

Systematic literature review: OCB's role in leadership impact on knowledge sharing

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Abstract

Purpose: This study aims to implement an Internet of Things (IoT)-based monitoring system to optimize photovoltaic (PV) system performance and ensure uninterrupted power supply for critical medical equipment, specifically ventilators and monitors, in the ICU room of RSI Siti Khadijah Palembang.

Methodology/approach: This current study used a Systematic Literature Review (SLR) methodology to investigate related literature published between 2010 and 2024, identifying relevant publications through research in academic databases such as Dimensions AI.

Results/findings: The results showed that TL, JS, and OC positively influence OCB, which in turn enhances SLB. Nevertheless, this study also revealed deficiencies in earlier studies, particularly concerning the function of OCB as a mediator.

Conclusion: This study indicates that TL, JS, and OC can positively affect OCB, which then exerts a favorable influence on KSB.

Limitations: The availability of research in specific circumstances presents a limitation to the study.

Contribution: This study significantly enhances the understanding of how Organizational Citizenship Behavior (OCB) mediates the relationship between Transformational Leadership (TL), Job Satisfaction (JS), and Organizational Commitment (OC) concerning Knowledge Sharing Behavior (KSB), while also creating opportunities for the development of a more comprehensive model.

Keywords: *Job Satisfaction, Knowledge Sharing Behavior, Organizational Commitment, Organizational Citizenship Behavior, Transformational Leadership*

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1. Introduction

An organization's success in achieving its goals depends not only on technical factors such as infrastructure or technology but also on social and psychological elements that influence its dynamics within the organization. Leadership is essential for inspiring workers, guiding them to accomplish shared objectives, and fostering a collaborative work environment. Transformational leadership, an extensively researched leadership paradigm, has been shown to be effective in fostering trust between leaders and employees while motivating individuals to exceed their statutory duties (Bass, 1985; Bass & Riggio, 2006). Transformational leaders not only inspire and motivate but also create an environment that encourages individuals to contribute beyond their assigned tasks (Bono & Judge, 2003; Howell & Avolio, 1993).

An essential element that arises within the framework of transformative leadership is Organizational Citizenship Behavior (OCB) (Organ, 1988; Podsakoff, MacKenzie, Moorman, & Fetter, 1990). OCB describes the voluntary behaviors of employees that greatly enhance organizational effectiveness but are not explicitly acknowledged by traditional reward systems (Graham, 1991; Moorman & Blakely, 1995; Rioux & Penner, 2001; Wei, Qu, & Ma, 2012). These behaviors cover a variety of activities that

not only boost productivity on an individual basis but also foster teamwork, relationships among coworkers, and creativity. In this regard, OCB plays a key role in encouraging Knowledge Sharing Behavior (KSB), a practice that is essential to the development of a dynamic and learning-oriented workplace (Davenport & Prusak, 1998; Nahapiet & Ghoshal, 1998; Wang & Noe, 2010; Zack, 1999).

Previous research suggests that effective leadership can increase OCB, which in turn promotes knowledge sharing within organizations (Purwaningsih & Liana, 2015; Satyawan & Netra, 2017). Nonetheless, despite numerous studies investigating the correlation among leadership, organizational citizenship behavior (OCB), and supervisor leadership behavior (SLB), significant theoretical gaps persist, particularly regarding the impact of job satisfaction and organizational commitment on OCB and SLB. High job satisfaction is typically linked to increased loyalty to the organization (Adeoye & Fields, 2014; Locke, 1969; Mobley & Locke, 1970), whereas organizational commitment guarantees that employees maintain their focus on the company's long-term objectives (Meyer, Allen, & Smith, 1993; Mowday, Steers, & Porter, 1979; Scholl, 1981; Tett & Meyer, 1993; Wiener, 1982). These two elements can significantly influence OCB behavior and, eventually, knowledge sharing among organizational members. Consequently, it is imperative to understand how sustainable leadership behavior can be enhanced within the context of transformational leadership by job satisfaction and organizational commitment, which are mediated by organizational citizenship behavior.

However, although the relationship between these variables is receiving increasing attention, research that systematically integrates all these elements is still relatively limited. Most existing studies tend to focus on partial relationships between variables without considering the complex interactions between leadership, job satisfaction, organizational commitment, OCB, and KSB (Ashikali & Groeneveld, 2015; Luthfi & Nawangsari, 2021; Nurfitriyana & Muafi, 2023). Moreover, despite the fact that information technology is crucial in OCB assistance, its impact on this dynamic has not been thoroughly examined.

Therefore, the purpose of the current study is to investigate how OCB functions as a mediator in the interaction between knowledge sharing behavior (KSB), transformational leadership, job satisfaction, and organizational commitment. The present study will also create a model that shows how these variables relate to one another to better understand the dynamics that facilitate knowledge exchange in organizations. This study's main goal is to investigate how Organizational Citizenship Behavior (OCB) mediates the relationship between transformational leadership, organizational commitment, job satisfaction, and knowledge-sharing behavior within organizations. This study's use of a systematic literature review (SLR) methodology is expected to significantly enhance the body of existing literature and provide businesses with useful insights for enhancing knowledge sharing performance through improved leadership approaches.

