibliometric network analysis of Organizational Citizenship Behavior (OCB), depicting the interconnections among various terms and subjects within the OCB research domain. The network demonstrates the interconnections among topics such as leadership, job satisfaction, organizational justice, and employee behaviors within the broader domain of OCB research. The image was probably produced with VOSviewer, a widely used program for bibliometric analysis that generates visual representations of citation networks, keyword co-occurrence, and theme clusters.

At the core of the network, Organizational Citizenship Behavior (OCB) serves as the primary node, encircled by closely associated ideas. These encompass job happiness, affective commitment, trust, and leadership, all of which are commonly addressed in OCB literature. The prominence of OCB within the network underscores its significance as a research subject, impacting multiple facets of employee behavior, such as job performance, motivation, and organizational results. Furthermore, organizational justice and organizational identification are significant notions intrinsically linked to OCB, illustrating the influence of equity and affiliation in promoting citizenship behavior.

The network emphasizes demographic and psychological aspects, including gender (with nodes for "male" and "female"), age ("adult," "middle-aged"), and human behavior ("social behavior," "psychology"). These factors indicate an increasing interest in examining how individual traits affect the manifestation of OCB. The existence of these nodes signifies that scholars are progressively acknowledging the significance of individual variances in influencing OCB and its effect on organizational performance. These themes may signify demographic characteristics examined in connection with OCB across diverse contexts, including workplace diversity and inclusion.

The network encompasses terms such as workplace, organization, and employment, indicating that the organizational context significantly influences the expression of OCB. This connection refers to study investigating how various working settings, cultures, and management strategies promote or hinder voluntary behaviors that exceed formal job responsibilities. The term corporate social responsibility (CSR) in the literature signifies the increasing convergence between organizational citizenship behavior (OCB) and corporate initiatives aimed at enhancing societal welfare, suggesting that scholars are examining the wider implications of employee conduct on organizational social responsibilities.

The varied terminology inside the network, such as questionnaire, perception, and motivation, exemplifies the methodological approaches employed in OCB research. Numerous researches probably depend on surveys and self-report tools to evaluate OCB and associated concepts, highlighting the significance of comprehending how employees see their roles and motivations inside the firm. This indicates that OCB is frequently assessed by subjective metrics, which can yield significant insights into employees' discretionary behaviors that enhance organizational success.

3. Citation Analysis

To comprehend the evolution of organizational behavior research, especially regarding organizational citizenship behavior (OCB), job satisfaction, and employee engagement, it is essential to examine the foundational studies that have influenced this discipline. The subsequent table displays the 10 most referenced works in various domains, encompassing fundamental theoretical contributions and extensive meta-analytic studies. The research conducted between 2000 and 2023 provide essential insights into the impact of employee attitudes, behaviors, and perceptions of justice on organizational outcomes. These investigations enhance comprehension of the psychological and behavioral mechanisms influencing employee performance, commitment, and organizational effectiveness.

Tabel 1. Citation Analysis

Citations	Authors	Document title
4096	Meyer, J.P., Stanley, D.J., Herscovitch, L., Topolnytsky, L.	Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences
4005	Colquitt, J.A., Wesson, M.J., Porter, C.O.L.H., Conlon, D.E., Ng, K.Y.	Justice at the millennium: A meta-analytic review of 25 years of organizational justice research
3690	Williams, L.J., Anderson, S.E.	Job Satisfaction and Organizational Commitment as Predictors of Organizational Citizenship and In-Role Behaviors
3575	Podsakoff, P.M., MacKenzie, S.B., Moorman, R.H., Fetter, R.	Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors
3487	Podsakoff, P.M., MacKenzie, S.B., Paine, J.B., Bachrach, D.G.	Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research
3237	Saks, A.M.	Antecedents and consequences of employee engagement
2635	Rich, B.L., Lepine, J.A., Crawford, E.R.	Job engagement: Antecedents and effects on job performance
2481	Cohen-Charash, Y., Spector, P.E.	The role of justice in organizations: A meta-analysis
	Smith, C.A., Organ, D.W., Near, J.P.	Organizational citizenship behavior: Its nature and antecedents
2151	Moorman, R.H.	Relationship Between Organizational Justice and Organizational Citizenship Behaviors: Do Fairness Perceptions Influence Employee Citizenship?

