

Trends in Organizational Behavior: A Systematic Review and Research Directions

Shilpi Kalwani
Jayashree Mahesh

Abstract

Purpose – *The purpose of this paper is to present a step-by-step guide to facilitate understanding of emerging trends in the discipline of Organizational Behavior using the technique of Systematic Literature Review.*

Method – *Literature review is done by systematically collecting the existing literature over the period of 1990-2019. The literature is categorized according to the Journal Name and Ranking, Database, and Geographical Distribution (country wise). Literature is also categorized on the basis of type of study (empirical/conceptual), variables used, scales used, sample studies and sub area of study (Leadership/Motivation etc). This classification can serve as a base for researchers who wish to conduct meta-analysis on emerging trends in Organizational Behavior.*

Findings – *A disciplined screening process resulted in 81 relevant research papers appropriate for the study. These papers explain the emerging trends in the discipline since 1990.*

Limitations – *Due to the vast areas and sub-areas covered under Organizational Behavior, it is not possible to study the entire discipline since 1990 in a single study. Hence the study only focuses on relevant and emerging trends in Organizational Behavior.*

Implications – *The study aims to fill the gap of unavailability of a structured systematic literature review in the discipline of Organizational Behaviour. This may serve as an important source of information for Academicians, Practitioners. The study postulates new avenues for future research.*

Originality – *The study contributes to the methodology for conducting Systematic Literature Reviews in the field of management, specifically in Organizational Behaviour. It highlights an effective method for mapping out thematically, and viewing holistically, emerging research trends.*

Keywords: Future Workplaces, Systematic Literature Review, Organizational Behavior

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Introduction

Organization Behavior is the study of human behavior in an organizational setting (Baron and Greenberg, 1990). It is a multidisciplinary subject devoted to understanding of individual and group behavior, interpersonal processes, and organizational dynamics. It has emerged from the disciplines of psychology, sociology, political science, and economics (Schneider 1985). The study of Organizational Behavior as a discipline can be categorized into three simple levels: micro level (individual); meso level (group) and macro level (organization) (Barbour, 2017).

The period before 1890 is known as the Pre-Scientific Management era. In the period after 1890, Management Theories started gaining importance. Scientific Management was developed during this period. Scientific Management is also a theory of management, which focuses on improving economic efficiency, especially labor productivity. The period between 1920 and 1930 characterizes the growth of literature on human relations (Warner, 1994). This inter-war period paved way for work groups emerging as an important component of human relations. In 1920's, Hawthorne Effect studied the socio-psychological impact of human behavior in organizations. This study focused on relationship between productivity and variables such as lighting in the workplace, clean workstation, allowing employees to build and work in teams, and having regular breaks. (Mayo et al., 1939). The growing importance of people factor as the core of human relations became a concern for many active organizations in that inter-war period (Follet 1941; Child 1969). During the Word War I, considerable efforts were made to boost up worker's motivation due to war crisis. Similar practices were observed after 1918 in the peace time after World War II. Organizational behavior started to establish post World War II, specifically after 1945, as an academic discipline.

Due to the traditional and obsolete practices adopted by Human Relations, Organizational Behavior as a discipline started gaining importance. It emerged as the study of the structure and functioning of the organizations, its culture, its sub-elements and behavior of the groups and individuals within them. It emerged as an interdisciplinary science interlinking disciplines of sociology, psychology, economics, political science, social anthropology and production engineering. (Pugh et al., 1975). There has been significant literary work done post 1945 after establishment of Organizational Behavior as a discipline.

However, there is a dearth of a well-defined, relevant and structured study that explains the development of the discipline over the years. The need to understand how the discipline will work towards academic and practical implication for future research under the light of multi-disciplinarily gives rise to the need of framing this research paper. Thus, the purpose of this paper is to depict a clear picture of sub-elements in complexities and explore innovative areas of research that would help researchers and scholars in postulating new research avenues for research and development in the domain of Organizational Behavior. These new developments in the discipline will help practitioners take sound decisions backed by a systematic literature base.

In the forthcoming sections, the paper explains the various dimensions and sub-elements of Organizational Behavior. The evolution and establishment of the domain is defined in detail with the help of the technique of Systematic Literature Review. A step-by-step objective approach and the literature can serve as a basis for future research by scholars, as well as for implementation by practitioners.

Review Methodology and Structure

Identification of relevant literature

The first step in the review was identifying the relevant literature on organizational behavior. A total of 81 research papers spread across the time-period of 1990-2019 were considered for the study. The growing significance of understanding Organizational Behavior as a discipline and Systematic Literature Review as a review technique is the primary reason behind selection of the period of 1990-2019 for the study.

Scholarly databases such as EBSCO, Emerald, Springer, Elsevier, Wiley, ProQuest, J Stor and Taylor and Francis were searched using the key phrase 'literature review' 'systematic literature review' and 'organizational behavior'. A total of 93 papers were identified for the study.

Inclusion and Exclusion Criteria

- **Keyword:** Using the database of ISI Web of Knowledge and the keyword "Organizational Behaviour" 26,418 papers were identified.
- **Discipline:** Using the inclusion criteria of "Management" as a discipline, the number of papers was reduced to 10,535.
- **Language:** Selection of "English" as a language reduced the number to 10,454
- **Review Papers:** Using "Review Papers" as the inclusion criteria, the number reduced down to 774 papers
- **Research Areas:** Using "Management Science", "Psychology", "Behavior Science", "Social Science", "Education Research", "Operation and Management Science", "Communication", "Sociology" as the inclusion category for allied research areas, 416 research papers were retrieved. Out of which 81 relevant research papers concerning performing Systematic Literature Review on emerging trends in Organizational Behavior were studied.

Analysis of Results

Table 1: Country-wise distribution of research papers.

Country	1990-1995	1996-2000	2001-2005	2006-2010	2011-2019	TOTAL
USA	2	5	6	10	19	42
UK	1	2	1	3	5	12
India	-	-	-	-	3	3
Australia	-	-	2	1	2	5
Belgium	-	-	-	-	1	1
Thailand	-	1	-	-	-	1
Brazil	-	-	-	-	1	1
Canada	-	-	-	1	2	3
China	-	-	-	-	2	2
Egypt	-	-	-	1	-	1
Germany	-	-	-	-	3	3
Israel	-	1	-	-	-	1
Netherlands	-	-	-	1	-	1
Norway	-	-	-	-	1	1
Singapore	-	-	1	-	-	1
Spain	-	-	-	-	1	1
Switzerland	-	-	-	-	1	1
Turkey	-	-	-	-	1	1
TOTAL	3	9	10	17	42	81

Inference: The country wise segregation shows that there has been manifold increase in the literature availability concerning Organizational Behavior after 1990 (see Table 1). And hence the period of 1990- 2019 has been chosen for the study. The table also shows the growth and prominence of Organizational Behavior as a discipline in developed countries like USA & UK. Hawthorne Studies which was a major development in the discipline was carried out in Western Electric, USA. Due to the majority of developments in the discipline being associated with USA, availability of literary studies is maximum for USA here. In the Indian context, the availability of prominent literature is scarce, and is mainly observed after the period of 2011. Hence there is a dearth of research literature in Organizational Behavior in Indian Context.

Organizational Behavior by definition is concerned with the study of what people do in an organization (social system), and how that behavior affects the performance of the organization at Individual, Group & Organization Level (Robbins and Judge, 1993). Hence we have classified the papers and sub-areas on the basis of three unit of analysis: Individual, Group and Organization.

