

Understanding Organizational Citizenship Behaviour in the Hybrid Work Ecosystem: A Multi-Dimensional Analysis of Factors Shaping Emerging Behavioural Trends

Dr. Nilesh R. Berad^{1*}, Dr. Jyoti Singh², Dr. Ravinder Rena³

¹Post Doc Scholar, Lincoln University College, Petaling Jaya, Selangor Darul Ehsan – 47301, Malaysia | *Joint Director, Maharashtra State Faculty Development Academy, Pune, Maharashtra, India

²Lincoln University College, Petaling Jaya, Selangor Darul Ehsan – 47301, Malaysia | #GM – Academics & Training, Maharashtra State Faculty Development Academy, Pune, Maharashtra, India

³Post Doc Guide, Lincoln University College, Petaling Jaya, Selangor Darul Ehsan – 47301, Malaysia | ^Professor, Department of Public Management & Economics, Faculty of Management Sciences, Durban University of Technology, ML Sultan Campus, Durban 4001, Republic of South Africa

***Corresponding Author: Dr. Nilesh R. Berad**

Abstract:

With the paradigm shift in organizational structures, employee interactions and behavioral expectations owing to the exponentially evolved hybrid work arrangements; there arises a critical need for renewed scholarly focus on Organizational Citizenship Behavior (OCB) in the new work ecosystem. The study investigates hybrid work environments that shape the type, strength, and types of discretionary employee behaviors that go beyond formal role requirement. From a multi-faceted angle, the paper examines major individual, organizational, and technological factors influencing emergent organizational citizenship behavior (OCB) trends, such as perceived organizational support, leadership behaviors, digital collaboration customs, work–life integration, and trust in remote environments. The analysis indicates that while flexibility, autonomy, and digital connectivity can facilitate citizenship behaviours by enabling a proactive stance, it also introduces new challenges characterized by social distance, role ambiguity and uneven participation. In addition, the findings also examine the re-established traditional OCB dimensions altruism, conscientiousness, civic virtue, courtesy, and sportsmanship which morph with hybrid contexts to highlight the emergence of digital citizenship behaviors such as knowledge sharing, virtual cooperation, and online professionalism. Synthesis of modern theory and evidence allows the paper to shed light on how hybrid work transforms employee motivation, willingness to devote effort to tasks, and voluntary engagement. Give recommendations to organizations which aim to promote sustainable citizenship behaviors through inclusive policies, supportive leadership, and technology leaved culture. In conclusion, this research re-establishes OCB as an important behavioral asset to boost performance, cohesion, and resilience across hybrid work ecosystems.

Keywords: *Organizational Citizenship Behavior; Hybrid Work; Employee Engagement; Digital Collaboration; Leadership Support; Work–Life Integration*

1. Introduction:

Hybrid work is reshaping all relationships between employees, organizations, colleagues and work roles everywhere and changing the nature of work is changing the nature of modern-day workplaces. The way that hybrid work is a combination of remote and on-site work modalities, has become a proactive way to adjust to globalisation, technological progressions, employee expectations and post-pandemic re-orientation for organisations. Such nominalist albeit ubiquitous regulation has resulted in changing the supervision, communication, and social exchange mechanisms that ultimately shape payroll under qualifying behavior of employees that only manifest when benefits outweigh the costs because they are not formally specification but are quasi-mandatory in order for organizations to function effectively. Organizational Citizenship Behavior (OCB) or discretionary, extra-role behavior that enhances organizational functioning is especially important in hybrid environments where formal controls are weak (e.g., broken hierarchies). In these environments, team togetherness and performance outcomes are often dictated by the extent to which employees are willing to work with others, share knowledge and help teammates. In a hybrid context, the value of self-starting and pro-social behaviors are also heightened, due anyone physical distance, informal monitoring and social cues are weakened (Wang et al., 2021). As a result, it is an imperative scholarly issue that how

Understanding Organizational Citizenship Behaviour in the Hybrid Work Ecosystem: A Multi-Dimensional Analysis of Factors Shaping Emerging Behavioural Trends

OCB occurs and develops in hybrid work ecosystems? Together this suggests existing organizational behaviour theories need to be re-examined in context to remain meaningful under flexible work structures. Consequently, hybrid work is dealt with not only as a structural change, but also as a behavioral ecosystem with emerging citizenship behaviors as predictors of organizational sustainability and resilience.