Source: Scopus 2025

The bibliometric data presented highlights pivotal research that have profoundly influenced the domain of organizational behavior and elucidated the aspects affecting employee conduct within firms. The most referenced paper by (Meyer et al., 2002), with 4096 citations, is an extensive meta-analysis examining the

three dimensions of organizational commitment—*affective, continuation, and normative*—along with their antecedents, correlates, and effects. This study has offered fundamental insights into the influence of various types of commitment on employee retention and performance, establishing it as a pivotal element in organizational behavior research. (Colquitt et al., 2001) follows closely with 4005 citations, having done a meta-analytic evaluation of 25 years of organizational justice research, emphasizing the impact of fairness perceptions on employee attitudes and behaviors in the workplace. Williams and Anderson (1991), with 3,690 citations, established the predictive relationship among job satisfaction, organizational commitment, and organizational citizenship behavior (OCB), highlighting the significance of these psychological constructs in influencing employee actions beyond formal job responsibilities.

The publication by (Podsakoff et al., 1990) is seminal in the study of Organizational Citizenship Behavior (OCB), comprising two distinct contributions that have been cited more than 7000 times collectively. Their research on transformational leadership and its impact on trust, satisfaction, and organizational citizenship behavior (3575 citations), along with their critical analysis of OCB theory and literature (3487 citations), has solidified OCB as a crucial field of inquiry, shaping both theoretical advancements and practical implementations in organizational contexts. Other significant publications comprise (Saks, 2006), which has garnered 3237 citations and elucidates the antecedents and repercussions of employee engagement, and (Rich et al., 2010), with 2635 citations, which explores the influence of engagement on job performance. This research has enhanced the comprehension of employee motivation and its direct relationship with corporate success.

(Cohen-Charash & Spector, 2001) cited 2481 times, underscore the significance of justice in affecting organizational citizenship behavior (OCB), illustrating that perceptions of fairness inside organizations are crucial in fostering constructive employee conduct. (Moorman, 1991), with 2151 citations, examines the correlation between organizational justice and organizational citizenship behavior (OCB), demonstrating how perceptions of fairness impact citizenship actions, therefore influencing organizational outcomes. Collectively, these studies illustrate the progressive development of organizational behavior research, transitioning from initial investigations of commitment and job satisfaction to intricate models connecting leadership, views of justice, engagement, and voluntary extra-role actions. These contributions persist in offering significant insights into employee behavior dynamics, impacting both organizational theory and practice in contemporary workplaces.

4. Density Visualization

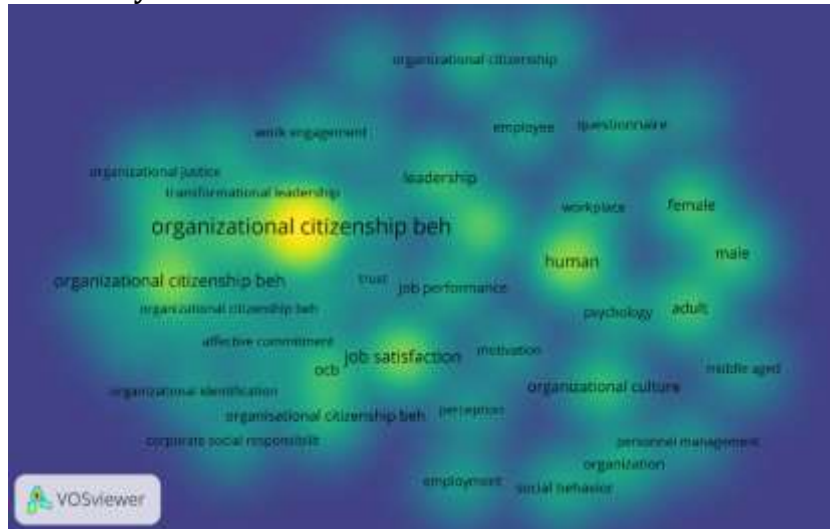


Figure 3. Density Visualization
Source: Data Analysis Result, 2025

The graphic is a density map of the Organizational Citizenship Behavior (OCB) research network, visualized with VOSviewer. The color intensity on this map denotes the density of co-occurring phrases in OCB literature, with brighter yellow regions signifying high concentrations of related concepts, and darker blue regions indicating lesser concentrations. At the core of the map, the phrase "organizational citizenship beh" (presumably denoting "organizational citizenship behavior") emerges as the most significant node, highlighting its pivotal relevance in the domain. Adjacent to this fundamental phrase are interrelated notions including "job satisfaction," "trust," "affective commitment," "job performance," and "organizational justice." The terms, emphasized in vivid colors, imply that OCB is predominantly associated with these subjects, underscoring their significance in comprehending employee actions beyond official employment obligations.

