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Article

Exploring the Role of AI and IT in Shaping Organizational Citizenship Behavior: A Systematic Review of Influencing Factors

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Abstract: The identification, screening and selection of studies were conducted systematically, according to PRISMA 2020 principles (Figure 1). In the identification phase, a first sample of 412 records was found by structured searches in databases, and then 38 records were found by reference snowballing, giving a total of 450 records. Following the removal of 87 duplicate studies, 363 unique studies were advanced to the screening stage, where titles and abstracts were screened for thematic relevance to the review's primary question: What is the relationship between AI, IT, and Organizational Citizenship Behavior? In these stage 218 records were removed due to being outside the scope of the concept, not having a behavioral focus, or being editorials and non-peer-reviewed reports. The rest of the 145 articles were evaluated for full text eligibility based on pre-defined inclusion and exclusion criteria. Another 84 studies were rejected for not having a clear AI/IT–OCB linkage, being purely technical with an AI focus, duplicate datasets, or inadequate methodological approach. This extensive filtering process left 61 high-quality studies for final synthesis. Studies included were then thematically coded using an open–axial–selective logic that resulted in four themes: AI-integrated work practices and OCB, IT infrastructure and OCB, technology-mediated engagement and collaboration, and digital transformation and changing organizational behaviour, which provide a structure for the Results section.
Keywords: Artificial Intelligence; Information Technology; Organizational Citizenship Behavior; Systematic Literature Review; PRISMA; Human–AI Collaboration.

1. Introduction

In the first quarter of the 21st century, there has never been a time when Artificial Intelligence (AI) and Information Technology (IT) more than ever had to do with daily organizational life. There was a time when technology that powers the functioning of organizations was merely a productivity tool and now it is an advanced force in influencing employee act, behavior and motivation level. Its technology that makes the operations of organizations to influence employee behaviour and motivation and discretionary effort from algorithmic decision-support systems, to generative AI assistants, to enterprise social platforms, telework infrastructures and human resource information systems. Brown (2023) concluded that generative AI adoption, from the perspective of Brynjolfsson, Li, and Raymond (2025), will mainly affect workplace productivity and tacit knowledge; and Dwivedi et al. (2021). With the rise in pace of such changes researchers are now responding by focusing on how these technological and sociotechnical changes impact behaviors that employees engage in outside their formal contracts or obligations, especially Organizational Citizenship Behavior (OCB).

Organizational Citizenship Behaviour encompasses voluntary, prosocial and discretionary behaviours that employees exhibit in their organisation that collectively enhance the effective functioning of the organisation (Worku & Debela, 2024; Banwo & Du, 2020). OCB has been positively correlated with job performance (Albloush et al.,

2020; Vuong et al., 2024); firm performance (Haass et al., 2023) and psychological wellbeing (Prasad et al., 2024). Overview of OCB Model at Social Autonomic Level OCBeal model explains that is mostly enable by interpersonal, and also leadership and cultural antecedents such as Transformational Leadership (Al-Mamary, 2021; Qalati et al., 2022), Servant Leadership (Bantha & Sahni, 2021; Nguyen, Duong, et al., 2025), Organizational Justice (Rahman & Karim, 2022), Psychological Empowerment (Almohtaseb et al., 2023) and Organizational Trust (Dai et al., 2022). With the advent of the explosion of AI and IT applications in the workplace, however, a new set of antecedents and contingencies has arisen, requiring systematic theoretical consideration.

The very nature of work has changed, and this evolution has been further sped up. But, COVID-19 pandemic brought telework with working-age people and applied digital collaboration tools and altered the forms of CI emergence (Khalid et al., 2021; Lee & Chung, 2022). In modern times, digital spaces, enterprise social media and mobile apps have become the mediums on which workers communicate, create knowledge and provide help (Caya & Mosconi, 2023; Ahmad et al., 2021; Li & Wang, 2022). In parallel, AI-generated human resource (HR) tools, performance evaluation paradigms and smart assistants are pushing the boundaries of fairness, trustworthiness and utility (Qin et al., 2023). Such changes raise some fundamental questions regarding behavior, specifically do AI and IT increase the propensity for employees to engage in extra-role behaviours (beyond their formal role expectations), or do they weaken the psychological foundations of voluntary engagement with OCB?

This new literature offers a plethora of responses. However, research shows that the use of AI promotes employee innovative behaviour, facilitates role clarity and provides OCB (Zaheer, Anjum, Amoozegar & Heidler 2025), along with Leader-member exchange. While AI has a negative impact on compulsory citizenship behavior (Duan et al., 2024) and positive effect on service performance of AI-induced job crafting (He, Teng, & Song, 2024). Impact of digital transformation and digital leadership Employee performance and organization commitment (Hong, 2024; Gun, Imamoglu et al. 2024). On the other hand, negative effects caused by AI adoption were also reported, such as depression (mediated by psychological safety; Lee, 2025), perceived disruption threat and a sense of technology insecurity (Leong, Bai, Rasheed, Hameed & Okumus, 2025), AI-induced job insecurity (Kim & Kim, 2024), or even unethical behaviors regarding AI identity (Cao et al. In addition, new research by Lee, Yin, Jia and Wakslak (2026) suggests high levels of AI use are associated with lowered self-efficacy, ownership and work meaning three important psychological drivers of OCB.