Organizational Citizenship Behavior has been historically studied in stable, co-located work contexts, where the ability to see and maintain layer 2 interpersonal relations and organizational identity in an everyday basis empowers both mode of interaction. Nevertheless, hybrid work adds spatial dispersion and temporal flexibility, both of which conceptualize employees' psychological contracts and norms of reciprocity. Hybrid environments often enhance autonomy for employees, which can encourage entrepreneurial behavior, but they also present challenges of diminished social association and uncertainty around norms of extra-role behavior. Thus, a hybrid work design will have both enabling and constraining factors which require a multi-dimensional understanding of OCB. Being voluntary, it is likely to be very sensitive to perceived justice, trust and support, which is the function of digital platforms in hybrid organizations. In addition, the scope of some traditional OCB dimensions (like altruism and civic virtue) is increasingly intersecting with digitally mediated behaviors (such as virtual responsiveness and online collaboration). Hence this evolving nature of work begs the need to revisit OCB with contemporary empirical lenses by incorporating organizational design, employee psychology and technology-facilitated interaction (Podsakoff et al., 2023).

The leadership and the organizational practices are one of the decisive factors contributing towards citizenship behaviors in hybrid ecosystem. With no permanent presence at the coalface, styles of leadership based on trust, empowerment, and communication, take on an increased importance in driving voluntary contribution. Hybrid leaders need to provide efficacy-based performance management as well as relational support in order to sustain employee motivation and engagement. Once induced, perceived organizational support magnifies the obligation to reciprocate, translating to citizenship behaviors that promote team effectiveness. Simultaneously, digital collaboration tools reframe workplace helping, politeness and conscientiousness in a digital space. When implemented correctly, these tools can also facilitate productive collaboration or create cognitive overload and blurred roles. To this end, the interplay of leadership practices, organizational culture, and the digital infrastructure then becomes a key factor influencing the OCB evolution. To avoid replicating burnout or inequity in hybrid working (Contreras et al., 2020), organizations need to understand these interdependencies to truly institutionalize positive discretionary behaviors.

Although there is a burgeoning interest in hybrid work and its associated behavioral implications, empirical research remains fragmented, especially in the context of Organizational Citizenship Behavior. While most of the writing focuses on productivity, work-life balance, or employee well-being, the subtle evolution of citizenship behaviors gets little systematic consideration. This gap is relevant because OCB is an input to adaptability, innovation, and social capital, which are capabilities that hybrid organizations under uncertainties cannot do without. We thus need a multi-dimensional analytical approach that considers how individual, organizational and technological factors combine to create new behavioral patterns. Filling the void provided by the hybrid work ecosystem, this paper aims to push organizational behavior research beyond the confines of traditional workplaces and contexts by examining what a key outcome of organizational behavior OCB looks like in this new environment. It seeks to build a holistic framework on how voluntary employee behaviours develop in flexible work arrangements. This is expected to provide theoretical and practical implications that help organizations design hybrid systems that promote sustainable citizenship behaviors and long-term organizational success (Spurk & Straub, 2023).

2. Background of Study:

The rise of the hybrid work model is a structural and cultural shift in the way modern organizations are designed and operate, signifying a change in how organizations manage, track and feel work. Conventional assumptions of what communication and control in organizations mean are being challenged as hybrid work arrangements those that mix at-home and at-work arrangements combine flexibility with the need to simplify what it means to control and supervise employee behavior. Here the organization depends on the intrinsic motivation of employees, the degree of voluntary engagement, and less on direct supervision for continuity and functionality. In hybrid ecosystems, Organizational Citizenship Behavior (OCB) discretionary behavior that contributes to organizational functioning beyond the formal requirements of one's job becomes one foundational behavioral mechanism. This study background is based on the existing knowledge of hybrid work: hybrid work increases the importance of trust-based relationships between the parties and informal coordination. This physical distance will limit all spontaneous interactions and thus will require voluntary cooperation between the stakeholders and proactive support in the form of scientific research and evidence base to keep the system working. Second, hybrid settings influence the way employees perceive fairness, inclusion and recognition: three key predictors of citizenship behavior. The changing

face of work can hence warrant a fresh look at how we develop and maintain OCB in responsive forms of organization. And do organisations need to adjust to this shift to sustain long-term addictiveness and performance in the newly digitalized work environments (Carillo et al., 2021).

Hybrid work changes the social exchange variables that drive Organizational Citizenship Behavior from a behavioral lens. Normal office practices brought those behaviors out because they were easily visible, rewarded immediately, and made sense under informal social norms. But hybrid environments come with physical distance and asynchronous communication, and that may dilute these reinforcement mechanisms. Remote workers get less identification within the social group and less spontaneous helping behaviors while On-site workers think about the inequity in workload or recognition. These conditions can affect the employee's augmentation of extra role behaviors. At the same time, hybrid work can also increase autonomy and job control, which are positively associated with both proactive and responsible behaviors, as long as a backdrop of organizational trust exists. Building on this duality, the background of this study introduces hybrid work as both an enabler and conscript or of citizenship behavior (McCormick et al., 2018). This complexity calls for a multi-faceted lens to better understand the interplay of individual dispositions against work design and relational factors in predicting OCB within hybrid paradigms. These dynamics must be addressed as they are key to behavioral sustainability in modern organizations (Kniffin et al., 2021).