Table 2: Subject-area wise distribution of research papers.

Unit of Analysis	Areas in Organizational Behaviour	1990-1995	1996-2000	2001-2005	2006-2010	2011-2019	TOTAL
Individual	Emotions at Workplace	-	-	1	1	4	6
	Personality	-	-	-	3	4	7
	Motivation	1	4	2	1	-	8
Group	Leadership	-	2	2	-	11	15
	Communication	3	1	-	-	1	5
	Group Effectiveness, Competition and Performance	1	2	-	-	4	7
Organization	Positive Organizational Behaviour	-	1	2	2	3	8
	Organizational Citizenship Behaviour	-	-	-	1	4	5
	Technology and Virtual Organizations	-	-	1	2	2	5
	Workplace Demographics and Gender Roles	-	-	2	-	1	3
	Work Stress and Workplace Deviance	-	-	-	1	3	4
	Organizational Culture	-	-	1	-	2	3
	Organizational Politics and Conflict Management	-	-	-	1	3	4
	Corporate Social Responsibility	-	-	-	-	1	1
	TOTAL	5	10	11	12	43	81

Inference: Table 2 displays the patterns in literary studies in various sub-areas of Organizational Behavior over the past decade. Some of the sub-areas indicating significant shift in patterns are discussed in the following statements. Emerging subject area like

'Emotions at Workplace' has seen a literary growth in studies from 16.66% in 2001-2005 to 66.66% in 2011-2019. Also with changing patterns of Leadership, a tremendous growth in the sub-domain can be observed. Literary studies in 'Leadership' have moved from 8.33% in 1996-2000 to 83.33% in 2011-2019.

Table 3: Journal wise distribution of research papers.

Journal Name	No. of Papers	ABDC Ranking	Database
Academy of Management	1	A*	Academy of Management
The Leadership Quarterly	9	A*	Elsevier
Annual Review of Organizational Psychology and Organizational Behavior	2	A*	Annual Reviews
Human Relations	2	A*	Sage Publications
European Journal of Marketing	1	A*	Emerald Group Publishing
Academy of Management Review	2	A*	Academy of Management
Organization Studies	1	A*	Sage Publications
Journal of International Business Studies	1	A*	Springer International Publishing
MIS Quarterly	1	A*	Association for Information Systems (AIS)
Journal of Applied Psychology	5	A*	American Psychological Association
Journal of Management	10	A*	Sage Publications
Journal of Management Studies	3	A*	John Wiley & Sons, Inc.
Journal of Organizational Behavior	6	A*	John Wiley & Sons, Inc.
Personnel Psychology	1	A*	John Wiley & Sons, Inc.
Psychological Bulletin	1	A*	American Psychological Association
Psychological Review	1	A*	American Psychological Association
International Journal of Management Reviews	1	A	John Wiley & Sons, Inc.

Journal of Applied Psychology: An international review	1	A	John Wiley & Sons, Inc
Journal of Business Ethics	1	A	Springer International Publishing
Journal of Knowledge Management	1	A	Emerald Group Publishing
Personnel Review	1	A	Emerald Group Publishing
Journal of Personality	1	A	John Wiley & Sons, Inc
Journal of Supply Chain Management	1	A	John Wiley & Sons, Inc.
Journal of World Business	1	A	Elsevier
Journal of World Business	1	A	Elsevier
Small Group Research	2	A	Sage Publications
International Journal of Conflict Management	1	A	Emerald Group Publishing
Human Performance	1	A	Taylor and Francis Online
International Journal of Manpower	1	A	Emerald Group Publishing
Work and Occupations	1	A	Sage Publications
Asia Pacific Journal of Management	1	A	Springer International Publishing
Organizational Psychology Review	1	B	Sage Publications
Journal of Social Psychology	1	B	Taylor & Francis Online
Production Planning and Control	1	B	Taylor & Francis Online
Human Resource Development Review	2	B	Sage Publications
Human Resource Development Quarterly	1	B	John Wiley & Sons, Inc.
European Journal of Work and Organizational Psychology	1	B	Taylor & Francis Online
The Learning Organization	1	C	Emerald Group Publishing
Management Research Review	1	C	Emerald Group Publishing

International Entrepreneurship and Management Journal	1	C	Springer International Publishing
Negotiation and Conflict Management Research	1	C	John Wiley & Sons, Inc.
Journal of Development Effectiveness	1	C	Taylor & Francis Online
Journal of Health Services Research and Policy	1	C	Sage Publications
Journal of Managerial Psychology	2	C	Emerald Group Publishing
Management Research News	1	C	Emerald Group Publishing
Management Research News	1	C	Emerald Group Publishing
Management Review Quarterly	1	-	Springer

Inference: Table 3 represents study of top journals for the review. 30.76% Journals considered for the analysis have A* ranking in ABDC. And 26.92% of Journals considered here for analysis have A ranking in ABDC (ABDC here is a Journal Quality Ranking given by Australian Business Deans Council). Apart from top journals in Organizational Behavior, A* Journals such as Psychological Bulletin, European Journal of Marketing, Journal of Applied Psychology and others from different disciplines have been considered to provide an interdisciplinary approach to the study.

Trends and Future Directions of Research

Organizational behavior is an interdisciplinary field of study, drawing from the psychological and sociological sciences. One of the main reasons for this interdisciplinary approach is because the field of organizational behavior involves multiple levels of analysis. These levels of analysis are necessary to understand behavior within organizations and also with context to the surrounding environment, because people do not act in isolation. Employees influence their environment and are also influenced by their environment. Hence we have studied the emerging trends in the light of Individual, Group and Organizational level of analysis.

Individual Level

Personality Traits

The aim of organizational behavior and work psychology has been to understand and uncover reasons behind why individuals vary in their motivation to work. A personality trait provides a person with an inclination to behave in a certain way (Eysenck, 1985). The relationship

between motivation and individual personality traits as well as situational factors is of prime importance to understand sub-elements of organizational behavior (Furnham 2009). The study of personality traits in the formative years was marked by factor-analytic approach developed by Cattell and Eysenck. The Sixteen Personality Factor Questionnaire (16PF) is a self-report personality test developed by Raymond B. Cattell, Maurice Tatsuoka and Herbert Eber Cattell in 1949. Cattell developed the 16 personality factor (16PF) questionnaire with empirical justifications and identified 16 key personality dimensions. He explained that these 16 personality types accounted for the variance in individual differences between people. Eysenck's approach towards the study of personality types was at more basic level. He identified initially two (extraversion and neuroticism) and later three or four underlying personality factors. Chronologically the next big development was the "big five" model by J.M Digman in 1990. It identified five major factors underlying human individual differences in personality. The big five factors are described as conscientiousness, neuroticism, extraversion, agreeableness, and openness. There are also some competing frameworks such as the "big three" (neuroticism, extraversion, and psychoticism) and the more pragmatic "big nine" (Hough, 1992). Trait factor-analytic theory clearly implies that personality characteristics lead towards a particular behavior across a variety of different situations. Behavior is a summation of consistent individual differences in one's personality and function of the situations. A more recent development is the concept of reciprocal determinism developed by Bandura (1986). The concept focuses on the three key sets of variables, behavior, personal qualities, and situations, which interact in a mutually reciprocating way. It provides clarity on the context regarding the understanding of personality variables. To understand individual behavior as a part of work psychology and organizational behavior, study of personality trait is an important exercise. Future research on the various possible combinations of personality traits with respect to the work environment can work wonders for practitioners ahead. Such study will help the organization understand employee behavior holistically.

