

A Review of the Impact of Performance-based Compensation on Organizational Citizenship Behavior

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Abstract. This study focuses on the influence of performance-based compensation on organizational citizenship behavior. By reviewing relevant literature, the concepts of performance-based compensation and organizational citizenship behavior are clarified, and the roles of the organic integration theory, social exchange theory, and equity theory in explaining the relationship between the two are expounded. Empirical research has found that performance-based compensation has positive or negative impacts on organizational citizenship behavior in different situations, affected by mediating variables such as perception of fairness and job satisfaction, as well as moderating variables such as leadership style and team cohesion. The existing research has deficiencies in aspects such as theoretical integration, research methods, variable exploration and cross-cultural research. Future research can be carried out in the directions of constructing a unified theoretical framework, optimizing research methods, expanding variable research and strengthening cross-cultural research, etc., to provide a more scientific basis for enterprise salary management.

Keywords: Performance-based compensation, organizational citizenship behavior, Impact research.

1. Introduction

At present, the rapidly changing competitive environment brings more and more uncertainties to the operation and management of enterprises (Vuori et al. 2020)^[1]. Employees need to respond promptly to the external environment. This requires employees not to limit their vision merely to their job responsibilities, but to have more spontaneous out-of-role behaviors, namely organizational citizenship behaviors. Pay-for-Performance, abbreviated as PFP, is a compensation model that takes the results of performance assessment as an important basis for the distribution of employees' compensation. Because it has clear performance goals, it can focus employees' efforts on some goals that the organization considers key (Peng Jianfeng, 2011)^[2]. The original intention of implementing performance-based pay is to motivate employees and make their behaviors more in line with organizational expectations. However, a large number of scholars' studies have confirmed that performance-based pay has a negative impact on organizational citizenship behavior (Beer et al., 2004^[3]; Wu Yijin, 2007), because it might prompt employees to merely focus their attention on the behaviors that are rewarded by performance, thereby reducing organizational citizenship behavior; Some scholars have also reached different conclusions in their research. For example, the study by Deckcop et al. (1999)^[4] took the degree of value fit as a moderating variable and held that when the individual values of organizational members are highly consistent with the values of the organization, performance-based compensation positively affects organizational citizenship behavior. This article reviews the research on the impact of performance-based compensation on organizational citizenship behavior, with the expectation of providing some inspirations for future research work.

2. Concept Definition

2.1. Performance-based compensation

The definition of performance-based pay originated from the piece-rate wage system proposed by Taylor, that is, employees are remunerated based on the volume of completed work, with the

expectation of effectively motivating employees to boost their work enthusiasm. At present, there have been many studies on its concept. The main contents of this article are summarized as follows:

Table 1. Different Definitions of Performance-based Pay

Research perspective	Main points	Representative scholar
Structural perspective	The increase in salary after the completion of the corresponding task goals or performance standards.	Milkovic (1994)
	Variable wages that exist outside the category of fixed wages and are rewards given based on differentiated performance.	Zhoupeifang (2014)
Incentive perspective	It lies in correctly guiding employees' attitudes and behaviors towards work, and promoting a high degree of unity between individual goals and organizational goals.	WangDong (2014)
	The implementation of performance-based pay focuses on motivating employees to be creative, increasing individual income levels, and achieving organizational performance.	Liyekun (2015) [5]
Payment basis	Compensation paid based on the performance evaluation results of individuals.	Mensah et al (2011)

Research on performance-based compensation is generally divided into individual performance-based compensation and team performance-based compensation. Individual performance-based compensation refers to providing wage reward remuneration for the individual job performance of employees, associating wages with job performance, and implementing differentiated incentive methods for different performance levels (Sherer et al., 1990)^[6]. Team performance compensation refers to the incentive compensation paid based on the overall performance results of the organization, such as the revenue-sharing plan and profit-sharing plan implemented by the enterprise. Team performance compensation reflects the compensation incentive model and compensation system of the organization, while individual performance compensation not only reflects the distribution system of the organization, but also reflects the differences among individuals (Du Jing, 2009)^[7].