Another important aspect marking the backdrop of Organizational Citizenship Behavior in hybrid work ecosystems is technological mediation. It redefines how employees interact and contribute beyond their form also means that, digital collaboration platforms, digital communication tools and data-driven performance systems. The digital citizenship behaviors are increasingly expressed in digital ways via timely virtual support, knowledge sharing across platforms, and online professional behaviors. Though technology helps connect us, it has also led to increasing demands on work, porous boundaries between roles, and assumptions of continuous availability. These in turn impact the discretionary efforts that employees make as well as their perceptions of organizational support. Context & Background: This study starts from the premise that technology is not a neutral enabler, but an active contextual force influencing behavioral norms. Failure to align self-serving technological systems with the supportive policies may destroy voluntary citizenship behaviors in the organizations. On the flip side, well designed digital architectures can deepen trust, cooperation and collective stewardship. Focusing on OCB through a techno-centric perspective thus becomes important for understanding emerging behaviors in hybrid work modalities (Waizenegger et al., 2020).

Empirical work on hybrid work and its impact on organizational citizenship behavior is relatively scarce and yet fragmented. Past research focuses more on productivity, job satisfaction, or work-life balance and provides limited understanding of how discretionary behaviors adapt over the hybrid course. Such an omission is particularly vital with respect to the role that OCB plays in the contribution to organizational resilience, innovation and social cohesion capabilities that are important during times of uncertainty and frequent changes. Hence, the background of this study is based on the fact this conceptual and empirical gap needs to be solved by locating OCB in wider hybrid work ecosystem. Individual motives, organizational practices, and digital contexts should be integrated for a complete view of citizenship behavior not only in virtual environments but also in hybrid settings. In this way, it aims to fill the gap that exists to date by providing practitioners the basis necessary for the creation of a set of evidence-based strategies to encourage practices of sustainable citizenship behaviours. This is essential for organizations that want to implement a transitional approach while aligning short-term changes with long-term behavioral and performance consequences (Spurk, Hirschi & Dries, 2022).

3. Scope and Significance of Study:

When it comes to the scope of the present study, it addresses the Organizational Citizenship Behavior (OCB) in hybrid work ecosystems (where both remote and on-site work arrangements took place). It examines how changing work arrangements impact discretionary behaviors of employees which are critical for effective functioning of organizations but are not formally required. OCB has certain dimensions and among them, this study provides an inclusive coverage of OCB by recognizing the dimensions of altruism, conscientiousness, civic virtue, courtesy and sportsmanship, while at the same time recognizing the newer digitally mediated forms of citizenship behavior. It is inclusive of personal, organizational and technological elements to account for the dynamism of hybrid work environments. Conceptually, the scope is beyond a single industry and is applicable to other knowledge dominated and service sector organizations having hybrid working environment bandit and has become the norm within the organization. The focus of the study lies at the intersection of behavioral, managerial, and technological aspects of citizenship behavior in a flexible work environment, therefore providing a comprehensive perspective. It also explores how differences in access to leadership, resources, and digital infrastructure lead to differences in employee experiences. This paper aims to provide a timely contribution to current research on organizational behavior by embedding OCB within transforming employment environments. It is broader in scope, dealing with theoretical synthesis and analytical interpretation rather than mere role-frameworks in a confined manner. This paper represents a continuation of a research program that is both relevant to researchers and practitioners. Such vast applicability

Understanding Organizational Citizenship Behaviour in the Hybrid Work Ecosystem: A Multi-Dimensional Analysis of Factors Shaping Emerging Behavioural Trends

guarantees relevance in many different organizational settings transitioning into hybrid working modes (Vartiainen et al., 2022).

Practical Implications the study has significant implications for developing theoretical knowledge on organizational citizenship behavior in non-traditional work contexts. The majority of classical OCB theories were focused on work environments with physically co-located employees and, in particular, the flexible and digitally mediated nature of behavior in hybrid settings may make them less than adequate for explaining behavior such as OCB. This study helps bridge this gap by taking a new look at established OCB constructs using hybrid work design as a foundation. We are underscoring how autonomy, trust, and perceived organizational support differentially play out in flexible work systems. This is an important contribution because it shows that citizenship behavior is not diminished in hybrid work but takes on a different form and expression. It highlights the key role of acknowledgment of invisible and digitally enacted citizenship behaviors that remain unnoticed in performance appraisals. The research provides a contextual analysis that adds to the organizational behavior literature by offering a multi-dimensional framework for analysis. This offers contributions to theory building by integrating perspectives of social exchange and work design into more contemporary employment modes. It is also important due to its ability to inform empirical studies of hybrid work behaviors in the future. This offers a conceptual basis for improving measurement instruments appropriate for citizenship behavior through digital modes of communication. This theoretical contribution further enhances the currency of OCB scholarship for the changing status of work (Biron et al., 2023).