2. Literature review

2.1. Transformational Leadership and Knowledge Sharing

Transformational leadership is distinguished by attributes such as charm, inspiration, intellectual stimulation, and consideration (Alshehri, 2024; Bass, 1985; Khan, Amin, & Saif, 2022) and has been well examined for its effects on organizational outcomes (Gachira & Ntara, 2024; Lee & Lu, 2022). An increasing amount of research indicates that knowledge sharing (KSB) and transformative leadership are positively correlated (Khalid, 2024; Sharif, Tongkachok, Akbar, Iqbal, & Lodhi, 2024). Transformational leaders motivate and inspire workers to surpass their job responsibilities, cultivating an environment of trust and transparency that promotes knowledge sharing (Kim & Park, 2020; Yin, Ma, Yu, Jia, & Liao, 2020). By establishing a common goal and empowering employees, transformational leaders can foster an environment that encourages continuous learning and knowledge sharing.

2.2. Organizational Citizenship Behavior (OCB) and Knowledge Sharing

Organizational Citizenship Behavior (OCB), voluntary employee behavior that contributes to organizational effectiveness beyond formal role expectations (Organ, 1988), is crucial for fostering knowledge sharing (Adil, Kausar, Ameer, Ghayas, & Shujja, 2023; Mahmood, Saeed, Nguyen, & Hafeez, 2023). Manifestations of OCB, such as altruism, sportsmanship, and intense dedication to the

organization, cultivate a supportive and nurturing work environment, thereby enhancing employees' propensity to share their knowledge (Afshar Jalili & Salempour, 2020; Chang, Hu, & Keliw, 2021). For instance, helping behaviors such as assisting colleagues with tasks and providing guidance can directly facilitate knowledge transfer.

2.3. The Mediating Role of OCB

The mediating function of OCB in the connection between organizational outcomes and leadership styles has been the subject of several studies (Alhashedi, Bardai, Al-Dubai, & Alaghbari, 2021; Arifin & Narmaditya, 2024; Asgari, Mezginejad, & Taherpour, 2020; Hanaysha, Kumar, In'airat, & Paramaiah, 2022). For instance, research indicates that organizational citizenship behavior (OCB) influences the relationship between leader-member exchange (LMX) and employee performance (Podsakoff et al., 1990; Sa'adah & Rijanti, 2022; Srimulyani, Rustiyaningsih, & Hermanto, 2023). Similarly, OCB can serve as a mediator in the correlation between transformative leadership and KSB (Devi, Yulfitri, Hidayat, & Sensuse, 2024). Through their motivating and encouraging actions, transformational leaders can cultivate OCBs that directly advance knowledge sharing (Majeed & Jamshed, 2023). For example, workers are far more inclined to engage in helpful actions, including sharing knowledge with their peers, when they believe their leaders are encouraging and grateful, which promotes KSB.

2.4. Job Satisfaction and Organizational Commitment

Knowledge sharing behavior (KSB) and organizational citizenship behavior (OCB) are both significantly influenced by the interaction between job satisfaction and organizational commitment (Saluy, Syawal, Sudjono, Kemalasari, & Gustiah, 2024). When workers exhibit job satisfaction and organizational commitment, they are more likely to participate in organizational citizenship behaviors, such as volunteering and organizational loyalty (Mathieu & Zajac, 1990; Ng, Choong, Kuar, Tan, & Teoh, 2021). This optimistic disposition results in an increased readiness to share knowledge among peers and enhances the organization's success.

Although previous studies have examined the connections among transformational leadership, organizational citizenship behavior (OCB), and knowledge sharing behavior (KSB), there is still a significant lack of research that specifically looks at how OCB mediates the interactions between KSB and transformational leadership, particularly the effects of organizational commitment and job satisfaction. Most research tends to focus on only a few links between these variables, ignoring their intricate interactions. Thus, this systematic literature review aims to address this gap by synthesizing contemporary research on the impact of organizational citizenship behavior (OCB) within the interaction of transformational leadership, job satisfaction, organizational commitment, and knowledge-sharing behavior (KSB). A thorough analysis of this relationship will shed light on the ways in which transformational leadership affects knowledge sharing inside organizations, which will be helpful for managers and organizations looking to promote a knowledge-sharing culture.

3. Research methodology

This study used a Systematic Literature Review (SLR) methodology to examine and evaluate the available literature on the interplay between transformational leadership, Organizational Citizenship Behavior (OCB), and Knowledge Sharing Behavior (KSB). An SLR was chosen because this method makes it possible to evaluate and synthesize the findings of various relevant studies thoroughly and objectively and provides a more holistic picture of the topic under study. This approach also helps identify literature gaps and offers recommendations for future research.

3.1. Inclusion Criteria

This study established clear inclusion and exclusion criteria to ensure the validity and relevance of the literature. The criteria for article inclusion were as follows:

- a. Published in peer-reviewed scientific publications indexed in prominent academic databases, including Scopus, Web of Science, and Dimensions AI.
- b. Addressed the connection between SLB, OCB, and leadership in theoretical and empirical studies.