This duality has resulted in a disjointed knowledge base. While a number of reviews have been conducted in each of the areas AI in organizations (Bankins, Ocampo, et al. 2024; Soulami, Benchekroun, & Galiulina, 2024; Zhu & Wan Hussain, 2025) and OCB (Worku & Debela, 2024; Hakim & Febriani, 2024; Ahlawat & Garg, 2025) no systematic synthesis has been done that integrates the two areas, AI and IT, to impact OCB. Existing reviews are often limited to either an examination of AI or an examination of OCB, with a lack of conceptual attention given to the linkage between the technological antecedents and citizenship outcomes. This systematic review addresses this gap. The study adopts an empirical and conceptual approach and draws on the PRISMA protocol to create a cohesive synthesis of the literature, establishing a unified framework of how AI/IT impacts OCB, the processes by which, and the boundary conditions that influence either positive or negative outcomes. The study also pinpoints new research avenues, emerging theories, and gaps, including those related to generative AI (Brynjolfsson et al., 2025; Budhwar et al., 2023), digital leadership (Hong, 2024), and AI ethics (Cao et al., 2023; Dwivedi et al., 2021).

Accordingly, the review pursues the following research objectives:

1. To examine the role of AI and IT in influencing Organizational Citizenship Behavior.
2. To identify major factors through which AI and IT shape employee citizenship behaviors.
3. To analyze existing research trends and theoretical perspectives related to AI, IT, and OCB.
4. To identify research gaps and future directions for AI-driven organizational behavior studies.

2. Literature Review and Theoretical Background

2.1 AI and Organizational Behavior

AI has evolved from a mere computational tool, to a critical part of the organizational system, augmenting cognitive abilities and streamlining processes and changing the nature of work. The multilayered interaction analysis suggests these levels of AI interacts within an organisation leading to more complex behaviours (Bankins et al. 2024). These new ways of working and communicating, as well as new workplace culture require some new behaviours (Murire, 2024). This concept is further developed by Gabelaia, Bagočiūnaitė and Navickienė (2024), who analyze the

relationship of AI with organizational behavior and communication patterns to question how we need to understand that AI affects behavior due to more than efficiency. The potential of AI to manufacture and demolish is being inescapably apparent. On the positive side, AI systems can help accelerate interaction, learning, and innovativeness. Zaheer et al. (2025) show a positive effect of both leader-member exchange and role clarity to perform the roles of AI, which in turn enhances OCB and innovative work behavior. There is however the above as shown in Duan et al. (2024), this explains that opposing forced citizenship do exercise a counter-influence on innovative actions, which is entirely compensated for through AI adoption. Generative AI tools have demonstrated to be a powerful driver of redistributing productivity and learning paper benefits around among workers (Brynjolfsson et al., 2025) and emerging HRM practices (Budhwar et al., 2023; Nguyen, Trinh, et al., 2025). Moreover, Marocco et al., (2025) suggest that employee attitude is one of the key foundations that would determine the impact of artificial intelligence in an organization.

While AI awareness and uptake also have its downsides, being linked with psychological distress at times. The promise is laudable but it is also clear that use of AI can elevate employee depression, but this may be partly offset through ethical leadership (Lee, 2025). Leong et al. (2025) name AI disruption threat as a means to technology insecurity and also flourishing shortages in the hospitality industry. Kim and Kim (2024) discovered the negative relationship between AI job insecurity and the dynamics of knowledge is a buffering relationship and AI job insecurity hinders the dynamics of knowledge. Liu and Cheng (2025), Liu and Li (2025), and Zhao, Ye, Guo and Deng (2025) all present the concept of “double edged sword”, which is both reflective and addictive from the AI awareness. Furthermore, as demonstrated by Lee et al. (2026), the overreliance on AI leads to reduced self-efficacy, sense of ownership and meaning at work, all of which are linked to discretionary contribution.

2.2 Information Technology and Employee Behavior

In addition to AI, larger IT infrastructures have changed the environment in which employees work and are willing to do extra work. The pandemic has transformed the nature of working and changed the way people collaborate, share knowledge and behave as citizens (Koga, 2023; Lee and Chung, 2022; Khalid et al., 2021). Caya and Mosconi (2023) provide evidence that citizens' behaviors can change when using enterprise SMEs, which in turn has an impact on firm performance. Ahmad, Iqbal, Hai, and Latif (2021) found that the relational use of mobile relates with personal values to influence OCB. While work-related social media stressors may trigger change-oriented OCB paradoxically via public service motivation, according to Li and Wang (2022). Strategic HR systems also can be influenced by IT infrastructure that affects OCB. According to Alzghoul et al., (2023), human resource information systems, organizational citizenship and organizational success are closely related in the banking sector of Jordan. In a similar finding, Purwanto et al. (2023) found that the digital transformation and HRM impact on the university performance are significant. Kowal, Keplinger, and Mäkiö (2019) also note that IT workers have unique citizenship dynamics and that proactively induced OCB has an impact on the meaning of work. Vedadi et al. (2024) take a further step and expand the concept of OCB into an area of information security compliance, viewing it as "organizational citizenship" in the cybersecurity context.