Motivation

Out of all the subject themes in the disciplines of Organizational Behavior and Industrial Organizational Psychology, motivation has consistently been one of the most confusing (Locke and Henne 1986, Shamir 1991). There have been a lot of motivational theories that have developed over years. Need theories (Maslow 1954, Mc. 1985), equity or social comparison theory (Adams 1965), expectancy theory (Vroom 1964), reinforcement theory (Hamner 1975), goal setting theory (Locke and Latham 1990), intrinsic motivation theory (Hackman and Oldham 1990). The problem is not with the development or addition of new theories but with universal applicability of the same. (Shamir 1991). So the need is not to add more motivational theories but to reconceptualise the existing ones. It is difficult to say what may motivate an employee as it may differ on the basis of individual characteristics. The overall aim should be to have employees identify their own welfare and wellbeing with that of the organization. (Bruce and Pepitone 1999, Milne 2007).

The basis of employee motivation has always been to hoard knowledge because of the competitive advantage that this would give to an organization. The new organizational culture shaping up however defies the older norms. It believes in sharing of knowledge and hence is progressing towards Knowledge Management. The restructuring of motivational

theories in the light of knowledge management will help understand employee motivation and help organizations match individual goals with organizational goals (Milne, 2007). Future direction of research in this area can help the researchers and practitioners understand the dynamics of factors that keep employees motivated at work. This may then help organizations solve the issue of attrition rate to some extent.

Attachment Theory and Emotions at Workplace

The concept of Emotional Intelligence and management of emotions at workplace has emerged as a powerful concept in work psychology in the last decade (Zeidner, Roberts, and Matthews, 2004, Hjerto 2017). The growing importance of managing emotions at working has led to evolution of concepts like "Attachment Theory". The theory states that how attachment dynamics are directly related to positive organizational outcomes such as follower proactivity (Wu & Parker 2017, Yip 2015), ethical decision making (Chugh, Kern et al., 2014, Yip 2015), effective negotiation behavior (Lee & Thompson 2011, Yip 2015), and creative problem solving (Mikulincer, Shaver et al., 2011, Yip 2015).

Whereas it also states the negative aspect that when attachment needs are not fulfilled, consequences follow. There is increased stress (Schirmer and Lopez, 2001, Yip 2015), higher reports of burnout (Littman-Ovadia, Lavy et al., 2013, Yip 2015), and increased turnover (Tziner, Oren et al., Yip 2015) among other undesired outcomes. The influence of attachment theory on organizational behavior has grown manifold.

The number of literature available for the last 5 years is much more than the preceding 25 years combined. The implementation of learnings from the theory can serve as an important tool for managing emotions at workplace and promoting healthy work relationships (Yip 2015).

Managing emotions at workplace is an emerging and challenging issue for most of the organizations. Further research on understanding the dynamics of work relationships, and its impact on employee morale and productivity, can help organizations boost employee engagement to considerable extent.

Group Level

Communication Relationship Satisfaction (CRS)

There has been a significant amount of research in the past decade trying to understand the factors affecting commitment of the employees to their organization. Research has also stated the importance of individual as well as organizational influence on organizational commitment (Angle & Perry, 1983). One of the most important reasons for lack of commitment is the disengagement of employee in important organizational decisions. The importance of communication and member's satisfaction with communication relationships cannot be overlooked (Putti 1990).

Communication Relationship Satisfaction (CRS) is the extent to which and individual seeks information regarding their job role and is informed about the

organizational activities. Communication Relationship Satisfaction may be defined as the “personal satisfaction inherent in successfully communicating to someone or successfully being communicated with” (Thayer 1967). Communication Relationship Satisfaction can either be defined as an attitudinal or behavioral concept (Salancik 1977). The study of the impact of individual as well as group attitude and behavior on the concept can help us understand and resolve the issue of organizational commitment to some extent. Further research in this area can help us understand the dynamics of human communications at workplaces with respect to the job role and line of authority involved.

Leadership and Change

Scholars have had contrary views on the established leadership theories. Some of them argue that these theories fail to capture some of the construct space around how leadership is conceptualized (Dickson, Castano, Magomaeva and Den Hartog 2012; Dorfman et al 1997; Liden 2012; Psui 2007; Hiller, Sin, et al., 2019). There has been a considerable and parallel shift in the scholarly view of leadership dimensions. Earlier the simplistic one-dimension approach to leadership wherein “concern with people” versus “concern with production” were seen as mutually exclusive leader options (Vecchio 2002). Fieldler’s (1967) construct of the Least Preferred Co-worker went through a lot of criticism for being one of its kind bipolar views. It was said that there is an ideal combination displayed in these constructs. (Vecchio 2002). Later, the leadership style defined by Kurt Lewin gained popularity. His classification of leadership includes Autocratic, Democratic, and Laissez Faire leadership (Kurt Lewis, 1974). Post 1974, there have evolved multiple takes on leadership from Charismatic Leadership, Contingency Theory of Leadership, Participative Leadership, Leader- Member Exchange Theory, to Situational Leadership.

Moving past the traditional backdrop, the emergence of value-driven leadership seems to be a growing theoretical stream of thought and research well suited for the complexity of organizational behavior in the 21st century. The shift in the style of leadership is due to the strategic restructuring witnessed by organizations. The recent emerging trend in leadership has been the Paternalistic Leadership (PL). Paternalistic Leadership is defined by genuine concern, kindness by leader for follower’s holistic wellbeing. It is based on the expected or typical relationship between a parent (father) and a child. (Aycaan 2006; Chen and Farh 2010; Farh and Cheng 2000; Hiller, Sin et al., 2019). Further research on these new theories of leadership, that are value driven as well as focus on the overall wellbeing of the followers, can pave the way for future workplaces. A thorough understanding and study of these emerging leadership styles will solve a lot of organization issues and grievances.

Organization Level

Organizational Identification and Corporate Social Responsibility

Organization identification is yet another emerging trend in the discipline of Organizational Behavior. It is defined as a perceived unity with the feeling of belonging to an organization

(Ashton and Mael 1989; Shen 2014). The concept stems from social identity theory which suggests that people categorize themselves and others into social groups in order to develop a positive self-esteem (Shen 2014). An organization's conformity to social norms may help the employees relate and belong to the organization as well as build a positive self-esteem. (Ashforth and Mael, 1989; Dutton et al., 1994; Mathieu and Zajac, 1990; Shen 2014). Under various components of the institutional theory, the regulative and normative structures and activities forces organizations to adhere to social norms (Scott 1995, Shen 2014). Adhering to social norms and taking up Corporate Social Responsibility (CSR) helps employees identify with the organization and is considered a positive influence on various employee behaviors (Rupp et al., 2006, Shen 2014). Practitioners as well as researchers can study the correlation between Organizational Identification, Corporate Social Responsibility and employee engagement. The positive correlation can be enhanced if the factors involved in the equation are studied carefully.

Organizational Citizenship Behavior (OCB)

The term Organizational Citizenship Behavior was coined by Bateman and Oregan (1983). Though there were studies prior to coining of the term that observed employee's willingness to cooperate in the workplace (Katz and Kahn 1966, Lanndon, Venus et al., 2018). Organizational Citizenship Behavior is the work-related cooperation offered by an employee beyond his work obligations. Organizational Citizenship Behavior has been explored in various disciplines and contexts lately. Research in the domain has shown a strong relationship between individual level outcomes (e.g. managerial ratings of employee performance, reward allocation decisions, and a variety of withdrawal-related criteria) as well as organizational-level outcomes (e.g. productivity, efficiency, reduced costs, customer satisfaction, and unit-level turnover) with Organizational Citizenship Behavior (Podsakoff et al. 2009; Lanndon, Venus et al., 2018).

