

**ORGANIZATIONAL CITIZENSHIP BEHAVIOR:
A Comparative Study Between Brazilian and International Scientific Output From 2002 To 2012**

Vania de Fatima Barros Estivaleta
Universidade Federal de Santa Maria
Departamento de Ciências Administrativas
Santa Maria, Brasil
E-mail: vaniaestivaleta@ufsm.br

Vívian Flores Costa (*Corresponding Author*)
Universidade Federal de Santa Maria
Departamento de Ciências Administrativas
Santa Maria, Brasil
E-mail: vivianfc13@gmail.com

Taís de Andrade
Universidade Federal de Santa Maria
Departamento de Ciências Administrativas
Santa Maria, Brasil
E-mail: tais0206@gmail.com

ABSTRACT

This bibliometric study aims to describe Brazilian and international research on Organizational Citizenship Behavior (OCB) by analyzing published papers between 2002 and 2012, in the leading international journals in the areas of Management and Psychology and Brazilian events and journals in the area of Management. Prevalence of empirical studies was observed, with a greater number of quantitative research (surveys). The model of Williams and Anderson (1991) was the most referenced in the international context and the Porto and Tamayo (2003) model the most referenced in the Brazilian context. In addition, OCB was mainly associated with the themes Organizational Justice and Leadership in international research, while in Brazilian publications, the related themes were Organizational Culture and Personal and Organizational Values.

Keywords: *Organizational Citizenship Behavior; Bibliometric study; Brazilian and international scientific output*

1. INTRODUCTION

The organizational environment and the changing labor market pose challenges for researchers and managers, and both human behavior and social interactions occurring in the work context have to be better understood. Mackenzie, Podsakoff and Podsakoff (2011) pointed out that it is necessary to particularly focus on spontaneous and cooperative behavior of members of organizations, known as organizational citizenship behaviors (OCBs), because they may be crucial for organizations to gain competitive advantage.

Yaghoubi, Yazdani e Khornegah (2011) corroborate this idea when they explain that OCBs raises individuals' awareness and makes them develop proactive behavior in various organizational situations as well as show more consideration for other individuals. What one can realize, in general, is that the study of OCB is relevant because such behavior is considered, by many authors, to be antecedents of job performance and organizational effectiveness (ORGAN, 1988; WANG *et al.*, 2005; VERCHAI; LANER, 2008), or to be a strong determinant of the share capital of a company (BOLINO, TURNLEY; BLOODGOOD, 2002).

Given the relevance that this theme has gained in the field of organizational studies, this research focuses on a bibliometric analysis of differences between Brazilian and international studies on Organizational Citizenship Behaviors. This analysis was made with studies published over the last 11 years (2002 to 2012) in the leading international journals in the fields of Psychology and Management and in major events and Brazilian journals in the area of Management. Therefore, this study aims to present a comparative analysis of Brazilian and international studies, considering the description of authors, methodological aspects of the research, themes and key outcomes of the studies on OCBs.

Deadrick and Gibson (2009) argue that the analysis of publications in indexed journals is an essential way to consider the development of a field. In Brazil, Verchai and Laner (2008) were identified as the first to look into publications on OCB in this kind of research. However, they only analyzed articles published in a single international journal, the Journal of Applied Psychology (JAP), between 1983 and 2008. Also, it should be noted that this research is aimed at expanding the discussions presented in the study by Estivaleta *et al.* (2013), where the authors presented an overview of the international literature on OCB.

This paper is organized as follows. The first section is this introduction. The next section discusses the assumptions on the theme Organizational Citizenship Behavior. Section three describes the methodology used to conduct this study. Section four presents the results aligned with the goals previously proposed. Finally, section five has the final remarks and limitations of the study, and suggestions for further research.

2. ORGANIZATIONAL CITIZENSHIP BEHAVIOR

In 1938, Barnard formulated a theory that defines organizations as cooperative systems operated by human resources and not just as a product of mechanical engineering, as widespread at the School of Scientific Management. The author was the first to explain organizations as activity systems in which two or more people integrate efforts in a conscious and organized manner, gathering together based on three factors: capability to share a common purpose, willingness to participate in organizational processes and communicative ability (CRUZ JÚNIOR, 2004). That laid the foundation of the theory of Organizational Citizenship Behavior (SIQUEIRA, 2003).

Based on these concepts, Katz and Kahn (1974) identify three basic types of behaviors which are crucial for organizations to work properly: enter and remain in the system, reliable performance and innovative and spontaneous behavior. In this conception, innovative and spontaneous behaviors are needed for the organization, as they are a "performance above the role requirements for fulfilling organizational functions"¹ (KATZ; KAHN, 1974, p. 381) and, according to the authors, they include: a) cooperation activities with other members of the organization: the activities of organizations are inherently cooperative and interrelated, as in our usual life; b) protective actions towards the system or subsystem: actions aimed at saving the life of the organization and what it owns; c) creative suggestions for organizational improvement: producing good ideas for the organization and presenting them to management; d) self-training for greater organizational responsibility: self-directed learning activities by members in order to learn how to best run their own services and prepare to take on more responsible positions in the organization; and e) fostering favorable climate for the organization in the external environment.

These behaviors were called "Organizational Citizenship Behaviors" by Smith, Organ and Near (1983). In addition to this term, many other terms that define similar concepts were used to refer this construct: for example, prosocial behaviors (BRIEF; MOTOWIDLO, 1986), civic virtue (GRAHAM, 1991); extra-role behaviors (PEARCE; GREGERSEN, 1991), and civic virtue in organizations (SIQUEIRA, 1995). However, Podsakoff *et al.* (2000, 2009) state that the comparison between these theoretical concepts may reveal some differences, although it is not uncommon to see such differences ignored in those studies. Thus, it was decided, in this study, that the term "Organizational Citizenship Behavior" should be used, because its meaning is consistent with the definition of the behaviors studied here and the term is used extensively.