2.3 Organizational Citizenship Behavior

OCB encompasses behaviors that are helpful, prosocial and voluntary and that positively impact the social and psychological climate of organizations. The conceptualizations of OCB by Worku and Debela (2024) and Banwo and Du (2020) illustrate the helping, courtesy, civic virtue, sportsmanship and conscientiousness dimensions of OCB. Empirical studies demonstrated that OCB has always been found to be positively related to job performance (Albloush et al., 2020; Vuong et al., 2024), to firm performance (Haass et al., 2023; Alzghoul et al., 2023), and to employee wellbeing (Prasad et al., 2024). There are clear antecedents of OCB. Recurrent predictors are transformational leadership (Al-Mamary, 2021; Qalati et al., 2022; Hermawan et al., 2024), servant leadership (Bantha & Sahni, 2021; Nguyen, Duong, et al., 2025), organizational justice (Rahman & Karim, 2022), psychological empowerment (Almohtaseb et al., 2023; Nguyen, Giang, et al., 2025), organizational trust and identification (Dai et al., 2022), emotional intelligence (Robinson, Irvin, & Krishnakumar, 2023; Prasad et al., 2024), and democratic culture (Haskasap, Saner, Eyupoglu, & Gunsel Haskasap, 2023). Other sectoral studies of clinical nurses (Sun, Liu, & Hao, 2025), aviation employees (Vuong et al., 2024), and lecturers (Khalid et al., 2021) to hospitality workers (Yu et al., 2021) and public sector employees (de Geus et al., 2020) likewise support the contextual sensitivity of OCB.

2.4 Theoretical Integration

The literature reviewed draws on several lenses of theory, which are relevant and converge when applied to the scope of AI, IT, and OCB. Many studies related to OCB and social exchange perspectives are linked to leadership,

justice and trust (Dai et al., 2022; Rahman & Karim, 2022; Nguyen, Duong, et al., 2025). Research on attitudes towards, and adoption of, AI can be informed by the perspective of Technology Acceptance (Teng-Calleja, 2023; Marocco, 2025). Studies on AI-induced insecurity and depression (Lee, 2025; Leong et al., 2025; Kim & Kim, 2024) tacitly use the concept of conservation of resources and job demands–resources logics. The study of the role of self-determination and self-efficacy reasoning in the facilitation or hindrance of ownership, meaning, and competence (Lee et al., 2026; Gun et al., 2024) is a key element of this research. This research focuses on the impact of self-determination and self-efficacy reasoning on the facilitation or hindrance of ownership, meaning, and competence (Lee et al., 2026; Gun et al., 2024). These perspectives collectively indicate that the relationship between AI and IT with OCB is mediated by psychological, relational, and structural mechanisms, which are systematically explored in this review.

3. Methodology

3.1 Research Design

The design of this study is Systematic Literature Review (SLR) based on Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol. While narrative reviews are merely the abstract of the author's interpretation of the evidence, an SLR calls for a transparent, repeatable, and well-documented process for the identification, screening, evaluation and synthesis of scholarly works. PRISMA was chosen due to its international validation in management (Worku & Debela, 2024), organizational behavior (Zhu & Wan Hussain, 2025), and reviews related to AI (Soulami et al., 2024; de Geus et al., 2020). The review focuses on the period 2019-26 to reflect the surge in the convergence of AI, IT, and OCB studies after the digital acceleration from Industry 4.0 and the COVID-19 pandemic.