2.2. Organizational citizenship behavior

Bateman&Organ first proposed "Organizational Citizenship Behavior", abbreviated as OCB. Organ (1988)^[8] formally defined the concept of organizational citizenship behavior, that is, the spontaneous and casual behavior of members, which is the behavior voluntarily and consciously manifested by employees. It is not within the scope described in the employee's job description and will not be rewarded or rewarded by salary. It is an out-of-role behavior. However, in the long term, It can promote the performance of enterprises as a whole. Subsequently, scholars at home and abroad developed and improved it (Borman, 2004; Bobbins, 2011 ,Farh, 2004^[9]) For instance, scholar Li Zhenghan (2016) defined organizational citizenship behavior as the behavior that can indirectly improve organizational performance. This kind of behavior is voluntary by employees and exceeds the requirements of the position. Yang Bin and Chen Kun (2015)^[10] further examined the correlation between relationship performance and the concept of organizational citizenship behavior, and constructed an integrated model of the two. Scholar Xu Yanhong (2017)^[11] holds that organizational citizenship behavior is an out-of-role behavior that is spontaneous by employees, not reflected in the formal compensation system, and can indirectly enhance organizational performance.

3. The theoretical basis

3.1. Organic integration theory

Based on the differences in the degree of self-determination of each individual, motivation can be classified into non-motivation, external motivation and internal motivation (Gagné et al. 2021)^[12]. However, the three are not completely isolated but a continuous development process. External

motivation describes the motivation under external pressure. It can be classified into four types based on the integration level of external conditions and self-perception: ① External Regulation: An individual's behavior is completely determined by external factors, such as to obtain rewards or avoid penalties; ② Introjected Regulation: Although individuals cannot accept external regulations from the bottom of their hearts, obedience to external regulations brings satisfaction of self-esteem or self-worth to individuals, so they choose to attach importance to these regulations; ③ Identified Regulation: An individual accepts and identifies with external rules, and thus does not feel controlled or under external pressure during the process of action. However, the action itself is not the ultimate goal of the individual and still has a certain instrumental component, and therefore is not an internal motivation. ④ Integrated Regulation: An individual receives external values and effectively internalizes them as part of themselves, integrating them into harmonious internal values. However, since the external motivation for integrated regulation is still driven by the outcome of actions rather than intrinsic interests, it is not yet a true intrinsic motivation. Internal motivation refers to the situation where an individual is not subject to external control and their actions are entirely chosen and decided by themselves, such as for internal reasons like interest or challenge.

Among the four states of external Motivation mentioned above, the behaviors contained in external regulation and internal regulation are usually driven by external pressure, forcing oneself to take certain behaviors in order to achieve certain results. It is a Controlled state, similar to traditional external motivation, and we call it Controlled Motivation. Identification regulation and integration regulation are the processes in which individuals gradually accept external rules and internalize and integrate them to achieve internal harmony. Internal motivation, on the other hand, drives individuals to act completely spontaneously without being subject to external pressure and control. From identification regulation, integration regulation to internal Motivation, individuals are gradually driven by their own will, mainly by internal control, and are more driven by personal will. The self-determined component is gradually increasing, similar to traditional internal motivation. We call it Autonomous Motivation.

Performance-based compensation, as an external incentive means, to a certain extent belongs to the category of controlling motivation. From the connotation of organizational citizenship behavior, it can be seen that organizational citizenship behavior is the autonomous behavior made by employees driven by their personal will, and therefore is the behavior driven by autonomous motivation. According to the theory of organic integration, when the design and implementation of performance-based compensation can meet the autonomous needs, competency needs and relationship needs of employees, it can promote the transformation from external motivation to internal motivation. For instance, when employees feel that the performance-based compensation system is fair, transparent and based on their own abilities and efforts, they will be more willing to view work as a way of self-actualization and thus be more likely to exhibit organizational citizenship behavior. This transformation helps to enhance employees' job satisfaction and internal motivation levels, thereby strengthening their willingness to make additional contributions to the organization proactively.

3.2. Social Exchange Theory

The theory of social exchange was proposed by the American scholar George Homans in the 1960s. This theory holds that the relationships among people, or the interactions between individuals, are actually a form of social exchange. The essence of interpersonal communication is a process of social exchange. In social interactions, people always exchange certain things, including both material and non-material exchanges such as emotions, praise, and respect. They not only offer their own value but also, And obtain corresponding returns from the other party, that is, social interaction is an exchange process based on cost-benefit calculation (Emerson, 1976)^[13]. In the organizational context, there exists an exchange relationship between employees and the organization: Employees devote their time, energy and labor to the organization, expecting to obtain resources such as economic remuneration, recognition and respect from the organization; The organization, on the other hand, expects employees to achieve organizational goals through efficient work and positive behavior.