Given the different assumptions for this field of study, the most widely accepted definition of the concept of OCB was offered by Organ (1988), who sees these actions as being associated with a set of informal contributions that the participants of an organization can express or inhibit without having to respond to sanctions or formal objectives (SIQUEIRA, 1995). However, more recent research (PODSAKOFF *et al.*, 2009; MARINOVA, MOON; VAN DYNE, 2010) indicates the potential benefits of a more subtle approach regarding the conceptualization of OCB, taking two different aspects into account. First, employees have different perceptions of OCB as part of performing their role or extra-role in organizations (KAMADAR *et al.*, 2006 apud YAGHOUBI, YAZDANI; KHORNEGAH, 2011; VAN DYNE, ANG; KOH, 2008). Second, OCB is sometimes perceived as rewarded by organizations through performance appraisals, promotions or recognition (MARINOVA, MOON; VAN DYNE, 2010).

It can be seen that research on OCB is difficult to conceptualize and, as a result, it is difficult to establish its theoretical boundaries and dimensionality (REGO, 2002a). Evidence of a lack of consensus on the

¹ Our translation.

dimensionality of OCB can be seen in this statement made by Podsakoff *et al.* (2000, p. 516): "Our review of the literature indicates that almost 30 different forms of citizenship can be identified."²

In this perspective, an early operationalization of the construct was presented by Bateman and Organ (1983), who were considered to be the pioneers of empirical studies on the dimensionality of OCBs. Bateman and Organ (1983) constructed 30 items within eight dimensions: cooperation, altruism, compliance, punctuality, housecleaning; protecting company property; conscientiously following company rules, and dependability. The results of the factor analysis showed that the measure had four factors with eigenvalues greater than one. However, such factors were not presented clearly, because the responses of subjects were highly concentrated in the upper ranges of the scale, reducing the explained variance of these factors. Thus, Bateman and Organ (1983) decided to weigh the scale as a unidimensional measure of OCB.

In the same year, Smith, Organ and Near (1983) defined two broad categories of behavior: the first one was characterized by a personal nature and the second was characterized by an impersonal or organizational nature; thus, two dimensions of OCB were identified: Altruism and General Compliance. This dichotomy has been the object of some studies, and it is characterized by the existence of a personal sort of OCB versus impersonal or organizational sort of OCB (WILLIAMS; ANDERSON, 1991).

However, the most common dimensionality was proposed by authors that evaluate OCB as a multidimensional construct (ORGAN, 1988; PODSAKOFF *et al.*, 1990; SIQUEIRA, 1995; REGO, 1999, 2002a; PORTO; TAMAYO, 2003). Podsakoff *et al.* (2000) summarized it by stating that organizational citizenship can be analyzed in the light of seven major dimensions: Helping Behavior; Sportsmanship; Organizational Loyalty; Compliance (conscientiousness); Individual initiative; Civic virtue; and Self-development.

Also, at the level of microanalyses of organizational behavior, there is a considerable body of knowledge that seeks to elucidate the determining characteristics of OCB. In Brazil, there are prominent contributions by Siqueira (1995, 2003). Generally, the author conducted studies with the participation of 520 employees of public and private companies of Minas Gerais in order to investigate the various predictors of organizational citizenship behavior, and her findings were summarized in the proposition of a post-cognitive model for OCB. In general, Podsakoff *et al.* (2000) summed up that the factors leading to this organizational behavior commonly point to: personality traits, attitudes, role perceptions, competencies and skills, task features, organizational features and leadership behaviors.

However, despite numerous antecedents in the literature and the different views on their character, it is known that a point in common between the various antecedents is that they all seem to carry a positive connotation (BOLINO, TURNLEY; NIEHOFF, 2004). What, in the opinion of the authors, ultimately brings together three basic assumptions which usually guided research on OCB: (1) OCB arises from positive reasons; (2) OCB makes organizations work more effectively; and (3) organizational citizenship actions bring benefits to the organization, making it a more attractive workplace.

3. METHOD OF STUDY

As regards the methodological approach adopted, this study is characterized as a bibliometric survey, which is intended to quantify, identify, analyze and describe a number of patterns in the output of scientific knowledge of a particular theme (ARAÚJO, 2006), in this case from the survey of articles on Organizational Citizenship Behaviors, published between 2002 and 2012 in the most significant international journals in the areas of Administration and Psychology and major events and Brazilian journals in the area of Administration.

For the definition of international output on the theme under study, the selection criteria involved indexation by the Journal Citation Reports (JCR). For each area surveyed, Management and Applied Psychology, the three journals with the highest impact factor (IF) were selected, and 2012 was the base year of this survey. Moreover, to meet the same criteria, the three most significant journals common to both areas were also selected. On the other hand, for the selection of the Brazilian output, the events of the National Association of Graduate Studies and Research in Business Administration (ANPAD) and prominent Brazilian publications in the area of Management were considered, according to the method of other similar surveys (LOIOLA; BASTOS, 2003; TONELLI *et al.*, 2003; DEMO *et al.*, 2011).

² Our translation.

After the events and journals had been defined, a choice was made for the keywords that characterized the first filter for selecting articles. At the second stage, the pre-selected texts were read in full. After that, nine out of the 157 international papers were excluded from the initial set, because they clearly involved themes unrelated to the specific approach of OCBs. All the 17 Brazilian papers dealt with issues associated with OCB. Figure 1 shows a list of the papers selected.