Further research in this area can help researchers, practitioners and policy makers understand the individual as well as group level outcomes associated with the concept. Thus understanding of Organizational Citizenship Behavior in its entirety can help resolve important issues of workplace deviance and employee commitment.

Discussion and Conclusion

There seems to be no doubt that the future of workplaces will uphold major challenges pertaining behavior at individual, group and organizational level. The study delves into research of such patterns at workplaces. The period from 1990- 2019 has been selected for study because of the significant growth rate associated with the discipline during this time. The period has observed major growth in research literature and emerging concepts such as Communication Relationship Satisfaction (CRS), Organization Citizenship Behavior (OCB), Attachment Theory and others. The vast array of topics covered under Organizational Behavior does not make it possible to study the entire discipline since 1990 in a single study. Hence the study limits to understanding and analyzing trends in Organizational Behavior since 1990. This Systematic Literature Review did not place any

limitation on the publication year of journal articles; however, evolution of some significant trends (Such as Organizational Citizenship Behavior and Organizational Identification, Attachment Theory etc) in Organizational Behavior took place post 1990. There are a large number of research papers and materials available for study under the well-established discipline of Organizational Behavior. Due to the inclusion and exclusion criteria used for the screening of the papers, there is a possibility of missing out on some important research work or papers.

This acts as one of the major limitations of the study. Researchers or practitioners can identify the papers that have not been covered under the study to further conduct a research on them. The sub-area wise (motivation, leadership etc) segregation of literature is on the basis of availability of papers used for the study. This makes it difficult to observe trends such as growth in a particular sub-area over the last decade. The limitations mentioned above can serve as a base for future research.

Despite these limitations, our review contributes to practice by focusing exclusively on individual, group and organizational behavior pertaining future of workplaces. This helps practitioners understand how recent trends in Organizational Behavior can form a basis of future challenges at workplaces. This will not only help develop competent and strategically flexible workplaces but also to develop an efficient policy framing guidelines. We hope this contribution inspires more research on developing trends in Organizational Behavior that will define future of workplaces.

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Appendix

Table A: Literature Classification for further meta-analysis

Literature is classified on the basis of type of study (empirical/conceptual), variables used, scales used, sample studies and sub area of study. This can be further used by researchers and practitioners to conduct meta-analysis.

Paper title	Sub-area	Type	Variables Used	Scale Used/ Studies	Sample Size/ Number of papers
Benevolence and authority as weirdly unfamiliar: A multi-language meta-analysis of paternalistic leadership behaviors from 152 studies	Leadership	Empirical	1)Employee outcomes 2)Attitudes towards leader 3)Leadership constructs 4)Follower cultural values 5)Leader and subordinate demographics Methodological Variables: 1) Criterion type (cross-source/non-self-report vs. self-report). 2) The language of the publication (English vs. non-English), and 3) Source (cross-sectional vs. longitudinal).	PL scale (Cheng et al.,2000)	165 independent samples from 152 studies (N= 68,395)
Convergence and divergence of paternalistic leadership: A cross-cultural investigation of prototypes	Leadership	Empirical	1. Paternalistic Leadership 2. Transformational Leadership 3. Nurturant task Leadership 4. Participative Leadership 5. Authoritarian Leadership 6. Vertical Collectivism	1. Paternalistic Leadership: Aycan's (2006) 21-item paternalistic leadership questionnaire (PLQ) 2. The Transformational Leadership measure of Bass and Avolio (1994) was used in this study. 3. Nurturant-task Leadership: Sinha's (1995) ten-item scale 3. Participative Leadership: Seven items of the Leadership Style Scale	1272 employees

				(Sinha 1995) 4. Authoritarian Leadership: ten items of the Leadership Style Scale (Sinha, 1995) 5. Vertical Collectivism : The four-item measure (Singelis et al., 1995)	
Benevolent leadership and follower performance: The mediating role of leader-member exchange (LMX)	Leadership	Empirical	Variables: Benevolent Leadership; Leader-member exchange; Follower task performance; Organizational Citizenship Behaviour towards the Organization Control Variable: Gender, Education level, Age, Organization tenure, and Leader-follower dyad tenure to follower task performance and Organizational Citizenship Behaviour towards the Organization	1. Benevolent Leadership: Cheng et al.'s (2000) scale 2. Leader-member exchange: 7-item LMX scale from Liden, Wayne, and Stillwell (1993) 3. Follower task performance : 5-item scale from Williams and Anderson (1991) 4. Organizational Citizenship Behaviour towards the Organization: 8-item scale developed by Lee and Allen (2002)	Sample of 223 leader-member dyads in a non-profit organization
Paternalistic leadership and employee voice: Does information sharing matter?	Leadership	Empirical	1. Paternalistic leadership (PL) 2. Transformational leadership 3. Employee voice 4. Organizational citizenship behavior (OCB) 5. Control variables: Sex, Age and Education Levels are	Paternalistic Leadership: Cheng et al. (2000) scales Transformational Leadership: Podsakoff et al.'s (1990) Employee Voice: Van Dyne and LePine (1998) Organizational Citizenship Behaviour: Lee and Allen (2002)	Sample of 286 leader-follower dyads collected from a manufacturing firm

			the Demographic Characteristics		
When CSR Is a Social Norm: How Socially Responsible Human Resource Management Affects Employee Work Behavior	CSR	Empirical	<ol style="list-style-type: none"> 1. Supervisor-rated task performance 2. Peer-rated extra-role helping behavior 3. Socially responsible HRM 4. Organizational identification 5. Perceived Organizational Support 6. Cooperative norms 7. Employee rated/provided variables 8. Manager provided variables 	<ol style="list-style-type: none"> 1. Supervisor-rated task performance: Williams and Anderson (1991) 2. Peer-rated extra-role helping behavior: Organ and Konovsky (1989) 3. Socially responsible HRM: Orlitzky and Swanson (2006) 4. Organizational identification: Mael and Ashforth (1992) 5. Perceived Organizational Support: Hekman, Steensma, Bigley, and Hereford (2009) 6. Cooperative norms: Chatman and Flynn's (2001) 7. Employee rated/provided variables: Sun, Aryee, and Law (2007) 8. Manager provided variables: (Brammer & Millington, 2003) (Datta, Guthrie, & Wright, 2005) 	35 manufacturing companies, 50 employees selected randomly from each company. Total sample size= 1750
Beyond Collective Beliefs: Predicting Team Academic Performance From Collective Emotional Intelligence	Emotions	Empirical	<ol style="list-style-type: none"> 1. Collective Emotional Intelligence 2. Team Academic Performance 3. Collective General Self-Efficacy (GSE) 4. Team-Level GSE (Team Potency) 	<p>16-item self-report scale, WLEIS, to measure ability-based EI (De Dreu & Gelfand, 2008; Law et al., 2004; Shi & Wang, 2007; Wong & Law, 2002). Scale is divided into four dimensions: self-emotion appraisal (SEA), other emotion appraisal (OEA), use of emotion (UOE), and regulation of emotion (ROE), each of which is assessed by four items</p>	818 master's students, organized into 199 teams