The map additionally illustrates a varied array of phrases linked to OCB research, such as "leadership," "human," "work engagement," and "organizational culture," which are present in the medium-intensity yellow regions. These notions indicate that OCB research is progressively examining the influence of leadership styles, workplace culture, and individual human variables on the expression of citizenship behaviors. Furthermore, demographic variables including "male," "female," "middle-aged," and "adult" are situated in regions of moderate density, underscoring the need of examining gender and age-related disparities in OCB research. The emergence of terms associated with "corporate social responsibility" and "social behavior" highlights the broader ramifications of organizational citizenship behavior (OCB) in workplace practices, reflecting an increasing interest in the alignment of employees' voluntary actions with organizational values and social responsibility efforts.

5. Co-Authorship Network

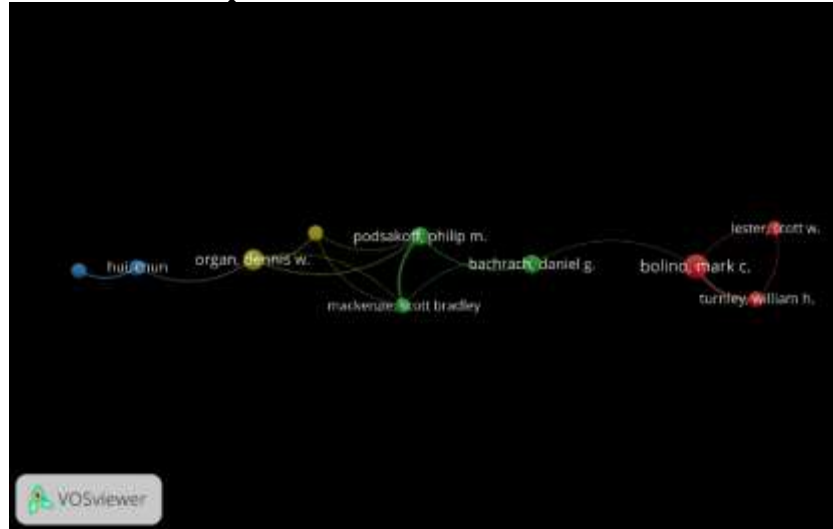


Figure 4. Author Visualization
Source: Data Analysis Result, 2025

The graphic illustrates a co-authorship network of prominent researchers in the domain of Organizational Citizenship Behavior (OCB). The nodes signify distinct authors, whereas the edges (lines linking them) denote collaborative links, with thicker and more pronounced connections implying a greater frequency of co-authorship. The color gradient illustrates the proximity of their collaborations throughout time, with green and yellow nodes denoting writers with regular collaborations and red nodes indicating more recent or isolated contributors.

Prominent scholars in the realm of Organizational Citizenship Behavior (OCB), like Dennis W. Organ, frequently seen as the progenitor of OCB, along with Philip M. Podsakoff and Scott B. MacKenzie, are pivotal to the discipline, underscoring their substantial contributions to the advancement and proliferation of OCB research. These authors are associated with a wider cohort of scholars, including Mark C. Bolino and Daniel G. Bachrach, who play a pivotal role in expanding the domain of Organizational Citizenship Behavior (OCB) to encompass leadership, motivation, and organizational results. The co-authorship network highlights the collaborative essence of research in this domain and how prominent researchers leverage each other's contributions to progress the field.