Thus, the universe of analysis of this research was comprised of a total of 165 papers: 148 international papers (30 theoretical essays and 118 empirical studies) and 17 Brazilian papers (one theoretical essay and 16 empirical studies). At the third stage, all the articles were analyzed based on guidelines particularly developed for this study. These guidelines for analysis had a set of items that assess each paper for three dimensions.

The first dimension comprises a general characterization of the output. The second focuses on methodological aspects of the studies, based on the evaluation guidelines of research papers proposed by Hoppen, Lapointe and Moreau (1996) and on the adaptation of the classifications adopted by Hoppen and Meirelles (2005) and Sampaio and Perin (2006), who classify the methodologies of research into approach, type of research, nature and means of data collection. Finally, the third dimension includes an overview of themes associated with studies on OCB. Figure 2 presents the research design, which summarizes the stages of analysis of the papers.

The 165 selected articles were examined and classified independently by three researchers, according to the abovementioned criteria. After the individual classification, the results were compared, and there was no disagreement among researchers. However, it was not possible to identify the specification of some methodological aspects used in some papers, so the classification required the interpretation and analysis of the researchers. Hoppen, Lapointe and Moreau (1996) state that a researcher who has already assessed the content of a scientific paper formally knows that many published papers do not clearly express the research methods employed, which makes them difficult to be analyzed. Finally, it should be noted that the 31 theoretical articles, 30 international and one Brazilian, have been analyzed considering only the first dimension in view of the absence of other analytical categories.

4. ANALYSIS OF RESULTS

In order to ensure in-depth comparative analysis of Brazilian and international scientific output on the theme of Organizational Citizenship Behavior, three dimensions were selected to establish the results of this study: (i) characterization of output and authorship, (ii) methodology-related aspects and (iii) thematic analysis.

4.1 *Characterization of output and authorship*

In the period surveyed, from 2002 to 2012, 148 international papers focusing on OCB were identified; 30 were theoretical essays and 118 were empirical studies. In contrast, there were 17 Brazilian papers that focused on this theme: one theoretical essay and 16 empirical studies. It can be noted that in Brazil, there is a small number of studies on OCB, which corroborates the view of Patricio (2011), who states that the theme has been extensively researched in countries such as the United States, but received little relevance in other countries, e.g., Brazil. However, in general, the figures about both the international and Brazilian contexts show that, although the great importance of the theme is recognized by administrative and organizational literature, there are several aspects relevant to OCB yet unexplored (MARINOVA, MOON; VAN DYNE, 2010).

The analysis of the articles that specifically addressed the theme of OCB, in the international context, focused on nine journals in the areas of Management and Psychology. In the Brazilian context, the analysis focused on five events of the National Association of Graduate Studies and Research in Business Administration (ANPAD) and thirteen journals in the areas of Management and Psychology. Table 1 shows the list of international journals and Brazilian events and journals that published the biggest number of articles on the theme.

In the international scientific output, it was found that most of the articles analyzed were published in the Journal of Applied Psychology (33.1%) and the Journal of Management (16.2%). The former is a highly acknowledged journal in the field of Psychology in the academic world, especially regarding the theme of OCB (VERCHAI; LANER, 2008), while the latter is associated with the area of Management, and has a high impact on management as a whole (IF - 6.21). As stated by Podsakoff *et al.* (2009), papers published in recent decades indicate that studies on the theme of OCB are closely associated with the areas of industrial and organizational psychology and organizational behavior.

In Brazilian scientific output, it became clear that most publications took place in events in the area of management, especially in EnANPAD (National Meeting of the National Association of Graduate Studies and Research in Business Administration), accounting for 29.4% of the papers published. Four journals published

11.8% of all papers: *Revista de Administração Contemporânea*; *Estudos de Psicologia (Natal)*; *Revista Psicologia: Organizações e Trabalho*, and *Revista de Administração da Universidade de São Paulo*.

It was also found that, internationally, there was a gradual increase in the number of publications, especially when considering the period 2002-2011, with a higher concentration of articles on the theme in the years 2010 and 2011. In Brazil, there were no significant differences in the number of publications between the years surveyed. However, it is noteworthy that, in 2009 and 2012, there were no published articles on OCB, as shown in Figure 3.

Regarding the authorship of the studies that make up the international scientific output on the theme, five authors stood out with the highest number of publications (five items): David M. Mayer (University of Central Florida); Dishan Kamdar (Indian School of Business); Linn Van Dyne (Michigan State University), Mark C. Bolino (University of Oklahoma), and William H. Turnley (Kansas State University). This analysis should be viewed with caution because it has limitations: it has excluded researchers who disseminate their work in other journals not analyzed in this study. Another fact is that this examination is restricted to the last 11 years and, therefore, disregards previous publications.

It was also observed that most authors publishing on the theme of OCB work in American universities, while only two authors are associated with universities in other countries (India and Netherlands). This finding was also confirmed by the analysis of the total number of publications by higher education institution, where the following institutions were identified as prominent: University of South Florida (nine papers published), Michigan State University (eight papers published), Indiana University and Kansas State University (seven papers published each); University of Central Florida, University of Alabama and University of Wisconsin (six papers published each), all of which are in the United States.

Thus, the results indicated that the country with the highest number of publications on the theme of OCB is the United States (99 articles). This finding may be due to the fact that most journals analyzed are from this country, followed by China (16 papers), Canada (12 papers), Netherlands (8 papers), England (7 papers) and other countries (46 papers). It is worth mentioning that the total number of papers does not correspond to the total number of publications analyzed in this study, because some papers were written by authors from institutions located in different countries.