- c. The research results were published between 2010 and 2024 to ensure that the literature used reflects the latest developments in this field.
- d. Articles related to this research, whether written in English or Indonesian.

3.2. Exclusion Criteria

- a. Articles irrelevant to the main topic or that did not discuss the three main variables (transformational leadership, OCB, and SLB).
- b. Articles in the form of opinions, reports, or popular articles that do not undergo the peer-review process.
- c. Articles published before 2010 were excluded, as older research may not be relevant to the latest developments in theory and practice in the context of organizations and knowledge sharing.

3.3. Literature Search Process

The literature search was conducted using Dimensions AI as the main database, which is known for its extensive and in-depth coverage of academic literature. The search began with the use of keywords relevant to the research topic, such as 'transformational leadership,' 'organizational citizenship behavior,' 'knowledge sharing,' 'job satisfaction,' and 'commitment to organization.' In addition, keyword combinations were also used, such as 'OCB as a mediator,' 'leadership and knowledge sharing,' and 'OCB and knowledge sharing behavior.' The search was conducted using filters to narrow the results based on the following criteria:

- a. Year of publication (2010-2024),
- b. Type of publication (journal article, conference, and book),
- c. The relevant subject categories include management, industrial psychology, and organizational behavior.

Each article that met the inclusion criteria was further evaluated based on the abstract and keywords to determine its relevance to the research topic.

3.4. Article Selection Procedure

Article selection was conducted in stages using the following procedures:

- a. Stage 1: Articles identified in the preliminary search will be evaluated based on their titles and abstracts to ascertain compliance with the inclusion criteria. Articles that are irrelevant or fail to meet the inclusion criteria will be discarded.
- b. Stage 2: Selected articles will be examined in more depth to ensure that the methodology used is valid, the article is peer-reviewed, and the topic's relevance matches the focus of this study. Articles that fulfill the criteria will be subjected to further analysis.

The article selection process will be illustrated in a PRISMA flowchart detailing the number of articles identified, screened, and subsequently analyzed at each stage of selection.

3.5. Analysis Method

Once relevant articles were selected, analyses were conducted using thematic synthesis. This thematic synthesis approach entails identifying the principal themes that arise from the examined literature, encompassing the correlation between transformational leadership, organizational citizenship behavior (OCB), and knowledge sharing behavior (KSB), as well as the role of OCB as a mediator in the interaction between leadership and knowledge sharing. The selected articles will be analyzed to explore the factors that influence OCB and KSB and the mechanisms underlying the interaction between these variables.

The reviewed articles will be analyzed to assess the methodology used, whether quantitative, qualitative, or mixed. This process allows researchers to identify strengths and weaknesses in existing research designs and provides insight into how OCB and KSB have been measured and analyzed in previous literature.

In addition, this thematic synthesis will consider contradictory and conflicting findings and how they may be integrated into a theoretical model that explains the link between the variables being studied. Meta-analyses will also be taken into consideration wherever possible in order to aggregate the findings of the research.

4. Results and discussion

According to the selected articles, organizational commitment, job satisfaction, transformational leadership, and Organizational Citizenship Behavior (OCB) are crucial subjects in management and organizational behavior research. Numerous quantitative methods have been employed to investigate the relationships between these variables. While the findings indicate many commonalities, there are also significant differences pertaining to various organizational and cultural contexts of the studies. Using the SLR method, it is easier to identify key patterns in this research and draw conclusions that can be implemented in managerial practices. The articles included in this SLR totaled 20 articles published between 2013 and 2023. The selected articles addressed organizational commitment, job satisfaction, transformational leadership, and organizational citizenship behavior (OCB) in an organizational setting.

4.1. Prism Implementation

The PRISMA implementation process in this study followed systematic and transparent steps, starting from identification, screening, and eligibility checks to final literature determination. The implementation of PRISMA helps ensure that the selection of articles is objective and standardized, in accordance with established guidelines.

The article selection process in this study began with an extensive literature search using Dimensions AI and several other leading academic databases such as Scopus and Web of Science. The search was conducted using keywords relevant to the topic of this study, such as “transformational leadership,” “organizational citizenship behavior,” and “job satisfaction,” and other related keyword combinations. In addition, search filters were applied based on the criteria of publication year (2013-2023), publication type (journal article, conference), and language (English and Indonesian).

During the screening phase, the preliminary literature search outcomes were refined according to the specified inclusion and exclusion criteria. The inclusion criteria comprised publications published in scholarly journals indexed in highly regarded academic databases, concentrating on the link between the primary variables of interest. Irrelevant articles, those not peer-reviewed, and those published before 2013 were excluded from the analysis. At this stage, approximately X articles were identified.

At the eligibility screening stage, articles that passed the first screening stage were examined in more depth through the abstract and full content to ensure that the methodology used fit the research criteria and that the article addressed the relevant topic. Articles that did not meet the eligibility criteria, such as those that used inappropriate methodologies or had irrelevant foci, were eliminated. As a result, out of approximately X articles, only 20 met the inclusion criteria and were eligible for further analysis.