Relationship between communication satisfaction and organizational identification: an empirical study	Communication	Empirical	1. Communication Satisfaction 2. Organizational Identification	1. Down's, (1990) Communication Audit Questionnaire (CAQ) 2. Organizational Identification Scale developed by Ashforth (1992)	67 working executives, working in 55 different organizations
Organizational citizenship behaviour and job satisfaction: The impact of occupational future time perspective	OCB	Empirical	1. Occupational future time perspective 2. Organizational Citizenship Behaviour 3. Job Satisfaction 4. Control Variables	1. Occupational future time perspective: Occupational Future Time Perspective scale (OFTP) (Zacher and Frese, 2009) 2. Organizational Citizenship Behaviour: Lee and Allen's (2002) scale 3. Job satisfaction: Brayfield and Rothe's (1951) job satisfaction scale by Judge et al. (2005) 4. Control Variables: Age, Gender, Education : OFTP (Zacher and Frese, 2009, 2011)	323 participants
Relationships between job characteristics, work engagement, conscientiousness and managers' turnover intentions: A moderated-mediation analysis	Work Engagement	Empirical	1. Conscientiousness 2. Job characteristics 3. Work engagement 4. Turnover intentions 5. Control variables	1. Conscientiousness: John et al. (1991) 2. Job characteristics: Idaszak and Drasgow (1987) 3. Work engagement: Schaufeli et al. (2006) 4. Turnover intentions: Wayne et al. (1997) 5. Control variables: demographic variables (age, gender, education, job tenure and job level) (Wiersema and Bantel, 1993)	1,302 valid responses out of the 2,000 people reached
Building work engagement: A systematic review and meta-analysis investigating the effectiveness of work engagement interventions	Work Engagement	Empirical	1. Work Engagement 2. Vigour 3. Dedication 4. Absorption	Utrecht Work Engagement Scale (UWES)	Twenty studies met the inclusion criteria while performing SLR. Study sample sizes ranged between 45 (Carter, 2008) and 612 (Vuori et al., 2012)

What motivates employees according to over 40 years of motivation surveys	Motivation	Empirical	<ol style="list-style-type: none"> 1. Full appreciation of work done 2. Feeling of being in on things 3. Sympathetic help with personal problems 4. Job security 5. Good wages 6. Interesting work 7. Promotion and growth in the organization 8. Personal or company loyalty to employees 9. Good working conditions 	"Factors that motivate me" Survey (1992)	460 employees
How Competitive Action Mediates the Resource Slack-Performance Relationship: A Meta-Analytic Approach	Competition	Empirical	<ol style="list-style-type: none"> 1. Slack 2. Competitive Aggressiveness 3. Performance 4. Competitive Complexity 	-	139 article
Something(s) old and something(s) new: Modeling drivers of global virtual team effectiveness	Technology	Empirical	<ol style="list-style-type: none"> 1. Virtuality 2. Interdependence 3. Percentage of time allocated to team 4. Preparation activities 5. Transactive memory systems 6. Team effectiveness 	<ol style="list-style-type: none"> 1. Team effectiveness: (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003) 2. Team mediator variables: Mathieu and Marks (2006) 	Sample of 60 global, virtual supply teams from a large multi-national organization
The role of affect and leadership during organizational change	Organizational Change	Empirical	<ol style="list-style-type: none"> 1. Organizational Change 2. Transformational Leadership 3. Commitment to Change 4. Affect 	Watson and Clsrk (1992)	Sample size (n=430)
Perceived organizational support: A review of the literature	Perceived Organizational Support	Empirical	<ol style="list-style-type: none"> 1. Perceived Organizational Support 2. Fairness 3. Organizational Rewards 4. Job Conditions 5. Supervisor Support 	<ol style="list-style-type: none"> 1. Eisenberger et al.'s scale 2. Hrebiniak and Alutto (1972) 3. Perceptions of Politics Scale (Ferris & Kacmar, 1992) 	Review of 70 studies

Do peers make the place? Conceptual synthesis and meta-analysis of coworker effects on perceptions, attitudes, OCBs, and performance	Organizational Citizenship Behaviour	Empirical	1. Coworker support 2. Coworker antagonism 3. Role perceptions 4. Work attitudes 5. Withdrawal 6. Effectiveness	-	161 independent samples and 77,954 employees
Positive organizational behavior in the workplace - The impact of hope, optimism, and resilience	Positive Organizational Behaviour	Empirical	1. Performance 2. Job Satisfaction 3. Work Happiness 4. Organizational commitment	1. Snyder et al.'s (1996) 2. State Hope Scale 3. Scheier and Carver's (1985, 1992) 4. Shifren and Hooker (1995) 5. Block and Kremen's (1996) 6. Oldham and Hackman's (1980)	Two studies (N = 1,032 and N = 232)
Individual- and Organizational -Level Consequences of Organizational Citizenship Behaviors: A Meta-Analysis	Organizational Citizenship Behaviour	Empirical	1. Organizational Citizenship Behaviour 2. Employee Performance 3. Reward Allocation Decisions 4. Employee Turnover Intentions 5. Actual Turnover 6. Absenteeism 7. Productivity, 8. Efficiency 9. Reduced costs 10. Customer Satisfaction 11. Unit-level turnover	-	1. Individual level outcomes: 168 independent samples (N = 51,235 individuals) 2. Unit level outcomes: 38 independent samples (N= 3,611 units)
Authentic leadership development: Getting to the root of positive forms of leadership	Leadership	Conceptual	1. Positive psychological capital 2. Positive moral perspective 3. Leader self-awareness 4. Leader self-regulation 5. Leadership processes/behaviors 6. Follower self-awareness 7. Follower self-regulation 8. Follower	-	-

			development 9. Organizational context 10. Performance		
Self-monitoring personality trait at work: An integrative narrative review and future research directions	Personality	Conceptual	1. Self- monitoring 2. Leadership emergence 3. Performance 4. Social Networks 5. Impression Management 6. Employee Selection Process	-	112 research studies
I feel your pain". A critical review of organizational research on empathy.	Emotions	Conceptual	1. Affective Empathy 2. Cognitive Empathy 3. Behavioral Empathy 4. State and Trait Empathy 5. Observer Empathy and Judged Empathy 6. Sympathy/Empathic Concern/Compassion 7. Emotional Contagion and Affective Crossover 8. Emotional Intelligence 9. Empathic Accuracy	-	Sample literature from the period of 1983-2018 was chosen for study
Steel sharpens steel: A review of multilevel competition and competitiveness in organizations	Competition	Conceptual	1. Individual Competitiveness 2. Competitiveness in Teams 3. Competitive Processes 4. Collective Competitiveness	-	-
Construct redundancy in leader behaviors: A review and agenda for the future	Leadership	Conceptual	1. Traditional Leader Behaviors 2. Values based and Moral leader behaviors 3. Relational Correlates 4. Unit/Group behavioral effectiveness criteria 5. Follower	-	57 meta-analytic studies