Regarding the authorship of the studies that make up the Brazilian scientific output under study, one of the authors - Arménio Rego (University of Aveiro) - published three papers between 2001 and 2012, and two researchers - Juliana Barreiros Porto (University of Brasília) and Álvaro Tamayo (University of Brasília) - published three articles together. Four other authors - Lúcida de Fátima Rocha Bezerra Maia (Federal University of Rio Grande do Norte), Joana D'Arc de Oliveira (Federal University of Ceará), Verônica Moraes Ximenes (Federal University of Ceará) and Mirlene Maria Matias Siqueira (Methodist University of São Paulo) - wrote two articles each. The other authors of the selected papers published only one study.

Institutions with greater prominence in the Brazilian output of OCB, in the studied period, are the University of Brasília (UNB), with three published articles by two authors, and the University of Aveiro (Portugal), with three papers published by one author. The next best results were achieved by the Methodist University of São Paulo (UMESP), the Federal University of Rio Grande do Norte (UFRN) and the Federal University of Ceará (UFC), which published two articles. A summary of these results, which characterize authorship in the international and Brazilian perspectives, can be seen in Figure 4.

4.2 Methodological profile of studies on Organizational Citizenship Behavior

This section focuses only on empirical studies published in the international journals (118 studies) and in Brazilian events and journals (16 studies) selected because the theoretical papers lack the analytical categories associated with the methodological aspects, and the related themes are discussed in the next section.

Firstly, as for the research approach, it should be noted that in international studies there was a predominance of quantitative research (94.92%), considered as a methodology which enables measurement of predetermined variables in order to ascertain their influence on other variables (CHIAZZOTTI, 2003). In contrast, the qualitative approach was used only 0.85% of the times, and research with both methods (quantitative and qualitative) accounted for 4.24% of the papers published. Brazilian studies also showed the prevalence of the quantitative approach: 81.25% of the articles analyzed, compared with a quantitative-qualitative method (12.5%) and a qualitative approach (6.25%).

Regarding the type of research, the international papers have a perceived predominance of survey research (90.68%), which, according to Baker (2001), allows discovery of facts, identification of attitudes and opinions, as well as understanding of behaviors by evaluating, analyzing and describing a population based on a sample. Then, with lower rates, experimental research (5.08%) and single case study (4.24%) were also found. Action research was not observed in any of the studies analyzed.

In Brazilian studies, survey research also prevailed (68.75%). The incidence of single case studies (25%), and one multiple case study (6.25%) was also observed. Experimental studies and action research were not found in the methods adopted by the Brazilian articles selected.

It is noteworthy that the lowest incidence of experimental and causal research, observed both in the international and the Brazilian journals, may be due to the fact that it is difficult to conduct research in the area with the proper structure because, in these studies, phenomena are researched under conditions determined by the researcher, thus requiring planning and strict control of variables (HOPPEN; MEIRELLES, 2005).

Regarding the nature of the research, descriptive studies were predominant in the international scientific output (93.22%). In contrast, exploratory-descriptive research accounted for 4.24% and exploratory research, 2.54%. Brazilian research followed the same trend, with most papers being of a descriptive nature (62.5%). Descriptive-exploratory research accounted for 31.25%, while the other papers, classified as exploratory, 6.25%. There was no incidence of causal research on either international or Brazilian scientific outputs.

As for data collection instruments, most international papers used questionnaires (88.98%), but secondary data (5.08%), multimethods (3.39%) and primary and secondary methods (2.54%) were also identified by this survey.

In the Brazilian studies analyzed, questionnaires were also the most used method (81.25%). Multimethod studies were present in 12.5% of the papers, while the use of primary and secondary data simultaneously was found in one paper (6.25%). Table 2 summarizes the results by presenting the methodological aspects analyzed and the number of papers published.

In addition, after observation of the predominant use of questionnaires for data collection, this survey explored the authorship of the models most frequently used in the papers, and observed twenty different models in the international publications and eight models in the Brazilian publications. Out of all authorships observed, Table 3 shows the seven international authorships and the two Brazilian authorships that were most significant, which developed and validated scales for measuring and evaluating OCB. It should be noted, once again, that some of the papers analyzed in this study did not clearly show the model used in their research.

In general, the analysis of Table 3 identifies the model of Williams and Anderson (1991) and that of Podsakoff *et al.* (1990) as the most prominent in the international scientific output between 2002 and 2012, appearing in 22 and 17 papers, respectively. These results corroborate the findings of Hoffman *et al.* (2007), who state that the OCB scale developed by Podsakoff *et al.* (1990) is among the most used in the OCB literature, mainly because it is based on the five-dimension taxonomy of pioneer Organ (1988) and has adequate reliability indices. However, according to the authors, Williams and Anderson (1991) provided new alternatives for the study of OCB by adapting the model by Podsakoff *et al.* (1990), which significantly placed their model in the field of international studies on OCB.

In the Brazilian scientific output, the models that had the greatest evidence were those of Porto and Tamayo (2003) and Siqueira (1995). According to Gomes (2011), Siqueira (1995) is considered the precursor of the theme in Brazil because she validated the first Brazilian scale for measuring organizational citizenship behaviors. Thus, the model of Porto and Tamayo (2003) was consolidated by drawing on the studies by Siqueira (1995), and it was based on the instrument developed by her. Porto and Tamayo (2003) explain that the instrument developed by Siqueira (1995) had to be improved because despite its solid theoretical foundation and use in research, its reliability index factors are low.