The literature selection process is represented in the subsequent PRISMA Diagram, which outlines the progression from identification, screening, and eligibility assessment to the inclusion of publications utilized in the analysis.

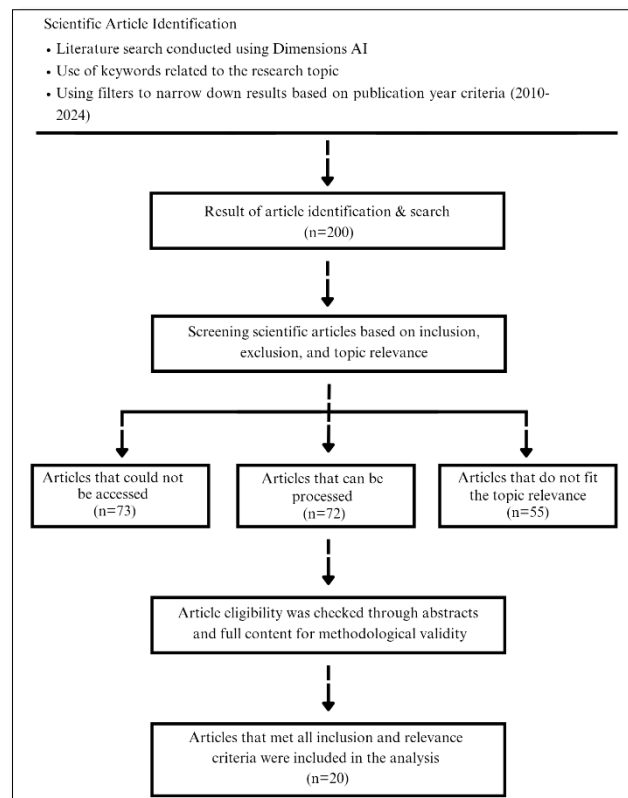


Figure 1. Prism Diagram
Source: Author's Own Elaboration, 2024

4.2. Synthesis of Key Findings

Following the examination of the 20 chosen articles, a synthesis of the principal findings about the interrelation of the variables under investigation—transformational leadership, job satisfaction, organizational commitment, and Organizational Citizenship Behavior (OCB)—is presented. The key results identified in the literature highlight the interactions and influences of these components in an organizational setting.

4.2.1. The Influence of Transformational Leadership on Employee Satisfaction

A significant number of studies have illustrated the positive impact of transformational leadership on employee job satisfaction. According to Purwaningsih and Liana (2015), Satyawati and Netra (2017), and Shofiyuddin et al. (2021), transformational leadership helps improve job satisfaction by inspiring and motivating employees to achieve common goals. Vision-oriented leadership and empowerment significantly enhance employees' overall job satisfaction with their work.

Key finding: Transformational leadership leads to higher employee engagement, contributing to better job satisfaction. This is due to the leader's approach that supports personal growth, meaningful challenges, and recognition of employee contributions.

4.2.2. The Influence of Transformational Leadership on Organizational Commitment

Several studies have demonstrated that transformative leadership increases organizational commitment. Studies conducted by Aminah, Aslamiah, and Novitawati (2023), along with Purwanto, Purba, Bernarto, and Sijabat (2021), demonstrate that transformational leaders have the capacity to forge a profound emotional connection between employees and the organization. Transformational leaders often elucidate organizational objectives and offer distinct guidance, fostering a deeper connection between employees and the organization.

Key finding: Transformational leadership boosts organizational commitment by cultivating employee trust and loyalty to the company's values and long-term goals.

4.2.3. The Influence of Transformational Leadership on Organizational Citizenship Behavior (OCB)

A significant discovery was the direct and beneficial influence of transformational leadership on organizational citizenship behavior. Satyawati and Netra (2017), Purwanto et al. (2021), and Shofiyuddin et al. (2021) demonstrated that transformational leadership possesses the ability motivates employees to participate in voluntary actions that benefit the organization, such as supporting peers and contributing to the achievement of broader organizational goals. Transformational leaders frequently exemplify constructive behaviors that inspire employees to exceed expectations, thereby enhancing organizational citizenship behavior.

Key finding: Leaders who inspire and encourage active participation are likely to facilitate higher OCB in employees. These leaders possess the ability to nurture a workplace atmosphere that promotes cooperation and elevates the quality of interactions among individuals within the organization.

4.2.4. The Mediating Effects of Job Satisfaction and Organizational Commitment on the Relationship Between Transformational Leadership and Organizational Citizenship Behaviors

Several studies have shown that job satisfaction and organizational commitment mediate the relationship between transformative leadership and OCB. According to studies by Purwaningsih and Liana (2015), Awanti, Fathoni, and Malik (2018), and Maulida, Suriansyah, and Ngadimun (2019), transformational leadership increases job satisfaction, which strengthens organizational commitment and eventually raises organizational citizenship behavior (OCB).

Key finding: The interplay between job satisfaction and organizational commitment serves as a crucial moderator in the dynamic between transformative leadership and organizational citizenship behavior (OCB). In other words, transformational leadership fosters job satisfaction and enhances organizational commitment, thereby elevating employees' organizational citizenship behavior.