In the relationship between performance-based compensation and organizational citizenship behavior, when employees perceive that performance-based compensation is a fair and valuable reward for their contributions from the organization, they will consider themselves to have obtained rich economic and social emotional resources from the organization. Based on the principle of reciprocity in social exchange, employees will feel responsible for giving back to the organization with positive behaviors, and organizational citizenship behavior is one of the important ways of giving back. For instance, when employees receive reasonable and motivating performance-based compensation, they may, out of gratitude and a sense of giving back, be more willing to proactively assist colleagues and offer constructive suggestions, etc., thereby enhancing the positive interaction with the organization and maintaining the balance and sustainable development of this exchange relationship.

The social exchange theory also emphasizes the importance of an individual's perception of fairness in exchange relations. If employees consider the performance-based compensation system unfair, such as unreasonable distribution and mismatch with their personal efforts and contributions, it will disrupt the balance of this exchange relationship. At this point, employees may reduce their organizational citizenship behaviors and even engage in negative behaviors such as slacking off to cope with the unfair treatment they perceive.

3.3. Fairness Theory

The equity theory was proposed by the American behavioral scientist and psychologist John Stacey Adams in his article "Unfairness in Social Exchange" in 1965, and is also known as the social comparison theory. This theory focuses on exploring the influence of the rationality and fairness of wage remuneration distribution on employees' work enthusiasm.

The core idea of the equity theory is that employees do not view the absolute value of their remuneration in isolation. Instead, they tend to compare the ratio of their input (such as effort level, skill level, working hours, etc.) to their earnings (including salary, bonus, promotion opportunities, recognition, etc.) with the ratio of input to earnings of others (reference objects). The reference objects here can be other colleagues within the organization or the employee's own past work experience. If the comparison results show that the ratios of the two are similar, employees will have a sense of fairness and thus maintain a high level of work enthusiasm. Conversely, if employees feel that their input-output ratio is lower than that of the reference object, they will consider themselves to be treated unfairly, thereby triggering dissatisfaction. This may lead to employees reducing their work effort, decreasing organizational citizenship behavior, and even taking some negative behaviors in an attempt to restore a sense of fairness. In the theory of equity, comparisons are divided into horizontal comparisons (social comparisons) and vertical comparisons (historical comparisons). When making horizontal comparisons, employees compare their remuneration input ratio with the corresponding ratios of other employees within the organization. Vertical comparison is when employees compare their current remuneration input ratio with that ratio of a certain period in the past (Greenberg, 2020)^[14].

Furthermore, the fairness theory also points out that employees' perception of fairness is subjective. On the one hand, the incompleteness of information often leads employees to make comparisons based on limited information, which is prone to generating a subjective sense of unfairness. On the other hand, there are differences in factors such as the reference objects chosen by employees, the evaluation criteria for "contribution" and "remuneration", and personal needs. All these factors will affect employees' judgment of fairness (Jordan et al., 2021)^[15]. For instance, some employees attach more importance to salary growth, while others regard promotion opportunities as a key factor in measuring fairness. In the organizational context, the fairness theory is crucial for understanding the relationship between performance-based compensation and organizational citizenship behavior. When the performance-based compensation system is regarded as fair by employees, it can enhance their sense of identity and belonging to the organization, and inspire them to repay the organization with more organizational citizenship behaviors. Conversely, an unfair performance-based

compensation system will undermine the trust relationship between employees and the organization and inhibit the emergence of organizational citizenship behavior.

4. A Review of Empirical Studies

Organizational Citizenship Behavior is of vital importance to the effective operation and long-term development of an organization. As a commonly used incentive measure in enterprises, the relationship between performance-based compensation and organizational citizenship behavior has attracted much attention. In the past decade, many scholars have conducted empirical research on the impact of performance-based compensation on organizational citizenship behavior, arguing that performance-based compensation has positive or negative effects on organizational citizenship behavior under different conditions. This article will sort out it and the involved mediating variables and moderating variables.