4.3 Overview on the themes and contributions of studies on Organizational Citizenship Behavior

On the international scene, a survey conducted in major international journals in the areas of Management and Psychology identified a set of approximately 60 OCB-related themes. These themes include Organizational Culture, Personal Values, Social Exchange Theory, Intra-organizational Social Networks, Work Motivation, Organizational Support, Organizational Learning and Organizational Change. However, most of the 118 empirical studies analyzed dealt with the themes related to Organizational Justice (18.64%), Organizational

Leadership (14.41%), Work Performance and Task Performance (10.17%), Work Satisfaction (10.17%) and Organizational Commitment (8.47%), as shown in Table 4.

In Brazil, the survey, conducted in the main events and Brazilian journals of Management, identified around 25 OCB-related themes. Examples include Organizational Change, Social Exchange Theory, Organizational Support, Organizational Reciprocity, Organizational Justice, Ethical Climates and Organizational Learning. However, most of the 16 empirical studies addressed OCB related to Organizational Culture (37.5%), Personal and Organizational Values (37.5%), Job Satisfaction (25%), Organizational Performance or Work Performance (25%) and Organizational Commitment (18.75%), as can be seen in Table 4.

International studies on OCB associated with Organizational Justice and Organizational Leadership were the most significant, while in Brazil, Organizational Culture and Personal and Organizational Values were the most prominent. In general, most studies that address the main issues cited in Table 4 suggest them as important antecedents of Organizational Citizenship Behaviors (LAVELLE *et al.*, 2009; HOCH; FOSSA, 2010; KEHOE; WRIGHT, 2010; HU; LIDEN, 2011; WALUMBWA, CROPANZANO; GOLDMAN, 2011; BOWLING, WANG; LI, 2012). However, some studies can also be observed to highlight the resulting constructs of OCB, e.g. Work/Task/Organizational Performance (REGO, 2002a; REGO, 2002b; WHITING, PODSAKOFF; PIERCE, 2008; MACKENZIE, PODSAKOFF; PODSAKOFF, 2011; SOBRAL, ALMEIDA; PRISTA, 2011).

As regards the joint study of OCB and Organizational Justice, which is prevalent in the international scientific output, one example is a survey of 466 employees of a Chinese company (213 foreign employees and 253 local employees), with the objective to predict differences in perceptions of work, attitudes and behaviors of foreign compared with local employees (ANG, VAN DYNE; BEGLEY, 2003). The authors demonstrated that there are minor judgements of distributive justice and OCBs for foreign employees when compared with local employees, and they also demonstrate that distributive justice is an antecedent of OCB. Another study about the theme was conducted by Kamdar, McAllister and Turban (2006) with 22 pairs of employees and supervisors of a refinery. These authors have demonstrated the interactive effects of procedural justice perceptions and individual differences on OCBs.

Among international research studies linking the themes of OCB and Organizational Leadership, also predominant on the survey conducted, the study of Ehrhart (2004) is particularly relevant. It was conducted with 3,914 employees in a grocery store chain, and the results supported the association of servant leadership with the level of OCB. In summary, the author further concludes that a leader can develop a set of behaviors to influence and motivate employees to display OCB.

Along the same lines, Hu and Liden (2011) conducted a survey with 304 employees from 71 teams of bank employees and found that factors such as clear team goals and clear organizational processes, as well as servant leadership, are antecedents of Organizational Citizenship Behaviors.

Walumbwa, Cropanzano and Goldman (2011), in order to identify how a change of leaders influences the behavior of subordinates at work, conducted a survey with nurses in a large medical unit in Southeastern United States. The authors explained that the constant change of leaders encourage reciprocal obligations. These obligations are expressed as a commitment from subordinates to supervisors, which calls for greater OCB and higher job performance.

In the Brazilian context, the themes Organizational Culture, and Organizational/Personal Values were the most recurrent. One example is the research study by Maia, Oliveira and Ximenes (2007), conducted in order to verify the impact of personal values on organizational citizenship behavior of employees in a hospital pharmacy. The results showed that personal values influenced the behaviors of system protection, creation of a favorable climate to the organization in the external environment and cooperation. In summary, the authors concluded that personal values are significantly associated with citizenship behavior in the organizational context and guide the attitudes and choices of individuals.

In 2002, Porto and Tamayo conducted a study whose aim was to investigate the predictive power of axiological properties and also of Brazilian regions on organizational citizenship behaviors in a sample of 867 employees of a public company. The results showed that individual values influence OCBs and although OCBs benefit the system, their motivations can be both sociocentric and individualistic.

Finally, but without the intention to reduce the scope when investigating new relationships, Porto and Tamayo (2005) point to organizational culture as another important variable in studies on OCB. In this study, the goal of

the authors was to investigate the motivational types of organizational values that are associated with organizational citizenship behaviors, with the participation of 458 employees of four organizations, two public companies, one private and a cooperative. The results indicate that organizational values predict OCB. The values Autonomy, Harmony, Domain and Hierarchy were considered predictive of factors of Organizational Citizenship Behavior.

5. DISCUSSION

Organizational Citizenship Behaviors are increasingly seen as effective and essential actions for organizations to gain competitive advantage (MACKENZIE, PODSAKOFF; PODSAKOFF, 2011). Given the importance of OCB in the organizational context, some studies were conducted in Brazil and abroad to foster better understanding of this theme. The survey on Brazilian and international scientific output, between 2002 and 2012, allowed a comparative analysis of authorship, methodological strategies and thematic content of the studies considered.

This analysis observed the recognition of the importance of OCB, because there are many significant investigations on the theme, especially empirical studies, in a total of 148 papers. On the other hand, the analysis of the scientific output on OCB in events and journals in the area of Management in Brazil, corroborated the statement of Gomes (2011), who emphasizes that the theme is still not undertaken nationwide. In the analyzed period, only 17 studies on OCB were identified. A summary was made for a better understanding of the main results of this survey, as shown in Figure 5.