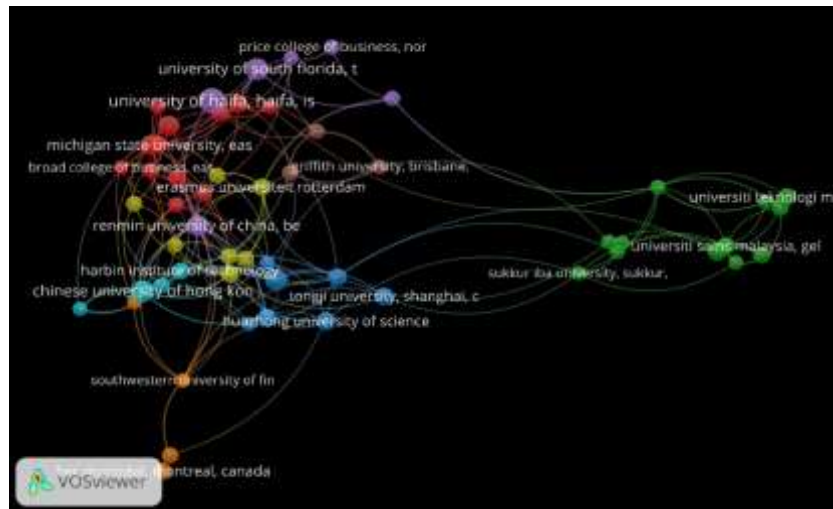


Figure 5. Affiliation Visualization
Source: Data Analysis Result, 2025

The graphic depicts a collaborative network of academic institutions engaged in research on Organizational Citizenship Behavior (OCB). Each node symbolizes a university, while the lines linking the nodes denote collaborative partnerships among institutions, with the strength of the connections representing the frequency of collaboration. The color coding further differentiates several clusters of colleges that engage in closer collaboration within their group. For instance, the University of Haifa and Michigan State University are prominently featured in the red and yellow clusters, signifying active collaboration among institutions within those color categories.

The network emphasizes universities with robust international affiliations, such as Erasmus Universiteit Rotterdam and Renmin University of China, which serve as pivotal nodes, indicating their substantial contribution to the advancement of OCB research globally. The inclusion of universities from various geographic regions, such as Harbin Institute of Technology in China, Sukkur IBA University in Pakistan, and HEC Montréal in Canada, highlights the international scope of OCB research. These worldwide collaborations enhance the study landscape, demonstrating that OCB is a subject of interest within academic circles globally, supported by a well-distributed network of contributors.

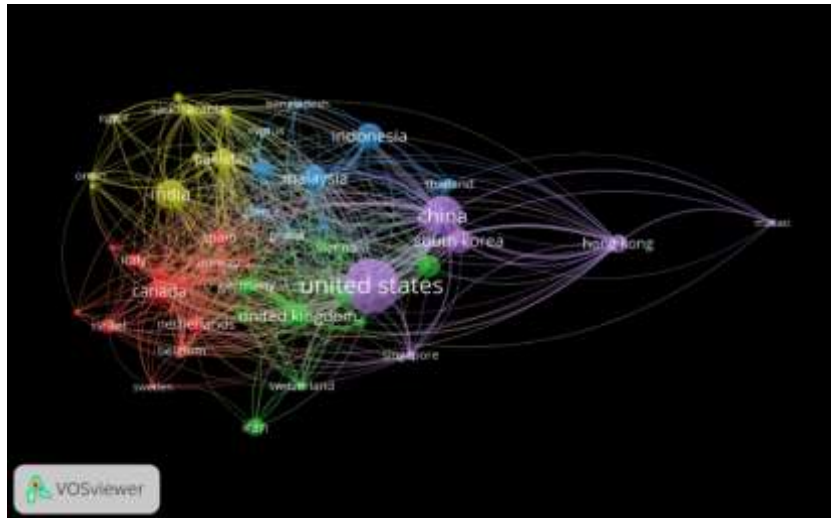


Figure 6. Country Visualization
Source: Data Analysis Result, 2025

The image presents a country collaboration network based on research in Organizational Citizenship Behavior (OCB), visualized through VOSviewer. The nodes represent countries, and the links between them show the level of academic collaboration, with thicker and more intense connections indicating higher collaboration frequency. The color coding in the network represents different clusters, with countries like the United States, United Kingdom, and Canada forming a prominent cluster, indicating strong academic collaborations in OCB research from North America and Europe. Similarly, China, South Korea, and Hong Kong are grouped in another cluster, highlighting the significant role of East Asian countries in OCB studies.

The network further emphasizes the global nature of OCB research, with countries from various continents such as India, Malaysia, and Indonesia contributing to the field. The European region shows significant interconnectedness, especially among countries like Italy, Spain, and Germany, reflecting active research networks in Southern and Central Europe. Middle Eastern countries, such as Iran and Saudi Arabia, are also present, contributing to the diversity of OCB research. The connections across countries indicate that OCB research is not only collaborative but also internationally distributed, with research topics and findings shared across borders, enriching the global understanding of organizational behavior.