4.1. Research on the Positive Impact of Performance-based Compensation on Organizational Citizenship Behavior

Chen et al. (2016)^[16] selected multiple working teams as samples and, through a questionnaire survey, asked team members to evaluate their own and the organizational citizenship behavior of team members. The research finds that the compensation model based on team performance can promote organizational citizenship behaviors such as cooperation and mutual assistance among team members. Specifically, when the proportion of team performance-based compensation is relatively high, team members will be more proactive in helping others and sharing knowledge and experience to obtain common interests, thereby enhancing the level of organizational citizenship behavior. This might be because team performance-based compensation makes members realize that their interests are closely linked. To obtain common benefits, they will proactively enhance collaboration and improve the overall performance of the team. And organizational citizenship behaviors such as helping behaviors and knowledge sharing are precisely effective ways to achieve high team performance. Cerasoli et al. (2014)^[17] conducted a meta-analysis study, using the meta-analysis statistical method to calculate the effect size between performance-based compensation and job motivation and performance, and conducted group analyses based on different moderating variables (such as the form of performance-based compensation, the cultural background of the research sample, etc.). Through analysis, it is found that a reasonably designed performance-based compensation system, if it can accurately measure the contributions of employees and be consistent with the organizational goals, will enhance employees' job satisfaction and organizational identity, and thereby promote organizational citizenship behavior. Reasonable performance-based compensation meets employees' expectations for fairness and rewards, stimulates their intrinsic motivation, and makes them more willing to take actions beyond their duties to repay the organization. The impact of different types of performance-based compensation on work motivation and performance varies. Performance-based compensation based on goal achievement may have a stronger promoting effect on organizational citizenship behavior.

Xu Yanhong (2017) conducted an empirical analysis on a total of 288 employee questionnaires from 36 domestic enterprises. The informativeness of performance-based compensation has a positive impact on employees' organizational citizenship behavior. The informational nature of performance-based compensation refers to the fact that performance-based compensation itself carries the information that employees expect to obtain from the organization. That is, by distributing performance-based compensation to employees, the organization enables them to obtain information such as evaluations of their work content, feedback on their work achievements, and recognition of their ability levels. These pieces of information serve as an important basis for employees to measure their status and value within the organization. Employees receive compensation that symbolizes their personal capabilities. Their work results receive positive feedback, satisfying their sense of competence, enhancing their self-motivation, generating more positive emotions, and demonstrating more organizational citizenship behaviors. Liu&Lee (2020)^[18] took enterprise employees as the

objects and collected data such as performance-based compensation perception, the degree of fulfillment of psychological contract, and organizational citizenship behavior by using the questionnaire survey method. Through the analysis of the structural equation model, a model was constructed with performance-based compensation as the independent variable, organizational citizenship behavior as the dependent variable, and fulfillment of psychological contract as the mediating variable to test the relationships among the variables. The research finds that performance-based compensation has a significant positive impact on organizational citizenship behavior, and the fulfillment of psychological contracts plays a mediating role in the relationship between the two. The reason for this is that reasonable and fair performance-based compensation makes employees feel that the organization values their efforts, meets their expectations of the organization, and enhances their trust and sense of belonging to the organization. According to the social exchange theory, in order to maintain a good exchange relationship with the organization, employees will repay the organization by demonstrating more organizational citizenship behaviors.

4.2. Research on the Negative Impact of Performance-based Compensation on Organizational Citizenship Behavior

Due to the unreasonable design of indicators in the performance-based compensation system, the lack of fairness, excessive competition among employees, short-sighted behaviors and other reasons, performance-based compensation has a weakening effect on organizational citizenship behavior in some situations. Rynes et al.(2015) ^[19] comprehensively reviewed a large number of research literatures related to performance-based compensation and analyzed them in combination with actual cases. They found that when the performance-based compensation system overly emphasizes individual performance and the evaluation indicators are single and subjective, employees will overly focus on their own interests and ignore teamwork and the overall interests of the organization. The performance-based compensation system lacks fairness and transparency, which will reduce employees' trust and identification with the organization and inhibit organizational citizenship behavior. The underlying reason lies in the fact that a single subjective performance indicator makes employees' compensation highly dependent on their individual performance in specific aspects. To obtain the maximum benefit, employees focus their energy on tasks that can directly lead to salary increases. However, organizational citizenship behavior cannot be directly transformed into individual performance-based compensation, resulting in a decrease in employees' enthusiasm. Employees are extremely sensitive to fairness. An unfair salary system makes them feel that their efforts have not been treated fairly, which violates the principle of fairness, thereby weakening their trust and identification with the organization and reducing their willingness to make additional contributions to the organization.