			behavioral effectiveness criteria		
Contextual Undertow of Workplace Deviance by and Within Units: A Systematic Review	Workplace Deviance	Conceptual	1. Workplace deviance 2. Counterproductive work behavior 3. Organizational misbehavior 4. Workplace aggression 5. Workplace violence 6. Antisocial behavior 7. Unethical behavior	-	Literature from the period 1995 to 2017 was considered
Getting credit for OCBs: potential costs of being a good actor vs. a good soldier	Organizational Citizenship Behaviour	Conceptual	1. Organizational Citizenship Behaviour 2. Organizational Concerns and Prosocial Values (Selfless Motives) 3. Impression Management (Self-Serving Motives) 4. Affective Commitment 5. Equity Sensitivity 6. Performance 7. Reward Recommendations	1. Rioux and Penner (2001) 2. Sauley and Bedeian's (2000) 3. Meyer, Allen, and Smith's (1993) 4. Wayne and Liden's (1995) 5. Allen and Rush's (1998)	Sample of 197 employee-supervisor dyads
Reorganizing Organizational Politics Research: A Review of the Literature and Identification of Future Research Directions	Organizational Politics	Conceptual	1. Political Characteristics 2. Political Actions 3. Political Outcomes	1. Scales of impression management (Bolino & Turnley 1999) 2. Influence tactics (Kipnis & Schmidt 1988) 3. General political behavior (e.g., Valle & Perrewe 2000, Zanzi et al. 1991) 4. Individual political behavior (i.e., Liu et al. 2010, Sun & Chen 2017)	-
Affect and leader-member exchange in the new millennium: A state-of-art	Leadership	Conceptual	1. Affect and leader-member exchange 2. Personal affectivity 3. Discrete affect 4. Emotional intelligence	-	Sample of 199 relevant articles

review and guiding framework			5. Emotional labor 6. Affective climate		
Peacemaking at the Workplace: A Systematic Review	Peace-making	Conceptual	1. Relational Peacemaking 2. Procedural Peacemaking 3. Emotional Peacemaking 4. Content help	1. Van Dyne and LePine (1998) 2. Giebels and Yang (2009)	3560 respondents from 12 different studies
Diversity and emotion: The new frontiers in organizational behavior research	Emotions	Conceptual	1. Mood theory 2. Emotional labor 3. Affective events theory (AET) 4. Emotional intelligence	1. Openness to dissimilarity scale (Fujimoto et al., 2000; Härtel et al., 1999) 2. Organizational diversity inventory (Hegarty & Dalton, 1995)	-
Upsides to Dark and Downsides to Bright Personality: A Multidomain Review and Future Research Agenda	Personality	Conceptual	1. Bright Traits 2. Dark Traits	1. 12-item Dirty Dozen (Jonason & Webster, 2010) 2. 27-item Short Dark Triad (SD3; Jones & Paulhus, 2014) 3. Machiavellian Personality Scale	-
The experience of work stress and the context of time: Analyzing the role of subjective time	Work Stress	Conceptual	1. Cultural influences 2. Organizational influences 3. Individual influences 4. Situational influences	-	-
Nonverbal Behavior and Communication in the Workplace: A Review and an Agenda for Research	Communication	Conceptual	1. Display Personal Attributes 2. Exercise Dominance and Establish Hierarchy 3. Promote Social Functioning 4. Foster High-Quality Relationships 5. Display Emotions	-	-

Effects of Nonverbal Behavior on Perceptions of Power Bases	Non-verbal Behaviour	Conceptual	<ol style="list-style-type: none"> 1. Facial expression 2. Visual behavior 3. Body posture 4. Reward 5. Coercive 6. Legitimate 7. Referent 8. Expert 9. Credibility 	<ol style="list-style-type: none"> 1. Hinkin and Schriesheim's (1989) power scales 2. Nesler et al. (1993) 	170 nontraditional U.S. undergraduate students
Integrating Emotions and Affect in Theories of Management	Emotions	Conceptual	<ol style="list-style-type: none"> 1. Emotional Intelligence 2. Emotional Labor 3. Emotion-related organizational routines 4. Organizational-level paradoxes involving affect 5. Emotion Management Actions 6. Organizational structures 7. Emotion-Based Organizational Routines 	Self- report scale by Jarvis	-
Relations between organizational culture, identity and image	Organizational Culture	Conceptual	<ol style="list-style-type: none"> 1. Organizational Culture 2. Organizational Identity 3. Organizational Image 	-	-
The effect of organizational culture on communication and information	Organizational Culture	Conceptual	<ol style="list-style-type: none"> 1. Organizational Culture 2. Information 3. Communication 	-	-
Meaning, Self and Motivation in Organizations	Motivation	Conceptual	<ol style="list-style-type: none"> 1. Self Concept 2. Behaviour 	-	-
The effects of formal mentoring on employee work motivation, organizational commitment and job performance	Motivation	Conceptual	<ol style="list-style-type: none"> 1. Opportunities to interact 2. Closeness of relationship 3. Work motivation 4. Organizational Commitment 5. Job Performance 	-	A pair of 39 mentors and 39 mentees

Motivation, incentives and organisational culture	Motivation	Conceptual	1. Reward characteristics 2. Organisational characteristics 3. Team characteristics 4. Individual differences	-	-
Factors affecting job performance: an integrative review of literature	Job Performance	Conceptual	1. Family Stressors 2. Job Stressors 3. Individual Stressors 4. Individual Resources 5. Job Resources 6. Organizational Resources 7. Social Resources	-	-
Work Engagement: Toward a General Theoretical Enriching Model	Work Engagement	Conceptual	1. Work Engagement 2. Employee-organization relationship 3. Job Involvement 4. Job Satisfaction	Utrecht Work Engagement Scale	-
Bridging Domains in Workplace Demography Research: A Review and Reconceptualization	Workplace Demography	Conceptual	1. Workplace Demography at Individual Level 2. Workplace Demography at Group Level 3. Workplace Demography at Firm Level	-	-
Inclusion and Diversity in Work Groups: A Review and Model for Future Research	Work Groups	Conceptual	1. Work Groups 2. Inclusiveness Climate 3. Inclusive Leadership 4. Inclusiveness Practices	Diversity and inclusion practices scale : Roberson (2006)	-
Core Self-Evaluation and Goal Orientation: Understanding Work Stress	Work Stress	Conceptual	1. Core self-evaluation (CSE) 2. General life stress 3. Goal orientation	1. Coping and Stress Profile (CSP; Olson & Stewart, 1988) 2. Self-esteem (Rosenberg, 1965) 3. Self-efficacy (Judge et al., 1998) 4. Locus of control (Levenson, 1981) 5. Neuroticism (Eysenck & Eysenck, 1968) 6. VandeWalle's (1997)	178 individuals participating in a leadership development program

How Technology Is Changing Work and Organizations	Technology	Conceptual	1. Technology 2. Organizational Psychology 3. Organizational Behaviour	-	-
Personality Strength and Situational Influences on Behavior: A Conceptual Review and Research Agenda	Personality	Conceptual	1. Personality Trait 2. Personality Strength	-	-
The good soldier: who is, s(he)? Leadership and gender advantage	Gender	Conceptual	1. Gender Roles 2. Altruism 3. Sportsmanship 4. Courtesy 5. Civic Virtue	-	-
Self-determination theory and work motivation	Motivation	Conceptual	1. Extrinsic Motivators 2. Intrinsic Motivators 3. Self-determination theory 4. Work motivation	-	-
A Multi-Level Review of Impression Management Motives and Behaviors	Impression Management	Conceptual	1. Impression Management at Individual Level 2. Application of Impression Management theory and concepts 3. Organizational Level Impression Management	1. Kumar and Beyerlein (1991) 2. Kacmar and Valle (1997) 3. Harrison, Hochwarter, Perrewe, and Ralston's (1998)	Three samples of 144, 236, and 204 fulltime employees
Identification in organizations: An examination of four fundamental questions	Organizational Identification	Conceptual	1. Organizational Identification 2. Organizational Commitment	-	-
Team effectiveness 1997-2007: A review of recent advancements and a glimpse into the future	Team Effectiveness	Conceptual	1. Cultural influence on teams 2. Human resource systems 3. Openness climate 4. Multiteam systems coordination 5. TMT-environment interface	-	-