Discussions

Practical Implications

This bibliometric examination of Organizational Citizenship Behavior (OCB) presents numerous practical implications for businesses and management professionals. Comprehending the principal themes and patterns in OCB research enables organizational leaders and human resource managers to cultivate behaviors that enhance cooperation, job satisfaction, and overall organizational success. By recognizing the interrelated factors—such as leadership, work satisfaction, and organizational justice—organizations can execute focused plans to improve OCB among employees. Moreover, acknowledging the impact of demographic variables, like gender and age, enables businesses to customize their strategies for fostering Organizational Citizenship Behavior (OCB) in a more inclusive and efficacious

manner. Promoting a culture of equity and acknowledgment, as indicated by OCB research, can augment employee engagement and diminish turnover rates, resulting in more stable and productive work environments.

The broad scope of the study offers significant insights for multinational organizations. Comprehending the evolution of OCB research across many cultural and regional contexts allows multinational firms to develop culturally relevant programs that incentivize employees to participate in discretionary behaviors advantageous to the organization. Utilizing these findings, firms can develop training programs that promote OCB, enhance workplace relationships, and eventually result in increased organizational success and competitiveness in the global market.

Theoretical Contribution

This work significantly enhances the theoretical knowledge of OCB by offering a thorough, data-driven synthesis of trends and themes in the available literature. The study used bibliometric analysis to elucidate the intellectual framework of OCB research, identifying prominent authors, journals, and research clusters that delineate the theoretical parameters of the discipline. The study enhances conventional models of OCB by integrating modern research themes, including leadership styles, organizational culture, and employee motivation, which are essential for comprehending the factors influencing voluntary behaviors in businesses. The study emphasizes the shifting emphasis on demographic aspects, including gender and age, which enriches the theoretical framework of Organizational Citizenship Behavior (OCB) by examining how individual traits affect the expression of citizenship behaviors.

This approach offers a worldwide perspective that motivates future academics to investigate OCB across various cultural and organizational contexts. It questions the conventional Western-centric perspective of OCB and facilitates the exploration of how many societies interpret and promote discretionary actions in the workplace. The study enhances the theory of organizational behavior by providing a nuanced perspective on the global OCB environment and recognizing the influence of cross-cultural variances on OCB.

Limitations

Notwithstanding the useful insights offered, this study possesses many limitations. A significant disadvantage is the dependence on bibliometric methodologies, which, although effective in delineating research patterns and identifying principal topics, fail to encompass the qualitative subtleties of the research. The bibliometric method may neglect the profound theoretical and conceptual foundations of research, as it predominantly emphasizes quantitative metrics like citations and co-authorships. Consequently, the study may overlook significant changes in theoretical frameworks or emerging perspectives that have not yet gained widespread citation or acknowledgment within the academic community.

The analysis relies on publicly accessible databases like Scopus and Web of Science, which may not include all pertinent papers, especially those in non-English languages or from lesser-known journals. This may lead to a bias favoring established or mainstream research, thereby marginalizing developing ideas and non-Western viewpoints on OCB. The study's scope is confined to the years 2016 to 2020, and the dynamic evolution of OCB research implies that recent trends or changes in the field may not be reflected in this analysis. Future study may broaden the chronological

framework and integrate supplementary data sources to mitigate these constraints and enhance the understanding of OCB's evolution.

CONCLUSIONS

This study provides a comprehensive bibliometric analysis of the development and principal themes in Organizational Citizenship Behavior (OCB) research from 2016 to 2020. OCB continues to be a significant topic in organizational behavior research, with increasing focus on elements such as leadership, organizational justice, and job satisfaction. The growing focus on demographic factors such as gender and age highlight the intricate comprehension of how personal traits influence organizational citizenship behavior in varied workplace environments. The analysis underscores the global scope of OCB research, with notable contributions from North America, Europe, and Asia, illustrating the extensive relevance and applicability of OCB across many cultural and geographical contexts.

The findings indicate that firms may gain advantages by incorporating insights from OCB research to improve employee engagement, performance, and overall organizational efficacy. By cultivating an atmosphere that promotes voluntary, prosocial conduct, firms can enhance workplace dynamics and bolster their competitive advantage. Nonetheless, the study recognizes the constraints of bibliometric approaches, especially their failure to comprehensively encapsulate the qualitative richness of research. In-depth investigation of non-Western viewpoints and contemporary developments in OCB will enhance the discipline and yield a more thorough comprehension of this essential organizational concept.

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