The findings of this study support the view of Podsakoff *et al.* (2000), who stated that the number of studies on OCB has grown, proving that this is one of the most noticeable extra-role behaviors. However, this finding seems most appropriate when it comes to international output, as research on this theme in Brazil was found to a lesser extent, and for two years within the analyzed period, studies with this focus were not identified.

It was also observed that because most of the papers - both international and Brazilian - were based on descriptive and quantitative research, the analyses were not deep enough to foster greater understanding of OCB. For this reason, there is the need for further studies on the theme. This perception contributes to the evidence of Kumar, Bakhshi and Rani (2009), who state that, although research in the field of OCB has increased in recent years, for the most part these studies explore their relationship with other variables, only measuring and describing results generally.

6. FINAL REMARKS

This study presented a comparative analysis between Brazilian and international research, considering the characterization of authors, methodological aspects of research as well as themes and key outcomes associated with studies on Organizational Citizenship Behavior. This type of bibliometric survey is "a way for researchers who work with this kind of research to adapt key trends, advances and difficulties arising in the recent debate, clearly saving energy and time"³ (RUAS; ANTONELLO, 2003, p. 203).

The analyses presented in this paper extended the considerations of Organizational Citizenship Behavior, signaling important aspects for understanding the theme in its multiple dimensions. However, like all research, the limits of this study should be considered, especially regarding its scope - in this case, limited to the last 12 years and to the main international journals in the areas of Management and Psychology and Brazilian journals and events in the area of Management.

Thus, this study opens up new possibilities for research, especially in the Brazilian context, which can provide subsidies for the construction of a research agenda, contributing to the consolidation of this theme in Brazil. In the empirical field, there may be studies that envisage the possibility of analyzing the degree of applicability of the fundamentals and dimensions present in the different theoretical approaches on Organizational Citizenship Behavior. Likewise, considering the lack of models on the theme, further studies can be developed to broaden perspectives on OCB, including the antecedents identified in international research. Also, analyses can be made to further explore the consequences of OCB, which were poorly investigated in both the international and Brazilian studies.

³ Our translation.

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FIGURE AND TABLES

INTERNATIONAL SCIENTIFIC OUTPUT (TOTAL: 148 STUDIES)				
Area	Journals	IF	5Year IF	Number of papers
Management	Journal of Management	3.758	6.218	24
	Human Resource Management	2.796	2.796	8
	Human Relations	1.701	2.595	10
	Total			42
Applied Psychology	Journal of Applied Psychology	3.977	6.730	49
	Applied Psychology: an International Review	2.750	2.847	6
	Journal of Personnel Psychology	1.495	2.876	13
	Total			62
Journals common to both areas	Journal of Organizational Behavior	2.351	4.411	20
	Organizational Behavior and Human Decision Process	2.480	3.586	7
	Group and Organization Management	2.415	2.710	11
	Total			38
BRAZILIAN SCIENTIFIC OUTPUT (TOTAL: 17 STUDIES)				
Area	Events/Journals	Number of papers		
Management	National Meeting of ANPAD (EnANPAD)	5		
	National Meeting of People Management and Work Relations (EnGPR)	1		
	National Meeting of Public Administration and Governance (EnAPG)	1		
	Revista de Administração Contemporânea (RAC)	2		
	Revista de Administração de Empresas (RAE)	1		
	Estudos de Psicologia (Natal)	2		
	Psicologia Ciência e Profissão	1		
	Revista de Administração da Universidade de São Paulo (RAUSP)	2		
	Revista Psicologia Organizações e Trabalho (rPOT)	2		
Total		17		

Figure 1 - Journals and events selected, Impact Factor (international) and number of papers found

Source: Authors of this study.