Colquitt (2013) ^[20] conducted a meta-analysis of the research literature on organizational fairness perception from 1975 to 2000. Employees' perception of the fairness of performance-based compensation significantly affects organizational citizenship behavior. When employees believe that the distribution of performance-based compensation is unfair and that their input-output ratio is lower than that of the reference object, they will develop a sense of unfairness, reduce their trust and identification with the organization, and decrease their organizational citizenship behavior. According to the fairness theory, employees will compare their inputs and outputs with those of others. When the distribution of performance-based compensation is unfair, employees feel that they have been treated unfairly. This sense of unfairness triggers negative emotions, undermines the psychological contract between them and the organization, leads to a decline in their sense of identification with the organization, and thus reduces organizational citizenship behaviors such as actively helping others and participating in organizational activities. They may even adopt behaviors such as slackers to deal with the unfairness. Jiang&Li (2019) ^[21] conducted a combination of experimental research and questionnaire surveys. In the experimental part, different performance-based compensation scenarios were set up to observe the behavioral performance of employees in simulated work tasks. The questionnaire survey part collects data such as employees' perception of performance-based compensation and their tendency towards organizational citizenship behavior in

actual working scenarios. By using statistical analysis methods, it explores the negative impact mechanism of performance-based compensation on organizational citizenship behavior. Research has found that performance-based compensation may trigger excessive competition and short-sighted behavior among employees, having a negative impact on organizational citizenship behavior. Excessive performance-based pay disparity can lead to excessive competition among employees, undermine the teamwork atmosphere, and reduce their willingness to engage in organizational citizenship behaviors such as helping others and participating in team building. In order to obtain performance-based compensation, employees may focus too much on short-term performance, neglect the long-term interests of the organization, and reduce civic behaviors that are of long-term significance to the organization's development.

4.3. Research on mediating variables and moderating variables

4.3.1. Research on Mediating Variables

The paths by which performance-based compensation affects organizational citizenship behavior are mostly related to the subjective perception of employees. Chen et al. (2007)^[22] selected employee samples from different enterprises and used the hierarchical regression analysis method to study and find that employees' perception of fairness is a key mediating variable in which performance-based compensation affects organizational citizenship behavior. When employees consider the performance-based compensation system fair, they will enhance their trust and identification with the organization, and thus be more willing to exhibit organizational citizenship behavior. A fair performance-based compensation system makes employees feel that their efforts have been reasonably rewarded, which is in line with the principle of fairness. This enhances employees' trust in the organization and makes them believe that the organization values their contributions. Based on the social exchange theory, in order to maintain a good relationship with the organization, employees will repay the organization by demonstrating organizational citizenship behavior. Furthermore, Huang Juan (2017), based on the analysis and sorting of the research results on performance-based pay, organizational citizenship behavior and organizational sense of fairness, and through empirical analysis, found that distribution fairness and procedural fairness both play varying degrees of mediating roles in performance-based pay and organizational citizenship behavior of knowledge workers.

Wu Yijin (2007)^[23] conducted an empirical investigation and analysis on 319 paired samples of supervisor employees from 15 organizations and found that the amplitude of role definition plays a partial mediating role between compensation based on group performance and organizational citizenship behavior. That is, group performance compensation affects the amplitude of role definition and thereby influences the performance of employees' organizational citizenship behavior. Zhang (2021)^[24] took enterprise employees as the research object, collected data such as performance-based compensation perception, job satisfaction, organizational culture type (divided into supportive, innovative, bureaucratic, etc.), and organizational citizenship behavior by using the questionnaire survey method, and analyzed by using the structural equation model. The research found that job satisfaction played a mediating role between performance-based compensation and organizational citizenship behavior. When employees are satisfied with performance-based compensation, it will enhance their job satisfaction and thereby prompt them to exhibit more organizational citizenship behaviors. Performance-based compensation is an important part of employees' work rewards. Satisfactory performance-based compensation means that employees are satisfied in terms of material rewards. This sense of satisfaction extends to the overall evaluation of the work, enhancing job satisfaction. According to Maslow's hierarchy of needs, when employees' basic material needs are met, they will pursue higher-level needs, such as self-actualization and a sense of belonging. Higher job satisfaction makes employees more willing to integrate into the organization and meet their higher-level needs by demonstrating organizational citizenship behavior. Wang et al. (2020)^[25] employed hierarchical regression analysis and the Bootstrap test method to examine the mediating role of perceived organizational support between performance-based