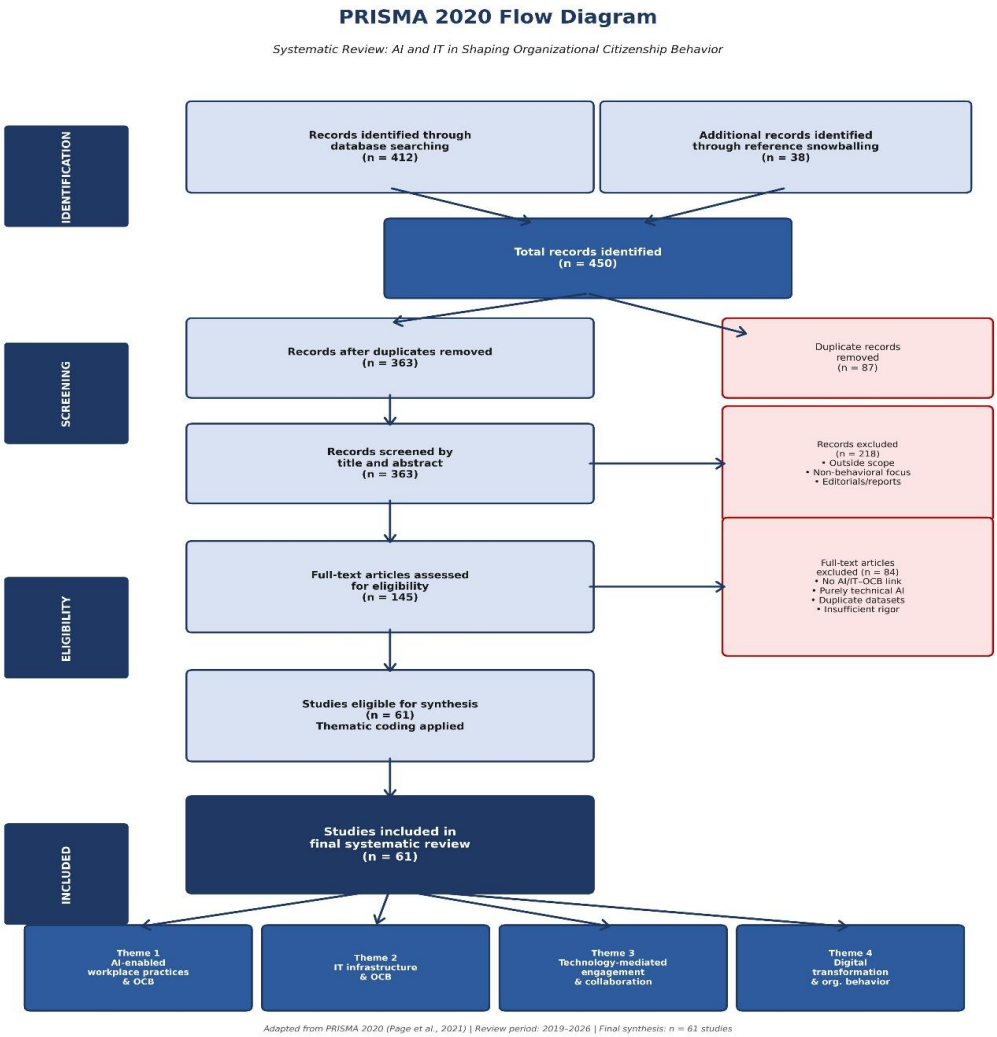

Figure 1: PRISMA Framework

3.2 PRISMA Framework

The systematic review was carried out in line with the four-stage PRISMA process, which comprised identification, screening, eligibility assessment and inclusion. The literature search yielded a set of 61 peer-reviewed articles from reputable journals from the areas of organizational behaviour, management, information systems, human resource management, hospitality and public administration. The search strategy included three thematic clusters, namely AI related concepts (artificial intelligence, generative AI, AI awareness, AI adoption, AI self-efficacy, algorithmic management), IT related concepts (information technology, digital transformation, enterprise social media, telework, HRIS, digital leadership) and OCB related concepts (organizational citizenship behavior, extra-role behavior, prosocial workplace behavior, citizenship performance). Boolean operators were used to obtain a maximum coverage of the work, and reference snowballing was used to identify influential studies. The articles were initially considered by screening their titles and abstracts and further examined for relevance by reading them, depending on their content of relationship between technology and employee behavior. Researches not having organizational/behavioural implications were disregarded. Finally, 61 studies were selected including AI focused studies, digital workplace research, OCB-based theoretical research and bibliometric reviews to enable a comprehensive synthesis of the human–technology behaviour relationship.

3.3 PRISMA Flow Explanation

For the identification phase, a preliminary group of records was created by using the databases search as well as reference snowballing. Records were screened for titles and abstracts, and after duplicate removal, those that were not related to AI/IT or OCB were removed. The methodological clarity, theoretical depth and correspondence to the review goals were then assessed by full-text evaluation. The 61 studies comprised the final corpus which was then thematically coded following an open–axial–selective coding logic, giving rise to four overarching themes that are used to structure the Results section. For methodological rigor, study characteristics, methodological choices and key findings were extracted and presented in a structured matrix allowing for a cross-study comparison.

3.4 Quality Assurance

Only peer-reviewed scholarly articles listed in well-known databases were selected in order to reduce bias. Inter-thematic coherence was confirmed by assigning each study to one or more themes. Findings were cross-checked in empirical studies, bibliometric reviews and conceptual frameworks. The review is based on the recently illustrated SPAR-4-SLR logic by Zhu and Wan Hussain (2025) and the OCB-review approach of Worku and Debela (2024), which have been found to be consistent with the systematic review standards.

4. Results and Findings

Through exploratory discourse, the thematic synthesis process led to the identification of four interrelated themes that highlight the connection between AI/IT and OCB.

Theme 1: AI-Enabled Workplace Practices and Employee Citizenship Behavior

The first theme is on the role of directly and indirectly AI-enabled tools, algorithms, and decision-support systems have a direct influence on OCB. There is strong bi-directional evidence. The positive results thread, which includes using AI along with other factors like leader-member exchange and role clarity, have been found to enhance the relationship between leaders and subordinates, leading to a rise in innovative work behaviour and OCB (Zaheer et al., 2025). Duan et al. (2024) find that the use of AI mitigates the negative effect of forced citizenship actions on innovative actions. He et al. (2024) shows that employee perceptions of AI as a challenge will trigger job crafting, which will positively impact the employee's service performance. Brynjolfsson et al. (2025) outline three ways that generative AI can increase productivity and tacit knowledge sharing, and therefore discretionary contribution. In addition, Gupta et al. (2023) suggest that AI tools would help to conduct sustainable training which could predict OCB.