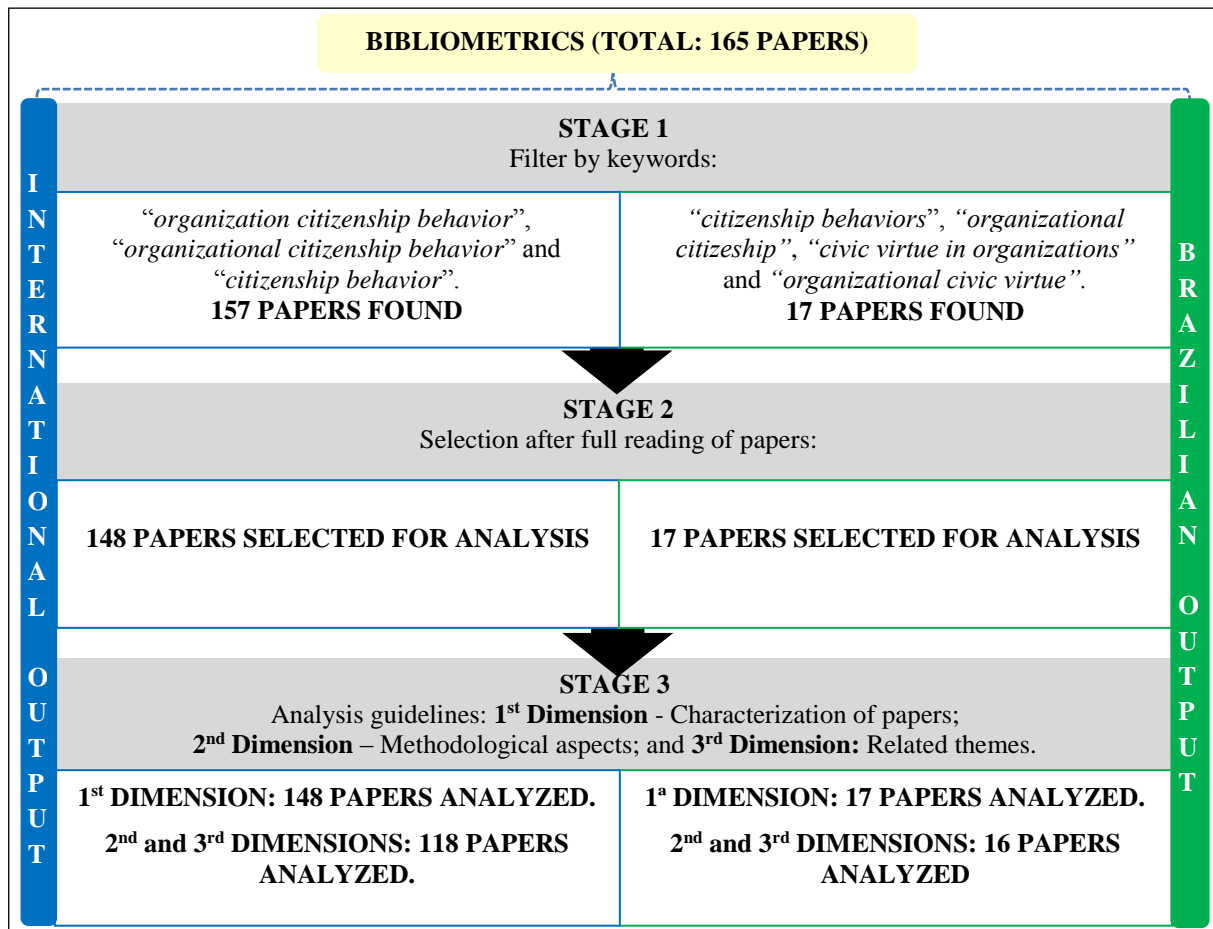


Figure 2 – Research design
 Source: Authors of this study.

Table 1 - List of international journals and Brazilian journals and events with the highest number of published papers

INTERNATIONAL SCIENTIFIC OUTPUT (TOTAL: 148 STUDIES)													
Journal	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Total	%
Journal of Applied Psychology	5	1	3	4	7	5	4	7	5	7	1	49	33,1
Journal of Management	1	1		2		4	3	2	4	6	1	24	16,2
Journal of Organizational Behavior	1	3	3		2	2	2	2	2	1	2	20	13,5
BRAZILIAN SCIENTIFIC OUTPUT (TOTAL: 17 STUDIES)													
Event/Journal	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Total	%
EnANPAD						2	1		1	1		5	29,4
RAC		1		1								2	11,8
Estudos de Psicologia (Natal)		1		1								2	11,8
RPOT		2										2	11,8
RAUSP		1			1							2	11,8

Source: Authors of this study, based on the data collected.

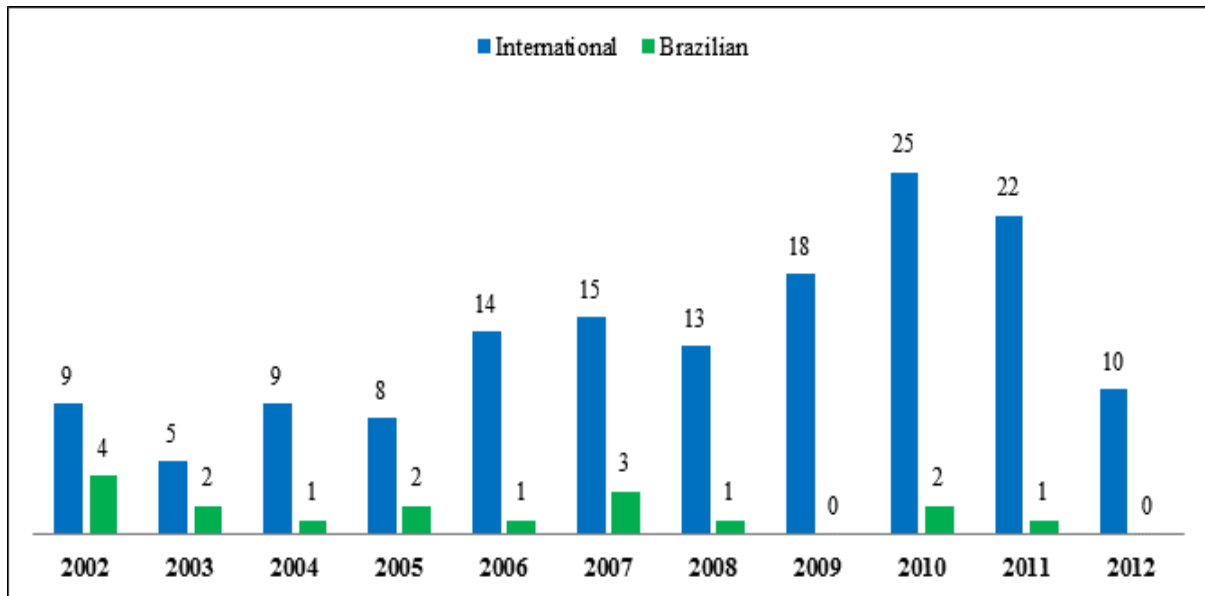


Figure 3 – Overview of papers published in Brazil and abroad by period
 Source: Authors of this study, based on the data collected.