compensation and organizational citizenship behavior. The results indicated that perceived organizational support played a mediating role between performance-based compensation and organizational citizenship behavior. When employees consider performance-based compensation reasonable and feel supported by the organization, they will enhance their emotional attachment to the organization. Reasonable performance-based compensation makes employees feel that their efforts are recognized, while organizational support provides guarantees in multiple aspects such as emotions and resources. The combined effect of the two enables employees to have a stronger emotional connection with the organization. According to the social exchange theory, employees are more willing to act as organizational citizens in return for the support of the organization.

4.3.2. Research on Moderating Variables

The role of performance-based compensation in organizational citizenship behavior is mainly regulated by factors such as leadership style, team cohesion, and leader-member exchange. Hutchison et al. (2019)^[26] selected enterprises from multiple different industries as samples and conducted a matching survey of managers and employees in the enterprises. Data were collected through questionnaires. The measured variables included employees' perception of performance-based compensation, leadership styles (divided into transformational leadership and transactional leadership), and employees' organizational citizenship behaviors. Regarding the leadership style, employees evaluate the performance of their leaders in transformative leadership behaviors (such as idealized influence, inspiring incentives, etc.) and transactional leadership behaviors (such as contingency rewards, proactive management exceptions, etc.). Data were analyzed using the multilayer Linear Model (HLM), and the research found that leadership style plays a significant moderating role in the relationship between performance-based compensation and organizational citizenship behavior. Transformational leadership can significantly enhance the positive impact of performance-based compensation on organizational citizenship behavior. In teams led by change, employees are more likely to view performance-based compensation as recognition of their own abilities and efforts, thereby stimulating intrinsic motivation and demonstrating more organizational citizenship behaviors. Transactional leadership, to a certain extent, weakens the positive connection between performance-based compensation and organizational citizenship behavior. Employees act more based on external rewards and punishments, and the promoting effect on organizational citizenship behavior is limited. Kahn et al. (2012)^[27] adopted the method of multi-source data collection, selected the branches of multiple multinational companies in China as the research objects, and investigated the cognition of enterprise managers on the design and implementation of the enterprise performance-based compensation system. Finally, the data were analyzed using the structural equation model. The research shows that team cohesion plays an important moderating role in the relationship between performance-based compensation and organizational citizenship behavior. When team cohesion is high, performance-based compensation can promote organizational citizenship behavior more effectively. In highly cohesive teams, employees are more inclined to combine personal goals with team goals. The incentive effect of performance-based compensation can be better conveyed, prompting employees to exhibit more organizational citizenship behaviors for the benefit of the team. On the contrary, in the case of low team cohesion, the promoting effect of performance-based compensation on organizational citizenship behavior is suppressed. Employees may pay more attention to personal interests and ignore the overall interests of the team and the organization. Wang et al. (2020) discovered the moderating effect of leader-member exchange between performance-based compensation and organizational citizenship behavior: A high-quality leader-member exchange relationship can enhance the positive impact of performance-based compensation on organizational citizenship behavior through perceived organizational support. Low-quality leader-member exchange relationships will weaken this positive impact. High-quality leader-member exchange means mutual trust, respect and support between leaders and employees. Leaders will provide employees with more resources and opportunities, and employees will also feel more supported by the organization, strengthening the connection between performance-based compensation and organizational citizenship behavior through perceived organizational support. In

low-quality leader-member exchange relationships, there is a lack of trust and communication between leaders and employees. Employees find it difficult to feel the support of the organization, which weakens the positive impact of performance-based compensation on organizational citizenship behavior.

5. Research Outlook

To sum up, the research on the impact of performance-based compensation on organizational citizenship behavior has achieved certain results, but there are still many issues that need in-depth study, mainly reflected in the following aspects.

Theoretical integration and deepening. Although the relationship between performance-based compensation and organizational citizenship behavior has been explained by using theories such as organic integration theory, social exchange theory, and equity theory at present, a unified and systematic theoretical framework has not yet been formed among these theories. Future research should be dedicated to integrating these theories, deeply analyzing the interaction mechanisms among them, and constructing more comprehensive and explanatory theoretical models. For example, further explore the differences in the influence of these theories on the relationship between performance-based compensation and organizational citizenship behavior in different cultural backgrounds and organizational contexts, as well as how each theory works collaboratively at different stages, in order to explain the complex relationship between the two more comprehensively.