4.2.5. The Role of OCB in Improving Organizational Performance

Several studies underscore the pivotal influence of OCB on augmenting organizational performance. Larasati (2020) showed that OCB contributes to overall organizational performance, as employees who display OCB tend to be more productive, collaborate better, and support a positive work atmosphere.

Key finding: Higher OCB contributes to improved organizational performance, as employees' proactive behaviors strengthen team collaboration, improve relationships between employees, and improve overall work outcomes.

4.2.6. Influence of Other Variables (Organizational Culture, Procedural Justice)

According to several studies, procedural justice and organizational culture influence the connection among OCB, job satisfaction, and transformational leadership. For instance, Arifiani, Sudiro, and Indrawati (2020) and Safari, Aima, and Havidz (2022) noted that a supportive organizational culture can amplify the effect of transformational leadership on organizational citizenship behavior, while procedural justice may act as a moderating variable in the association between transformational leadership and job satisfaction.

Key finding: A supportive and equitable organizational culture amplifies the positive impact of transformational leadership on job satisfaction, organizational commitment, and organizational citizenship behavior (OCB). Therefore, managers must consider these contextual factors when implementing transformational leadership.

4.2.7. Variations in Results Related to Organizational Context

Although there is consistency in the findings, some articles note differences in results related to the organizational context and sector studied. For instance, contrary to research on schools or companies, Kelana and Pogo (2022) found that organizational commitment and transformational leadership had no discernible impact on OCB in the hospital setting.

Key finding: The influence of transformative leadership on factors such as organizational citizenship behavior, job satisfaction, and organizational commitment can vary significantly across different organizational settings and sectors.

According to the findings of the examined articles, transformational leadership significantly contributes to the improvement of organizational commitment, job satisfaction, and employee OCB, both directly and indirectly through mediator variables such as organizational commitment and job satisfaction. Consequently, OCB improves organizational performance, creating a more favorable work environment and enhancing overall performance outcomes. Nevertheless, the influence of transformational leadership on organizational citizenship behavior may be influenced by supplementary factors, such as the existing organizational culture and the fundamental principles of procedural justice, and is contingent upon the particular organizational setting. The findings highlight the importance of a contextual framework for understanding the intricacies of leadership dynamics within organizations.

4.3. Identification of Emerging Themes or Patterns

Upon examining the 20 chosen publications, several important themes or patterns regarding the factors impacting organizational citizenship behavior (OCB) and transformational leadership (KSB) emerged. The subsequent section delineates the principal themes or patterns discerned within the examined literature.

4.3.1. The Influence of Transformational Leadership on OCB

Throughout the reviewed papers, the positive effect of transformative leadership on organizational citizenship behavior (OCB) was the most common theme. Numerous studies have shown that transformational leadership directly and indirectly improves Organizational Citizenship Behavior (OCB). Studies by Purwanto et al. (2021), Shofiyuddin et al. (2021), and Satyawan and Netra (2017) show that transformational leaders may motivate and inspire individuals to take on voluntary tasks that advance the organization beyond their assigned duties.

Main pattern: Transformational leadership encourages OCB by motivating and empowering employees to demonstrate extra commitment to organizational goals.

4.3.2. Mediator Role: Job Satisfaction and Organizational Commitment

Numerous studies have shown that organizational commitment and work satisfaction serve as the two main mediators in the relationship between transformational leadership and organizational citizenship behavior. Purwaningsih and Liana (2015) and Maulida et al. (2019) demonstrated that transformational leadership improves job satisfaction, increasing organizational commitment and subsequently enhancing organizational citizenship behavior (OCB). This correlation between leadership and organizational citizenship behavior (OCB) is facilitated by job satisfaction and organizational commitment, which function as intermediary elements.

Main pattern: Transformational leadership significantly influences organizational citizenship behavior (OCB) through job satisfaction and organizational commitment. By improving job satisfaction, transformational leadership strengthens organizational commitment and encourages organizational citizenship behavior (OCB).

4.3.3. Organizational Culture as a Moderating Influence

Multiple analyses indicate that the relationship between transformative leadership and organizational citizenship behavior (OCB) is moderated by the organizational culture. According to studies by Safari et al. (2022) and Arifiani et al. (2020), the effect of transformative leadership on organizational citizenship behavior (OCB) can be either strengthened or weakened by a supportive corporate culture. Organizational citizenship behavior (OCB) is promoted, and receptiveness to transformational leadership is enhanced by an organizational culture that encourages innovation and cooperation.

Main pattern: Transformative leadership's impact on organizational citizenship behavior, particularly in cooperation, innovation, and employee engagement, is enhanced by a supportive corporate culture.

4.3.4. *Differences in the Influence of Transformational Leadership in Various Sectors*

Several studies have shown that, depending on the industry or organizational setting studied, transformative leadership has different effects on organizational citizenship behavior. The research conducted by Kelana and Pogo (2022) indicated that transformational leadership does not significantly affect organizational citizenship behavior within the medical context, whereas its impact is more evident in educational or corporate environments. This suggests that the sector context or type of organization may moderate the impact of transformational leadership on OCB behavior.