Emerging positive organizational behaviour	Positive Organizational Behaviour	Conceptual	1. Positive traits 2. Psychological resource capacities 3. Positive organizations 4. Positive behaviours	-	-
Personality, motivation and job satisfaction: Hertzberg meets the Big Five	Motivation	Conceptual	1. Personality 2. Work values 3. Job satisfaction	1. Ten item personality inventory (Gosling et al., 2003) 2. Work values questionnaire (WVQ) (Furnham et al., 2005) 3. The job satisfaction scale (Warr et al., 1979)	Total of 202 fulltime workers
A Systematic Literature Review of Servant Leadership Theory in Organizational Contexts	Leadership	Conceptual	1. Cross-Cultural Applicability 2. Servant Leader Attributes 3. Followers' Well-Being 4. Spirituality 5. Demographics 6. Team Level Effectiveness 7. Implementation of Servant Leadership	Servant Leadership Scale developed by Ehrhart (2004)	39 appropriate studies
Organizational learning and knowledge in public service organizations: A systematic review of the literature.	Organizational Learning	Conceptual	1. Organizational Learning 2. Organizational Knowledge	-	Sample literature of 131 research papers
A Multi-Dimensional Framework of Organizational Innovation: A Systematic Review of the Literature	Organizational Innovation	Conceptual	1. Organizational Innovation 2. Leadership	-	Literature studies over the past 27 years have been considered
Integrating experimental and observational personality research – the contributions of Hans Eysenck	Personality	Conceptual	1. Extraversion 2. Impulsivity 3. Neuroticism	-	Literature after 40 years of Eysenck's plea for experimental approaches to personality research

The 'Big Five' Personality Variables-- Construct Confusion: Description Versus Prediction	Personality	Conceptual	1. Affiliation 2. Potency 3. Achievement 4. Dependability 5. Adjustment 6. Agreeableness 7. Intellectance 8. Rugged Individualism 9. Locus of control	-	For all nine personality constructs, sum of samples= 25,135
A Theory of Goal Setting & Task Performance	Goal Setting & Task Performance	Conceptual	1. Self-efficacy 2. Goals 3. Performance	Wood and Locke's self-efficacy scale (1987)	-
Burning hearts in conflict: New perspectives on the intragroup conflict and team effectiveness relationship	Conflict Management	Conceptual	1. Cognitive task conflict 2. Emotional relationship conflict 3. Emotional task conflict 4. Team effectiveness	1. Intragroup Conflict Scale (Jehn, 1994, 1995, 1997) 2. IC scale (Hjerto, 2017) 3. Cognitive Conflict, Emotional Conflict and Emotional Relationship conflict scales a (Jöreskog and Sörbom, 1993)	61 work teams consisting of a total of 313 team members from six companies
Emotional Intelligence in the Workplace: A Critical Review	Emotional Intelligence	Conceptual	1. Emotional self-awareness 2. Regulation of emotions in the self 3. Social awareness of emotions and empathy 4. Regulating emotions in others 5. Motivational tendencies 6. Character	Bar-On's EQ-I Scale	Sample of 314 participants
A historical review of the development of organizational citizenship behavior (OCB) and its implications for the twenty-first century	Organizational Citizenship Behaviour	Conceptual	1. Organizational Citizenship Behaviour 2. Altruism 3. Conscientiousness 4. Courtesy 5. Civic virtue 6. Sportsmanship	Six-dimension scale developed by Lin (1991)	134 journals from different sources and a total of 267 articles
A Cultural Analysis of Paternalistic Leadership in Chinese Organizations	Leadership	Conceptual	1. Respect for Authority 2. Expectation of Leader's Benevolence	1. Cheng and Zhuang's Scale (1981) 2. Chinese CPM Scale (Ling, 1991)	1. The PRC (N = 1020) 2. Taiwan(N = 1176) 3. Hong-Kong(N = 261)

Benevolence and authority as weirdly unfamiliar: A multi-language meta-analysis of paternalistic leadership behaviours from 152 studies.	Leadership	Conceptual	1. Paternalistic Leadership 2. Task performance 3. Citizenship behaviors 4. creativity 5. attitudes towards the leader 6. Job attitudes 7. Leader effectiveness 8. Follower performance 9. Attitudes 10. Behaviors	Paternalistic Leadership Scale (Cheng et al., 2000)	165 independent samples from 152 studies (total N = 68,395) in fourteen countries
Conceptualizing leadership across cultures	Leadership	Conceptual	1. Leadership Theories 2. Cultural Contingencies	-	-
Communication Relationship Satisfaction and Organizational Commitment	Communication	Conceptual	1. Top management 2. Supervisor relationships	ICA-OCR instrument	122 white-collar employees in an engineering company
How Situational Cues and Mindset Dynamics Shape Personality Effects on Career Outcomes	Personality	Conceptual	1. Personality Traits 2. Situational Cues 3. Career Outcomes 4. Career enabling behaviour 5. Cognitive-affective personality system	-	-
Personality traits and personal values of servant leaders	Personality	Conceptual	1. Personality Traits 2. Personal Values 3. Age 4. Educational level 5. Conscientiousness 6. Extraversion 7. Neuroticism of leaders	-	Sample of 81 leaders and 279 of their direct reports
Planning Internal Communication Profile for Organizational Effectiveness	Communication	Conceptual	1. Communication Satisfaction 2. Communication Alignment 3. Communication Sensitivity Programmes	-	-

Relationship development and marketing communication: an integrative model	Communication	Conceptual	1. Communicator's intentions and qualities (ethos) 2. Communication climate (pathos) 3. Constructive dialogues with customers (logos)	-	-
Organizational Structure, Environment and Performance: The role of Strategic Choice	Organizational Performance	Conceptual	1. Organizational Structure 2. Organizational Performance 3. Contextual Environment 4. Technology 5. Firm Size	-	-
Leadership: do traits matter?	Leadership	Conceptual	1. Drive 2. Leadership motivation 3. Honesty and integrity 4. Self-confidence 5. Cognitive ability 6. Knowledge of the business 7. Charisma 8. Creativity 9. Flexibility	-	-
Team leadership	Leadership	Conceptual	1. Leadership Processes 2. Team Effectiveness 3. Team Cognitive Processes 4. Team Motivational Processes 5. Team Affective Processes 6. Team Coordination Processes	-	4 superordinate and 13 subordinate leadership dimensions and relate these to team effectiveness
Ethics, character, and authentic transformational leadership behaviour	Leadership	Conceptual	1. Ethics 2. Character 3. Authentic Transformational Leadership 4. Distributive Justice 5. Value Congruence 6. Stakeholder Theory	-	-
Leadership development:: A review in context	Leadership	Conceptual	1. Leader 2. Leadership Development	-	-

Intrinsic and Extrinsic Motivation	Motivation	Conceptual	1. Motivation 2. Attribution 3. Expectancy-value 4. Selfefficacy 5. Achievement goal perspectives	-	-
Aging, Adult Development, and Work Motivation	Motivation	Conceptual	1. Cognitive abilities 2. Personality 3. Affect 4. Vocational interests 5. Values 6. Self-concept	-	-
Gender and Motivation	Motivation	Conceptual	1. Attribution 2. Expectancy-value 3. Selfefficacy 4. Achievement goal perspectives	-	-
Information technology, organizational restructuring and the future of middle management	Technology	Conceptual	1. Information Technology 2. Organizational Restructuring	-	1000 questionnaire responses from managers of BIM, 150 questionnaire responses from corporate members
Demographic diversity and faultlines: The compositional dynamics of organizational groups	Demographics	Conceptual	1. Group Faultiness 2. Group Member Characteristics 3. Organizational Groups 4. Demographic Diversity	-	Sample of 345, 251, 344 and 250 people for group A, B, C and D, respectively.