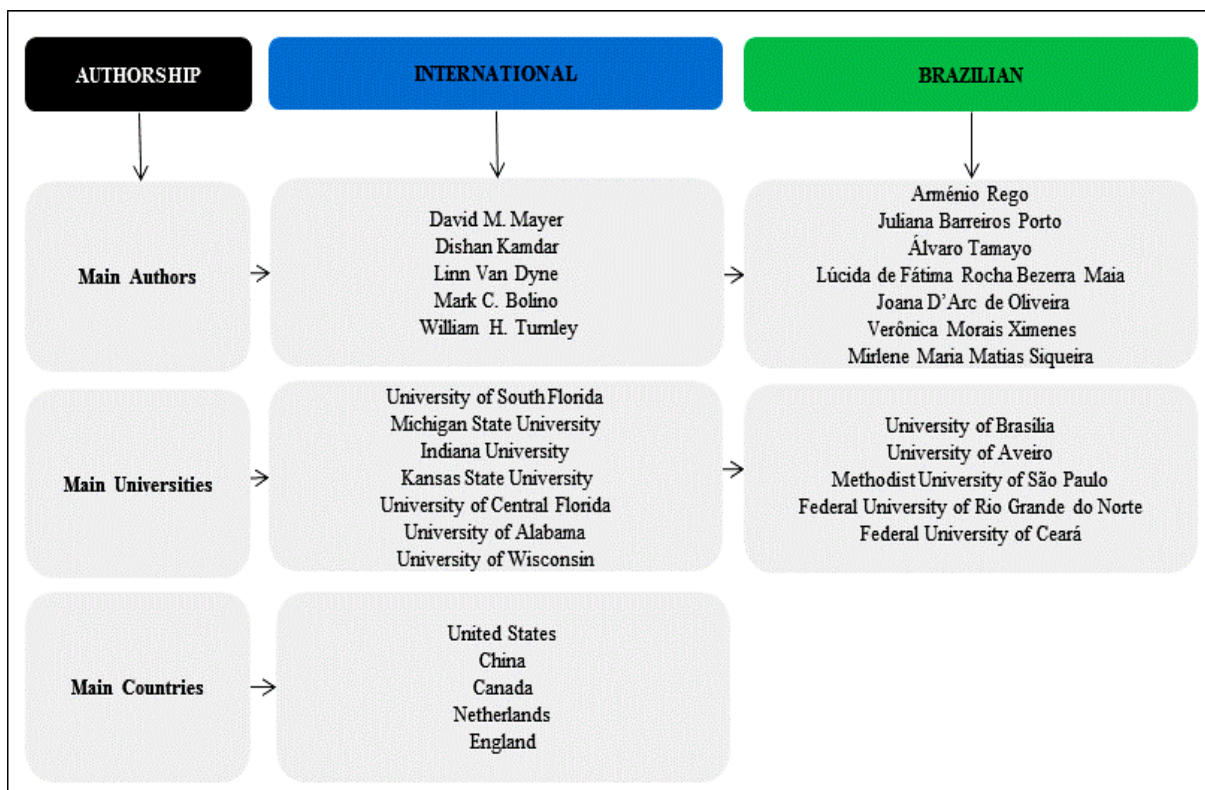


Figure 4 - Overview of authorship of papers published in Brazil and abroad
 Source: Authors of this study, based on the data collected.

Table 2 - Methodological aspects and number of papers published for international and Brazilian scientific output

ASPECTS	INTERNATIONAL SCIENTIFIC OUTPUT		BRAZILIAN SCIENTIFIC OUTPUT	
	No. of papers	%	No. of papers	%
Approach				
Quantitative	112	94,92	13	81,25
Qualitative	1	0,85	2	12,5
Qualitative – quantitative	5	4,24	1	6,25
Type of research	No. of papers	%	No. of papers	%
Survey	107	90,68	11	68,75
Experimental research	6	5,08	0	0
Single case study	5	4,24	4	25
Multiple case study	0	0	1	6,25
Nature of research	No. of papers	%	No. of papers	%
Exploratory	3	2,54	1	6,25
Descriptive	110	93,22	10	62,5
Exploratory-descriptive	5	4,24	5	31,25
Data collection	No. of papers	%	No. of papers	%
Questionnaire	105	88,98	13	81,25
Secondary	6	5,08	0	0
Primary and secondary	3	2,54	1	6,25
Multimethods (questionnaire and interview)	4	3,39	2	12,5

Source: Authors of this study, based on the data collected.

Table 3 - Authors of data collection instruments and number of papers that used them for Brazilian and international scientific output.

INTERNATIONAL SCIENTIFIC OUTPUT	
Author of data collection instrument used (model)	Number of papers
Williams and Anderson (1991)	22
Podsakoff <i>et al.</i> (1990)	17
Lee and Allen (2002)	9
Moorman and Blakely (1995)	7
Podsakoff <i>et al.</i> (1997)	6
Smith <i>et al.</i> (1983)	6
Van Dyne and Lépine (1998)	6
BRAZILIAN SCIENTIFIC OUTPUT	
Author of data collection instrument used (model)	Number of papers
Porto and Tamayo (2003)	4
Siqueira (1995)	2

Source: Authors of this study, based on the data collected.

Table 4 - Main OCB-related themes and number of published papers

INTERNATIONAL SCIENTIFIC OUTPUT		
Themes	Number of papers	%
Organizational Justice	22	18,64
Organizational Leadership	17	14,41
Work/Task Performance	12	10,17
Work Satisfaction	12	10,17
Organizational Commitment	10	8,47
BRAZILIAN SCIENTIFIC OUTPUT		
Themes	Number of papers	%
Organizational Culture	6	37,5
Organizational and Personal Values	6	37,5
Work Satisfaction	4	25
Organizational/Work Performance	4	25
Organizational Commitment	3	18,75

Source: Authors of this study, based on the data collected.



Figure 5 – Summary of main results of this study

Source: Authors of this study, based on the data collected.