Main pattern: The impact of transformational leadership on organizational citizenship behavior (OCB) may vary depending on the industrial sector or organizational setting. Elements such as company culture, the nature of labor, and interpersonal interactions within a specific industry can enhance or mitigate this impact.

4.3.5. *The Influence of Procedural Justice in the Development of OCB*

The relationship between OCB and transformational leadership was also found to be influenced by procedural justice, especially when it comes to increasing job satisfaction and organizational commitment. According to Khajepour, Baharlou, Montakhab Yeganeh, and Hashemi (2016), transformational leadership, job satisfaction, and organizational citizenship behavior (OCB) are all positively correlated when decision-making is performed with procedural justice. When workers believe that decisions made within the organization are fair and open, they are more likely to display higher levels of organizational citizenship behavior.

Main pattern: The beneficial effects of transformational leadership on job satisfaction and organizational citizenship behavior (OCB) were significantly enhanced by procedural justice, which functioned as a significant mediator.

4.3.6. *The Role of Organizational Commitment in Improving Organizational Performance*

Numerous studies have demonstrated that Organizational Citizenship Behavior (OCB) substantially impacts the efficacy of both individuals and organizations. Larasati (2020) showed that high OCB can contribute to better organizational performance because employees who exhibit OCB tend to be more proactive, collaborative, and willing to invest in organizational goals.

Main pattern: OCB enhances organizational performance. Workers who demonstrate organizational citizenship behavior (OCB) are generally more productive and proactive, thereby contributing to improved outcomes within the organization.

4.3.7. *Synergistic Relationship between Transformational Leadership, Job Satisfaction, and OCB*

A further noteworthy element that emerged was the existence of a synergistic relationship between organizational citizenship behavior (OCB), job satisfaction, and transformational leadership. Research by Larasati (2020) and Muharam, Sunaryo, and Gunawan (2020) shows that these three variables support each other. In addition to raising job satisfaction, transformational leaders foster an environment that encourages OCB, which can enhance both individual and organizational performances.

Main pattern: A synergistic relationship is established among transformational leadership, job satisfaction, and organizational citizenship behavior (OCB), which facilitates and accelerates the attainment of corporate objectives.

Based on the themes and patterns of the literature analysis, it can be concluded that transformational leadership, organizational commitment, job satisfaction, and OCB have a complicated and multidimensional relationship. Some of the main patterns that emerged were as follows:

- a. Transformational leadership has a direct and indirect positive impact on organizational citizenship behavior (OCB) through the mediation of organizational commitment and job satisfaction.
- b. The mediating effects of job satisfaction and organizational commitment strengthen the relationship between transformational leadership and organizational citizenship behavior (OCB).

- c. Procedural justice and a supportive organizational culture can amplify the positive impact of transformative leadership on organizational citizenship behavior (OCB).
- d. The correlation between organizational citizenship behavior (OCB) and transformational leadership is strongly influenced by the industry sector or organizational context.
- e. Organizational Citizenship Behavior (OCB) improves organizational performance, and the synergistic interaction between transformational leadership, job satisfaction, and OCB is a critical component of achieving optimal results.

These patterns illustrate the significance of a comprehensive approach to understanding the effects of transformational leadership, whereby procedural justice, organizational commitment, job satisfaction, and organizational culture work together to improve OCB, which in turn improves organizational performance.

4.4. Discussion

This study examines the effect of Organizational Citizenship Behavior (OCB) on the relationship between leadership and knowledge sharing. The literature review revealed several findings that highlight the significance of OCB as a mediating variable in the correlation between leadership and knowledge-sharing practices within organizations. This discussion provides an interpretation and analysis of these findings, as well as a comparison of the results of previous research, to provide more insight into their relevance to existing theory and its implications for organizational practice.

4.4.1. The Role of OCB in Leadership and Knowledge Sharing Relationships

Most of the examined research indicates that transformational leadership positively affects organizational citizenship behavior (OCB), which subsequently mediates the relationship between leadership and other advantageous outcomes, including performance, job satisfaction, and organizational commitment (Purwaningsih & Liana, 2015; Satyawan & Netra, 2017). Transformational leadership is characterized by an inspirational vision, empowerment, and high motivation (Bass & Riggio, 2006; Judge & Piccolo, 2004), and encourages organizational members to go beyond their basic obligations, which can indirectly increase the attitude of knowledge sharing among team members. Transformational leaders, through their characteristics that support innovation and creativity, may cultivate an environment conducive to the exchange of information and ideas, which is essential for effective knowledge sharing inside businesses (Kuo, Kuo, & Ho, 2014; Zack, 1999).

In Indonesian institutions, transformational leadership positively impacts teachers' organizational citizenship behavior (Shofiyuddin et al., 2021). This indicates that leaders who exemplify behavior and offer support can cultivate an organizational culture of citizenship that eventually promotes knowledge sharing among the employees. This discovery pertains to the Social Exchange Theory, which posits that individual conduct within organizations is shaped by reciprocal social relationships that are advantageous to both parties. When leaders show support and reward extra-role behaviors such as OCB, individuals feel valued and are more inclined to share knowledge with their peers (Van Den Hooff, Schouten, & Simonovski, 2012). Amegayibor (2021) explored the link between leadership styles and employee performance in a family owned manufacturing company.