There are negative effects on a second strand. Lee (2025) found, however, that employees can experience depression when AI is implemented, and the presence of ethical leadership can mitigate that depression, as the loss of psychological safety is a key indicator of employee depression. Leong et al. (2025) note that AI disruption threat is a potential antecedent to technology insecurity and decreased thriving. Kim and Kim (2024) demonstrate that AI job insecurity has an impact on knowledge dynamics, which is moderated by AI self-efficacy. Cao et al. (2023) state that under the right circumstances, AI identity can make people free to be unethical. Lee et al. (2026) shows that AI dependence negatively reduces self-efficacy, ownership and meaning at work, which are key psychological resources for OCB, while active collaboration reduces the negative impacts. Liu and Cheng (2025), Liu and Li (2025), and Zhao et al. (2025) view AI awareness as a double-edged sword, it results both in reflection (extra-role performance) and dependence (in-role weakening). The relationship between attitudes and behavioral outcomes has been shown in Marocco et al. (2025), and the difference in perceived fairness between AI manager and human manager, as shown in Qin et al. (2023), can impact the behavior of trust in manager and OCB.

Theme 2: Role of IT Infrastructure in Enhancing OCB

The second theme showcases the influence of IT infrastructures such as HRIS, digital platforms, enterprise social media and telework systems on OCB. Alzghoul et al. (2023) demonstrate that HRIS, OCB and organizational success are interrelated in the banking sector. Purwanto et al. (2023) show that digital transformation, along with HRM, contributes to improving the performance of universities through citizenship and engagement. Caya and Mosconi (2023) demonstrate how enterprise social media enable citizen behaviors that lead to performance of the enterprise. In IT, in addition to the effect of proactively induced OCB on positive work attitudes (Chandra et al., 2024), Kowal et al. (2019) write about the difference between OCB patterns of IT professionals from Poland and Germany. Vedadi et al. (2024) conceptualize information security compliance as information security citizens' behavior mediated by IT-oriented security culture and citizenship. These results all suggest that IT infrastructure serves as an enabler and structural antecedent of OCB.

Theme 3: Technology-Mediated Employee Engagement and Collaboration

The third theme is about the role of digital tools as a mediating factor in proximal drivers of OCB: engagement, communication and collaboration. According the study conducted by Ahmad et al. (2021), personal values can be combined with relational mobile use to enhance the positive contribution of mobile use to OCB. Li and Wang (2022) indeed argue that a challenge stressor of work-related social media can lead to change-oriented OCB through public service motivation and job involvement. In this regard, Koga (2023) outlines the positive and negative effects of telework during COVID-19 from the sociomaterial perspective. This study of Lee and Chung (2022) shows that psychological empowerment is a positive mediator between telework and OCB and transformational leadership is a positive mediator between psychological empowerment and OCB. Khalid et al. (2021) reported that the lecturer changed his/her OCB pattern during the digital teaching of the pandemic period. Yu et al. (2021) show that the stress due to COVID-19 impacted OCB and customer identification in the hospitality sector. Ossadnik et al. (2023) report that social reactions to AI voice assistants are related to job satisfaction, which has been shown as an antecedent of OCB. Finally, Nguyen, Trinh et al. (2025) follow-up and show that the experiences that employees have with generative AI affect the downstream work-related outcomes, such as extra-role behaviours.

Theme 4: Digital Transformation and Changing Organizational Behavior

The fourth theme is related to the macro level digital transformation and its behavioural implications. For Hong (2024), digital leadership is seen as a strategic tool that can positively affect employees' performance and level of commitment to the organisation. According to the results of Gun et al. (2024), transformational leadership and self-efficacy are antecedents of digital transformation and digital transformation in turn impacts the firm's performance. Based on the result of the study conducted by Haskasap et al. (2023) it can be concluded that organizational democracy has a significant influence in the process of digital transformation on organizational citizenship behavior with satisfaction and commitment as mediators. Hermawan et al. (2024) reveals that in the digital era, the transformational leadership and job satisfaction and commitment of SME workers positively influence OCB. In their work, Bankins et al. (2024), Murire (2024), Gabelaia et al. (2024), Soulami et al. (2024), and Zhu and Wan Hussain (2025) respectively draw the multidimensional and bibliometric outlines of AI's organizational incorporation. Hakim and Febriani (2024) and Ahlawat and Garg (2025) also delved into the concepts of OCB within the context of Industry 4.0. Nguyen, Giang, et al. (2025) also give the correlation between new working practices by digital tools and OCB development through empowerment.