<p>Attachment theory at work: A review and directions for future research</p>	<p>Emotions</p>	<p>Conceptual</p>	<ol style="list-style-type: none"> 1. Adult attachment types 2. Adult Attachment Scale 3. Relationship Questionnaire 4. Attachment Style Questionnaire 5. Adult Attachment Questionnaire 6. Experiences in Close Relationships 7. Revised Experiences in Close Relationships 8. Self-reliance Inventory 9. Social Group Attachment Scale 10. Shortened ECR 11. Revised ECR – Relationship Structures Questionnaire 12. Experience of Relationships Survey 13. Secure base support 14. Supervisor security provision 15. Adult attachment interview 16. Lexical decision attachment prime 17. Visualization and writing attachment prime 	<p>Adult attachment types (Hazan & Shaver, 1987)</p> <p>Adult Attachment Scale (Collins & Read, 1990)</p> <p>Relationship Questionnaire (Bartholomew & Horowitz, 1991)</p> <p>Attachment Style Questionnaire (Feeney et al., 1994)</p> <p>Adult Attachment Questionnaire (Simpson et al., 1996)</p> <p>Experiences in Close Relationships (Brennan et al., 1998)</p> <p>Revised Experiences in Close Relationships (Fraley et al., 2000)</p> <p>Self-reliance Inventory (Joplin et al., 1999)</p> <p>Social Group Attachment Scale (Smith et al., 1999)</p> <p>Shortened ECR (ECR-short) (Wei et al., 2007)</p> <p>Revised ECR – Relationship Structures Questionnaire (Fraley et al., 2011)</p> <p>Experience of Relationships Survey (Richards & Schat, 2011)</p> <p>Secure base support (Feeny & Thrush, 2010; Wu & Parker, 2017)</p> <p>Supervisor security provision (Lavy, 2014)</p> <p>Adult attachment interview (Main & Goldwyn, 1998)</p> <p>Lexical decision attachment prime (Mikulincer et al., 2002)</p> <p>Visualization and writing attachment prime (Baldwin et al., 1996; Chugh et al., 2014)</p>	<p>97 articles considered for the study</p>
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Table II: Distribution and Analysis of Variables

Variables are categorized on the basis of their sub-area and distribution over years (1990-2019). Table II includes the categorization of the variables used in 81 papers (empirical as well as conceptual) considered for the study.

SUB-AREA	1990-1994	1995-1999	2000-2004	2005-2009	2010-2014	2015-2019
Leadership	Superior's Leadership Qualities Autonomy	-	-	Positive psychological capital Positive moral perspective Leader self-awareness Leader self-regulation Leadership processes/behaviors Follower self-awareness Follower self-regulation Follower development Organizational context Performance	Paternalistic Leadership Transformational Leadership Nurturant task Leadership Participative Leadership Authoritarian Leadership Vertical Collectivism	Employee outcomes Attitudes towards leader Leadership constructs Follower cultural values Leader and subordinate demographics
Corporate Social Responsibility	-	-	Environment Concern Cost Benefit	-	-	Supervisor-rated task performance Peer-rated extra-role helping behavior Socially responsible HRM Organizational identification Perceived Organizational Support

						Cooperative norms
Emotions	-	-	Behavior Patterns Emotional Adequacy	-	Affective Empathy Cognitive Empathy Behavioral Empathy State and Trait Empathy Observer Empathy and Judged Empathy Sympathy/Empathic Concern/Compassion Emotional Contagion and Affective Crossover Emotional Intelligence	Collective Emotional Intelligence Team Academic Performance Collective General Self-Efficacy (GSE) Team-Level GSE (Team Potency)
Communication	-	-	-	Communication Satisfaction Organizational Identification	-	Inter group communication Grapevine Communication Satisfaction
Organizational Change	Organizational Support		Perceived Organizational Support Fairness Organizational Rewards Job Conditions Supervisor Support	Coworker support Coworker antagonism Role perceptions Work attitudes Withdrawal Effectiveness	Transformational Leadership Commitment to Change Affect	Occupational future time perspective Organizational Citizenship Behaviour Job Satisfaction

Work Engagement	-	-	-	-	Job Performance Communication Job Satisfaction Behavior Engagement	Conscientiousness Job characteristics Work engagement Turnover intentions Vigour Dedication Absorption
Motivation	-	Full appreciation of work done Feeling of being in on things Sympathetic help with personal problems Job security Good wages Interesting work Promotion and growth in the organization Personal or company loyalty to employees Good working conditions	-	-	Appreciation Engagement Involvement Performance	Job engagement Job Performance Motivation
Competition	-	-	Productivity Competition Performance	-	-	Slack Competitive Aggressiveness Performance

						Competitive Complexity
Technology	-	Role of Internet Job Performnace Online Outcomes	-	-	Virtuality Interdependence Percentage of time allocated to team Preparation activities Transactive memory systems Team effectiveness	Virtual Workplaces Performance Outcomes
Workplace Demography	Gender Age Experience	-	-	Workplace Diversity Workplace Ageing	-	Group Faultiness Group Member Characteristics Organizational Groups Demographic Diversity
Personality	Personality traits Type A or Type B Personality	-	-	Behavior Outcomes Job Performance Personality Traits	-	Self- monitoring Leadership emergence Performance Social Networks Impression Management Employee Selection Process

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About the Author

Shilpi Kalwani*

Department of Management,
Birla Institute of Technology and Science,
Pilani, Rajasthan (India)
Country: India
Tel.: +91-8085681072
E-mail: shilpibsp@gmail.com

Jayashree Mahesh

Department of Management,
Birla Institute of Technology and Science,
Pilani, Rajasthan (India)
Country: India
Tel.: +91-8949709082
E-mail: jmahesh@pilani.bits-pilani.ac.in

*Corresponding author

Shilpi Kalwani is currently a Research Scholar in the Department of Management of Birla Institute of Tech. & Science. (BITS), Pilani. She has completed her MBA from ICFAI Business School, Hyderabad Campus. A full-time PhD research scholar at BITS Pilani with prior corporate experience of working as a Business Analyst with a Fortune 500 Company. A TEDx Speaker, Author, and a Life Coach due to the right blend of required skills and opportunities. Her research areas are Human Resources and Organizational Behavior.

Dr. Jayashree Mahesh is currently an Assistant Professor in the Department of Management of Birla Institute of Tech. & Science. (BITS), Pilani. She has completed her PhD from BITS-Pilani, Pilani Campus. The title of her thesis is 'Indian' Management Practices in the I.T. Sector - An Empirical Investigation. She has more than 10 years of teaching experience in BITS. She has a wide experience in teaching HR and Communication related courses. Her research interests are in the area of Management Practices, Cross Cultural Management, Indian Management and Culture. She is a member of Academy of Management and INDAM (an affiliate of AOM)