4.4.2. Variations in Findings Between Different Studies

However, evidence of the direct influence of leadership on organizational citizenship behavior (OCB) is inconsistent across studies. Several studies suggest that organizational citizenship behavior (OCB) may not always be directly impacted by transformative leadership. Several variables, including organizational commitment and job satisfaction, frequently act as mediators of this impact. Maulida et al. (2019) indicated that transformative leadership favorably influences organizational citizenship behavior (OCB); however, this effect is indirect and mediated by organizational commitment. This confirms that OCB may be more related to how organizational commitment is formed as a result of adequate leadership and not solely by the leadership style.

Furthermore, a study on green transformational leadership by Nurfitriyana and Muafi (2023) demonstrates that while job satisfaction significantly affects organizational commitment and

organizational citizenship behavior (OCB), green value-based leadership has no discernible influence on OCB. This suggests that specific settings, such as organizational culture or industry sector, may affect the efficacy of transformative leadership in fostering OCB and knowledge sharing. Yopie and Febriana (2024) analyzed project management trends in Indonesia.

4.4.3. Relevance of Findings to Theory

These findings pertain to several established organizational theories. Transformational leadership theory (Bass, 1985) emphasizes the significance of a leader's impact on inspiring followers to prioritize organizational welfare over individual interests. Transformational leadership can enhance mutual trust and engagement in knowledge sharing, which is crucial for motivating individuals to exchange information (Rampersad, 2003). Nonetheless, leadership does not always have a direct effect on organizational citizenship behavior (OCB) and, by extension, knowledge sharing; instead, organizational commitment and job satisfaction often act as mediators.

Moreover, social exchange theory provides relevant insights into why OCB and knowledge sharing can develop in organizations that are led in a transformational manner. When organizational members feel that they are given support, appreciation, and opportunities to develop by their leaders (Kennerly, 1989), they are more inclined to engage in Organizational Citizenship Behavior (OCB), including knowledge sharing. In this instance, OCB may be viewed as a type of social return that contributes to the mutual gain of the organization. Hudalil (2022) studied market orientation in the Indonesian regional government and touched upon organizational factors influencing performance.

4.4.4. Implications for Practice

These findings provide important insights for organizational management in facilitating knowledge sharing through effective leadership development. Organizations must invest resources to train leaders who can articulate a vision and emotionally motivate and support team members. A collaborative and knowledge-sharing culture can be established by leadership that places a high priority on empowerment, acknowledgment, and open communication (Hackman, 1980). The findings from Muhammad, Salleh, and Yusr (2020) study in the banking industry underscore the importance of internal branding practices in fostering employee brand performance, which can be linked to OCB.

However, organizations must also realize that transformative leadership alone is insufficient to enhance organizational citizenship behavior and knowledge sharing. Additional elements, such as job satisfaction and organizational dedication, must be enhanced. Consequently, corporate policies and initiatives must focus on employee welfare and create an environment that supports their involvement in sharing knowledge. Ulabor and Bosede (2019) highlighted the significance of employee commitment to organizational performance in fast food outlets, a factor intertwined with OCB.

Overall, the results of this SLR show that the influence of leadership on a variety of advantageous outcomes, including knowledge sharing, is substantially mediated by organizational citizenship behavior. Organizations that want to encourage collaboration and knowledge sharing must pay attention to leadership, organizational culture, and motivational factors that can increase OCB in teams.

4.5. Research Gaps

Based on the literature review of 20 articles, several research gaps need to be addressed. These gaps are due to the constraints of research investigating the interplay among Transformational Leadership (TL), Job Satisfaction (JS), Organizational Commitment (OC), and Knowledge Sharing Behavior (KSB), with Organizational Citizenship Behavior (OCB) serving as a mediator. The following gaps have been identified:

4.5.1. The Influence of Transformational Leadership on Knowledge Sharing Behavior through Organizational Citizenship Behavior

According to the results of several articles, there is proof that Organizational Citizenship Behavior (OCB) can be positively impacted by Transformational Leadership (Aminah et al., 2023), and that OCB affects how people share knowledge in organizations (Purwaningsih & Liana, 2015). Nevertheless,

there is still very little evidence linking transformational leadership to knowledge sharing behavior through OCB. Most studies have examined the direct influence of TL on OCB or OCB on KSB without considering the relationship between the three in an integrated model.

Research gap: Further research is needed to understand whether OCB functions as a mediator between TL and KSB. In this context, research combining these three components is still lacking, even though data suggest that transformational leadership (TL) might improve employee involvement in organizational citizenship behavior (OCB) and that OCB may promote knowledge sharing behavior (KSB).