Table 1. Systematic Review Study Characteristics

Author(s)	Year	Research Focus	Methodology	Major Findings
Lee, Yin, Jia, & Wakslak	2026	AI reliance and self-efficacy	Empirical	AI reliance reduces self-efficacy, ownership, meaning; collaboration mitigates
Brynjolfsson, Li, & Raymond	2025	Generative AI at work	Empirical	Productivity and knowledge gains redistributed by AI
Lee	2025	AI adoption and depression	Empirical	AI adoption raises depression via psychological safety; ethical leadership moderates
Leong et al.	2025	AI disruption threat	Empirical	Threat raises technology insecurity, weakens thriving
Zaheer et al.	2025	AI, LMX, OCB	Empirical	AI, role clarity, LMX foster innovative behavior and OCB
Bankins et al.	2024	AI in organizations	Multilevel review	AI affects individual, team, organizational behavior

Kim & Kim	2024	AI job insecurity	Empirical	AI self-efficacy buffers insecurity effects
Worku & Debela	2024	OCB SLR	Systematic review	OCB antecedents conceptualized across studies
Haskasap et al.	2023	Organizational democracy, OCB	Empirical	Democracy fosters OCB in digital transformation
Cao et al.	2023	AI identity, ethics	Empirical	AI identity can entitle unethical behavior
Caya & Mosconi	2023	Enterprise social media	Empirical	ESM-enabled citizenship raises firm performance
Dwivedi et al.	2021	AI perspectives	Conceptual	Multidisciplinary AI agenda for research and practice

The methodological and thematic diversity of the analysed corpus is captured in Table 1. Empirical studies are prevalent as evidentiary maturity in the field, and conceptual anchorings are provided by Bankins et al., (2024), Worku and Debela (2024), and Dwivedi et al., (2021). Selected works include behavioral outcomes (self-efficacy, depression, thriving, OCB, innovative behavior) and contextual triggers (generative AI, AI identity, enterprise social media, digital transformation, ethical leadership). This diversity is reflective of the fact that AI and IT impact OCB in many ways and not just one. Importantly, there is a dual effect or double-edged sword in the literature, as enabling and constraining effects both exist. The graph also indicates that the area of AI/IT–OCB research is a fast-growing research domain, with the most recent evidence period (2023-2026) containing the densest concentration of evidence on the table.

Table 2. Major Factors Influencing OCB Through AI and IT

AI/IT Factor	**Influence on OCB**	**Supporting Findings**	**Organizational Impact**
AI self-efficacy	Positive	Kim & Kim (2024); Lee et al. (2026)	Buffers insecurity, sustains ownership
AI awareness	Mixed (double-edged)	Liu & Cheng (2025); Liu & Li (2025); Zhao et al. (2025)	Reflection vs. dependence
Generative AI use	Positive (productivity)	Brynjolfsson et al. (2025); Nguyen, Trinh, et al. (2025); Budhwar et al. (2023)	Knowledge sharing, work outcomes
Digital leadership	Positive	Hong (2024); Gun et al. (2024)	Commitment, performance, OCB
HRIS	Positive	Alzghoul et al. (2023)	Citizenship and success
Enterprise social media	Positive	Caya & Mosconi (2023); Li & Wang (2022)	Change-oriented OCB
Telework infrastructure	Mixed	Koga (2023); Lee & Chung (2022); Khalid et al. (2021)	Empowerment, sociomaterial losses
AI evaluation algorithms	Mixed	Qin et al. (2023)	Fairness perceptions
AI identity	Negative under conditions	Cao et al. (2023)	Unethical entitlement

Technology insecurity	Negative	Leong et al. (2025)	Reduced thriving

Table 2 summarizes the main antecedents of AI/IT that impact on OCB. The relationship between positive antecedents (AI self-efficacy, generative AI use, digital leadership, HRIS, enterprise social media) and pathways of empowerment and productivity, communication, and capability are established. Interdependent technologies like AI awareness and telework highlight the contingent aspects of technologies and outcomes, which rely on individual differences, leadership and context. AI-induced entitlement and technology insecurity are the antecedents of negative AI identity that managers need to proactively address. The table supports Objective 2 and illustrates the key factors by which AI and IT influence OCB, as well as proving that both enabling factors and constraining factors should be considered in the design of interventions. More importantly, psychological factors like safety, trust and meaning are always involved in the process of organizational impact.

Table 3. Identified Research Themes and Trends

Research Theme	**Key Concepts**	**Literature Evidence**	**Future Research Scope**
AI-enabled practices & OCB	AI adoption, awareness, identity	Lee (2025); Leong et al. (2025); Zaheer et al. (2025); Cao et al. (2023)	Human–AI collaboration models
IT infrastructure & OCB	HRIS, ESM, digital HRM	Alzghoul et al. (2023); Caya & Mosconi (2023); Purwanto et al. (2023)	Cross-sector IT–OCB designs
Technology-mediated engagement	Telework, mobile, voice AI	Koga (2023); Lee & Chung (2022); Ossadnik et al. (2023); Ahmad et al. (2021)	Hybrid work OCB dynamics
Digital transformation & OCB	Digital leadership, democracy	Hong (2024); Gun et al. (2024); Haskasap et al. (2023); Hermawan et al. (2024)	Multilevel transformation models
Bibliometric & SLR mapping	AI awareness, OCB landscape	Zhu & Wan Hussain (2025); Soulami et al. (2024); Worku & Debela (2024); Ahlawat & Garg (2025)	Integrative AI–OCB syntheses