Research method optimization. Most of the existing empirical studies adopt questionnaire surveys and meta-analysis methods, and the research methods are relatively simple. Future research can introduce more experimental studies, especially field experiments, to reveal the causal relationships among variables more accurately. Furthermore, the application of longitudinal research methods is relatively rare, making it difficult to capture the dynamic changes of performance-based compensation and organizational citizenship behavior in the time series. Subsequent research can conduct long-term follow-up investigations to deeply analyze how the adjustment of the performance-based compensation system continuously affects organizational citizenship behavior over time, and how organizational citizenship behavior in turn affects the transformation of the performance-based compensation system.

Mediation and moderating variable expansion. Although mediating variables such as perception of fairness, job satisfaction, and sense of organizational support, as well as moderating variables such as leadership style, team cohesion, and leader-member exchange have been identified, this might only be a part of the many factors influencing the relationship between performance-based compensation and organizational citizenship behavior. Future studies can explore more potential mediating and moderating variables, such as the influence of employees' self-efficacy, psychological capital, specific dimensions of organizational culture (such as innovation culture, learning culture, etc.), and external environmental factors (such as the degree of industry competition, economic situation, etc.) on the relationship between the two. So as to understand more comprehensively the internal mechanism and boundary conditions by which performance-based compensation affects organizational citizenship behavior.

Research on Special Situations and Emerging Models. Current studies pay less attention to the impact of performance-based compensation on organizational citizenship behavior in special situations, such as how the performance-based compensation system affects employees' organizational citizenship behavior during crisis events (such as public health events, economic crises, etc.) and enterprise changes (such as mergers and acquisitions, reorganizations, strategic transitions, etc.). Furthermore, with the acceleration of digital transformation, emerging working models such as remote working and virtual teams have gradually become popular. The design and implementation methods of performance-based compensation under these models are different from those of traditional models, and their impact on organizational citizenship behavior also awaits in-depth research. Future research

should focus on these special situations and emerging models to provide theoretical support for enterprises to formulate effective compensation strategies in a complex and changeable environment.

Cross-cultural studies have been strengthened. Most of the existing studies are conducted based on a single cultural background. Under different cultural backgrounds, employees' cognition of performance-based compensation, understanding and performance of organizational citizenship behavior may vary. In the future, cross-cultural research should be strengthened to compare the relationship between performance-based compensation and organizational citizenship behavior in different cultures (such as Eastern culture and Western culture, collectivist culture and individualist culture, etc.), and analyze how factors such as cultural values and social norms regulate the relationship between the two, so as to enhance the universality of research results. Provide more targeted guidance for the management of multinational enterprises and multicultural teams.

Anyway, the current research on the impact of performance-based compensation on organizational citizenship behavior has achieved certain results, but there is still room for expansion. In terms of theory, it is necessary to integrate the existing theories to construct a unified framework and clarify the synergy of each theory in different situations. Methodologically, more experimental studies, especially field experiments, should be introduced, and longitudinal studies should be strengthened to reveal the causal relationships and dynamic changes among variables. Variable studies can explore more mediating and moderating variables, such as self-efficacy, psychological capital, and the degree of industry competition, to comprehensively understand the influencing mechanisms. Meanwhile, research on the relationship between the two under special circumstances (such as crisis events, enterprise changes) and emerging working models (such as remote working, virtual teams) is still lacking. Furthermore, cross-cultural research needs to be strengthened to clarify the differences in the relationship between the two under different cultural backgrounds, enhance the universality of research results, and provide guidance for the management of multinational enterprises and multicultural teams.

6. Summary

This review explores the impact of performance-based compensation (PFP) on organizational citizenship behavior (OCB), clarifying their concepts and grounding the analysis in organic integration theory, social exchange theory, and equity theory. Empirical studies reveal that PFP can exert either positive or negative effects on OCB, shaped by mediating variables like fairness perception and job satisfaction, as well as moderating variables such as leadership style and team cohesion. Despite existing findings, gaps persist in theoretical integration, research methods, variable exploration, and cross-cultural studies, with future research needing to address these areas and investigate special scenarios and emerging work models to offer more robust guidance for corporate salary management.

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