4.5.2. The Influence of Job Satisfaction on Knowledge Sharing Behavior through Organizational Citizenship Behavior

According to Purwanto et al. (2021), Job Satisfaction (JS) significantly contributes to enhancing Organizational Citizenship Behavior (OCB), and several other studies indicate that OCB might elevate Knowledge Sharing Behavior (KSB). However, the role of OCB as a mediator between JS and KSB has rarely been studied in depth. Although the direct relationship between JS and KSB has been widely discussed (for example, Larasati (2020)), the role of OCB in strengthening this relationship has not been substantially explored.

Research gap: Further investigation is required to determine whether the OCB mediates the impact of JS on KSB. This provides deeper insight into the potential correlation between job satisfaction and an increased propensity to demonstrate organizational citizenship behavior (OCB), thereby enhancing knowledge-sharing behavior.

4.5.3. The Influence of Organizational Commitment on Knowledge Sharing Behavior Through Organizational Citizenship Behavior

Numerous studies, such as those by Nelly, Sirait, Sirait, and Eliza (2020) and Purwanto et al. (2021), indicate that Organizational Commitment (OC) positively influences Organizational Citizenship Behavior (OCB) and Knowledge Sharing Behavior (KSB); nevertheless, the mediating role of OCB in this relationship remains underexplored. According to Satyawan and Netra (2017), most existing research only examines the direct relationship between organizational culture (OC) and knowledge sharing behavior (KSB).

Research gap: Further research is required to investigate the function of OCB as a mediator between OC and KSB and to determine whether individuals with greater organizational commitment are more inclined to demonstrate OCB, thereby enhancing knowledge-sharing behavior within the organization.

4.5.4. Interaction between Transformational Leadership, Job Satisfaction, and Organizational Commitment in Influencing Knowledge Sharing Behavior through Organizational Citizenship Behavior

A notable gap was found in the absence of research that concurrently investigated the relationships between TL, JS, and OC and their influence on KSB through OCB. Most studies exclusively investigate the correlation between two variables (e.g., TL and OCB or JS and KSB) in isolation (e.g., Nguni, Slegers, and Denessen (2006); Shofiuddin et al. (2021)).

Research gap: A more thorough investigation is required to construct models that amalgamate TL, JS, and OC and explore how these three variables interact to form OCB, which then influences KSB. A deeper understanding of how these factors interact to affect information sharing could greatly enhance leadership theory and organizational behavior.

4.5.5. The Role of Organizational Citizenship Behavior in Strengthening the Relationship between Job Satisfaction, Organizational Commitment, and Knowledge Sharing Behavior

Several studies have shown that Job Satisfaction (JS) and Organizational Commitment (OC) positively influence Knowledge Sharing Behavior (KSB) (for example, in articles by Larasati (2020) and Shofiuddin et al. (2021)). However, the role of OCB in strengthening this relationship has been less discussed. Although OCB is often considered a behavior that supports performance and knowledge

sharing, few studies have examined whether OCB strengthens the relationship between JS and OC on KSB.

Research gap: Additional research is required to determine whether OCB enhances the impact of JS and OC on KSB. This clarifies the function of OCB as a reinforcing factor in the relationship between job satisfaction, organizational commitment, and knowledge sharing behavior.

4.5.6. Relationships Between Variables at Different Organizational Levels

Most current studies concentrate solely on the connections among transformational leadership (TL), job satisfaction (JS), organizational commitment (OC), and knowledge-sharing behavior (KSB) at the personal level, despite the opportunity to explore these dynamics at the group or organizational level. For instance, only a handful of articles, such as those by Bermiana and Frinaldi (2023) and Lamri, Setyadi, Riadi, Hariyadi, and Palutturi (2020), have discussed how the influence of these variables can change when viewed in the context of the team or organization as a whole.

Research gap: The focus of research needs to be broadened to explore how TL, JS, OC, OCB, and KSB interact at the team or organizational level. This study explores how these variables contribute to performance and knowledge sharing at a broader organizational level.

The gaps identified above open up opportunities for further research to develop a more integrative model connecting Transformational Leadership, Job Satisfaction, Organizational Commitment, and Knowledge Sharing Behavior through Organizational Citizenship Behavior as a mediator. Thus, this study not only enriches the existing literature but also provides practical contributions to organizations in improving knowledge sharing performance in an increasingly competitive environment.

5. Conclusion

5.1. Conclusion

According to this systematic literature review, the relationship between Transformational Leadership (TL), Job Satisfaction (JS), and Organizational Commitment (OC) with regard to Knowledge Sharing Behavior (KSB) is considerably mediated by Organizational Citizenship Behavior (OCB). The analysis indicates that TL, JS, and OC can positively affect OCB, which exerts a favorable influence on KSB.

5.2. Limitation

Despite the valuable insights gained, this review has some limitations. Research integrating TL, JS, OC, and OCB into a single, comprehensive model to predict KSB remains relatively scarce. Existing studies often focus on the individual relationships between these variables, leaving gaps in our understanding of their combined influence on KSB.

5.3. Suggestion

To address these gaps, future research should focus on developing and testing integrated models that incorporate TL, JS, OC, and OCB to predict KSB. This will allow for a more nuanced understanding of the complex interactions between these variables and their overall influence on knowledge sharing within organizations. Further investigation could examine the moderating effects of contextual elements on these associations, including industry type, technology, and organizational culture.

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