Table 3 illustrates the main areas of research and the research trends that have developed, meeting Objective 3. The themes depict a multi-layered field with micro-behavioral processes (AI awareness, engagement) and meso-level infrastructures (HRIS, ESM) as well as macro-level transformations (digital leadership, organizational democracy). Zhu and Wan Hussain (2025) and Soulami et al. (2024)'s bibliometric analysis highlights the quantitative development of the field, complemented by empirical research. Additionally, empirical research adds depth to the field, with bibliometric analysis by Zhu and Wan Hussain (2025) and Soulami et al. (2024) emphasizing the quantitative growth of the field. However, future prospects show that there are still significant remaining challenges related to human–AI collaboration modeling, IT–OCB designs across different sectors, hybrid work and multilevel transformation theory. The trends indicate that research on AI–IT–OCB is shifting from mapping to conceptual modeling, reinforcing the importance of systematic syntheses, such as this one, as essential components for the construction of cumulative knowledge.

Table 4. Research Gaps and Future Directions

Existing Limitation	**Research Gap**	**Future Opportunity**
Predominance of cross-sectional designs	Limited causal evidence	Longitudinal and experimental AI–OCB studies

Asia-centric empirical base	Geographic concentration	Comparative Global South–North studies
Sectoral overrepresentation (IT, hospitality, banking)	Underexplored sectors	Healthcare, education, public sector AI–OCB
Limited integration of AI ethics with OCB	Conceptual fragmentation	Ethical AI and citizenship behavior models
Narrow focus on individual-level outcomes	Multilevel gaps	Team and organizational-level AI–OCB studies

Table 4 summarizes the methodological, geographic, sectoral, conceptual and multilevel gaps identified in the synthesis. Most studies are of cross-sectional design and are limited in their scope of causal inference, and the empirical evidence has been limited to Asian and hospitality settings. While there is a significant overlap between AI ethics and OCB as highlighted by Cao et al. (2023), Dwivedi et al. (2021) and Lee (2025), the intersection of these two fields remains underdeveloped. Bankins et al. (2024) argue that multilevel modeling has yet to be widely used in empirical AI–OCB research. To overcome these gaps, integrative theory frameworks, longitudinal designs, and comparative samples, and increased representation of underrepresented sectors are needed. The table thus presents the means of operationalizing Objective 4, by converting evidence-based limitations into opportunities for action in the form of research.

5. Discussion

The synthesis of the evidence is systematic, and the results indicate that both AI and IT have emerged as significant behavioral antecedents of OCB, and these antecedents have transgenerational and interconnected psychological, relational, structural, and ethical links. The results provide three integrative insights.

First, the relationship between AI/IT and OCB is two-way: AI-powered workplaces promote engagement, productivity, knowledge sharing, and innovative behavior, on one hand. On the other hand, AI-driven workplaces drive engagement, productivity, knowledge sharing, and innovative behavior. Brynjolfsson et al. (2025), and Duan et al. (2024) all demonstrate that AI, combined with the right leadership and clarity on leadership roles, can enhance employees' ability to contribute discretely. IT infrastructures enable citizenship, for example HRIS (Alzghoul et al., 2023), enterprise social media (Caya & Mosconi, 2023) and digital HRM (Purwanto et al., 2023). However, the use of AI can jeopardize the psychological underpinnings of OCB. Lee (2025) finds that AI adoption increases depression due to decreased psychological safety, Leong et al. (2025) identify technology insecurity as a consequence of AI disruption threat, Kim and Kim (2024) report on the link between increase of AI disruption threat and job insecurity, and Lee et al. (2026) explain how overreliance on AI can diminish SE, OW, and MW. The dualities in the questions also resonate with Liu and Cheng (2025), Liu and Li (2025), and Zhao et al. (2025), who view AI awareness as a double-edged sword. The discussion, therefore, confirms that AI/IT do not deterministically support or discourage OCB, but increase the impact of the leader, organizational climate, and psychological resources of the individual.

Secondly, the review emphasizes the role of psychological mediators. Focusing on the psychologic factors, self-efficacy (Kim & Kim, 2024; Lee et al., 2026), psychological empowerment (Almohtaseb et al., 2023; Lee & Chung, 2022; Nguyen, Giang, et al., 2025), meaning of work (Chandra et al., 2024; Lee et al., 2026), engagement (Rahman & Karim, 2022; Nguyen, Trinh, et al., 2025), emotional intelligence (Robinson et al., 2023; Prasad et al., 2024), and trust (Dai et al., 2022) have consistently been identified as mediators through which AI/IT influences OCB. This is congruent with current OCB theorizing and builds upon it, as technology is now a major upstream cause of these mediators. It suggests that managerial actions should be taken to safeguard psychological resources in the process of digital transformation, which includes communicating the message clearly, maintaining ethical leadership (Lee, 2025), involving human beings in the design process, and implementing collaborative human–AI interactions (Lee et al., 2026).

Thirdly, the digital leadership, organizational culture and ethical climate are emerging as significant moderators of AI/IT–OCB dynamics. Hong (2024) and Gun et al. (2024) agree that digital leadership is very strategic to reach transformation, and Hermawan et al. (2024), Al-Mamary (2021) and Qalati et al. (2022) have consistently reported that transformational leadership always positively influences OCB. This effect is the same with digitalized environments (Bantha & Sahni, 2021; Nguyen, Duong, et al., 2025). Outcomes are also affected by organizational democracy (Haskasap et al., 2023) and justice (Rahman & Karim, 2022). It is noteworthy that AI ethics becomes a

frontier area. AI can justify unethical behaviours, as pointed out by Cao, et al., (2023), AI evaluated employees' perception of fairness is different from human evaluated employees' perception of fairness, as stated by Qin, et al., (2023) and AI's use in organisations entails ethical, legal and behavioural responsibilities, as cited by Dwivedi, et al., (2021).

Findings from various studies come together and indicate the salience of human agency and discretion. However, there is across the board a requirement for citizenship of a sense of some autonomy, supportive leadership, and contribution. The research on teleworks (Koga, 2023; Lee & Chung, 2022; Khalid et al., 2021), enterprise social media (Caya & Mosconi, 2023), and AI voice assistants (Ossadnik et al., 2023) all point to the need for relational depth and the creation of psychological safety to enhance OCB with the mediation of technology. It is not an umbrella model that replaces the Social Exchange, Technology Acceptance and self-efficacy lenses but rather, in theory, an AI-aware framework that adds value to the lenses. In practice, it provides managers a blueprint for creating psychologically safe, technologically sophisticated work environments: boosting self-efficacy, fostering ethical leadership, implementing fair systems for evaluating the use of AI, and integrating technology with human interaction. AI and IT are influential antecedents of OCB that are mechanism-rich and contextually sensitive, and that directly relate to each of the four research objectives.

6. Research Gaps and Future Research Directions

Although research around AI, IT and organizational citizenship behaviour has made great strides, there are still a number of gaps that need to be addressed. Most studies are based on cross sectional survey methods, which prevent the full understanding of cause and effect, and few studies are of a longitudinal, experimental, and mixed-method design. Bibliometric and systematic reviews offer good conceptual mapping, future research should use more sophisticated approaches, including panel studies, field experiments, and multilevel modeling. From a conceptual standpoint, the integration of the various elements of AI capabilities, digital transformation and OCB is still largely limited, and there is limited integration of perspectives on AI ethics, digital transformation, psychological safety, self-efficacy and technology acceptance. More study is needed to create thorough theories of human–technology relationships that account for citizenship behaviors. The current evidence is limited to specific industry sectors, the majority of which are in the fields of hospitality, IT, banking and education, with the sectors of healthcare, manufacturing, agriculture, defence and public administration requiring more attention. Geographic representation is also not uniform and calls for cross-cultural and Global South – North comparative studies. New technologies, including generative AI, autonomous systems, and algorithmic management, bring fair, ethical, employee identity and well-being challenges. There is therefore a need for future research to investigate human–AI collaboration, ethical digital leadership, employee adaptability, AI self-efficacy, and future models of workplace behavior.

7. Conclusion

The aim of this systematic review was to investigate the effects of AI and IT on OCB, the key mechanisms by which this impact is mediated, the dominant trends in the research and the theoretical approaches. 61 peer-reviewed studies were synthesized into four interrelated themes: (1) AI-enabled workplace practices and citizenship behavior, (2) IT infrastructure and OCB, (3) technology-mediated engagement and collaboration, and (4) digital transformation and changing organizational behavior. This review confirms that AI and IT are not neutral instruments but are behaviorally antecedent to the discretionary contribution of employees and thus influence it. AI and IT do this positively by allowing increased productivity, knowledge transfer, clarity of role, empowerment, and perhaps most importantly, innovative behaviour, especially in combination with transformational, servant, and digital leadership. AI can negatively affect OCB by creating job insecurity, depression, tech insecurity, and loss of self-efficacy, ownership, and meaning, particularly when there are no ethical leadership and psychologically safe climates. Psychological mediators (self-efficacy, empowerment, meaning, engagement, trust) and leadership and cultural moderators (digital leadership, organizational democracy, ethical leadership) are found to be key conduits and conditions.

The review has three-fold contribution. It provides a theoretical integration of the AI-based and IT-based fragmented streams in a single evidence-based map which is connected with OCB. Methodologically, it implements PRISMA in a way that can be repeated for future syntheses at the AI–behavior interface. In practical terms, it provides leadership with a blueprint for creating psychologically healthy, technologically advanced workplaces, and for using AI to supplement, rather than supplant, human judgment. As generative AI, algorithmic management and hybrid work reshape organizational life, the role of AI and IT in driving the evolution of OCB will only grow in significance. Implications for the future are huge. In this emerging human–AI mixed-workplace culture, OCB will rely on the organisations' design of ethical, supportive and empowering environments for technology use. To foster citizenship

behaviour in the era of intelligent systems, intentional efforts must be made to invest in four critical areas: psychological safety, digital leadership, AI ethics and human-AI collaboration. The current review provides a starting point for this on-going process and is meant to stimulate further scholarly focus on the changing nature of the discretionary heart of organisational life in the era of AI, and IT.

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