This study has significant practical implications from the perspective of the managerial and organizational. Such arrangements require new style of leadership, new ways of managing performance and employee engagement, all of which are related to citizenship behavior fairly closely. This study provides novel information about how organizations may foster the voluntary cooperation and proactive behaviors that are critical to success without physical supervision. It highlights the importance of inclusion/exclusion of leaders, transparency, and positive digital practices that bolsters OCB. The findings may help managers design fair policies that recognize and reward discretionary contributions by remote and at-home workers equally. This is particularly important in avoiding perceptions of inequity that could reduce citizenship behavior. The research also emphasizes that technology should be aligned with human-centered management practices. To support organizations in increasing collaboration, trust, and resilience, the research identifies factors that help sustain OCB in hybrid settings. It is also instrumental in retaining talent and fostering commitment in flexible working environments. The resulting insights can provide guidance for training and leadership development opportunities. In summary, the research generates practice-relevant insights into behavioral outcomes management in hybrid firms (De Menezes & Kelliher, 2023).

Its societal and strategic relevance relate to the future of work and long-term sustainability of organisations. Hybrid work is perceived as a semi-permanent change by more organizations as it is no longer just a reaction but a response which means we need to unpack the behavior. Organizational Citizenship Behaviour facilitates the presence of social capital, adjustment, and communal welfare, all of which are indispensable for sustainable work systems. Fostering positive discretionary behaviors is an effective means of reducing organizational challenges that accompany hybrid workforces, such as isolation, disengagement, and fragmentation. It also contributes to policy debates on flexible work arrangements and employee well-being. Focusing on behavioral sustainability situates the study well within current discussions of responsible and people-oriented work design. It additionally facilitates strategic decision-making by presenting OCBs as a significant intangible asset in the context of hybrid ecosystems. This is important for organisations struggling with digital transformation and the dispersion of the workforce. More generally, this work advances resilient organization, that is, the ability to maintain a balance of flexibility and cohesion. This strategic relevance makes it particularly useful for long-term organizational planning and for the formulation of workforce policy (Eurofound, 2022).

4. Objectives of Study:

- To examine the nature and dimensions of Organizational Citizenship Behavior within hybrid work environments combining remote and on-site work arrangements
- To analyze the influence of individual-level factors such as autonomy, motivation, and perceived organizational support on citizenship behaviors in the hybrid work ecosystem
- To assess the role of leadership practices and organizational culture in shaping and sustaining Organizational Citizenship Behavior under hybrid work models
- To explore the impact of digital collaboration technologies on the emergence and transformation of citizenship behaviors in hybrid settings
- To identify the challenges and constraints affecting the expression of discretionary employee behaviors in hybrid work arrangements

- To develop a multi-dimensional analytical perspective that integrates individual, organizational, and technological factors influencing Organizational Citizenship Behavior in hybrid work contexts

5. Review of Literature:

Research on hybrid flexible work arrangements has begun to examine how these arrangements affect employee discretionary behaviors that keep organizations running smoothly. Researchers contend that the hybrid work approach reframes the employees' perceptions of autonomy, responsibility, and volunteering, profoundly impacting Organizational Citizenship Behavior (OCB). A key finding from empirical studies is the degree to which flexible work structures culminate in higher self-determination and perceived empowerment, leading to positive stimulation to helping behavior, conscientiousness, and proactive problem-solving. Meanwhile, less physical interaction changes the visibility and immediacy of such behaviors, which require employees to consciously consider their involvement in extra-role activities. However, the literature suggests that OCB in hybrid contexts tends to be less spontaneous and more planned/technology-mediated than face-to-face support (Ng & Van Dyne, 2018). This change emphasizes the role of psychological mechanisms i.e. perceived organizational support and fairness in the stimulation of citizenship behavior. Due to the dynamism of work environment employees are segmenting the domains of OCB and specifying the boundary conditions for OCB in terms of hybrid OCB as an adaptive behavior instead of a decrease in commitment of an employee. (Karthikeyan, 2019; Tziner, 2022). Finally, having regard to the present form of citizenship behaviour in organizations, recent studies place new modes of working as a key contextual antecedent (Nguyen, 2025).

The literature aimed at leadership has highlighted that hybrid work has increased the relevance of e-leadership in navigating through and maintaining Organizational Citizenship Behaviour. Within digitally mediated environments, leaders play an important role in signaling behavioral expectations, building trust and maintaining the inclusion of remote and on-site employees. Virtual connection, such as the quality of virtual communication as well as the accessibility of the leader have been found to bring great impact on whether employees are willing to go the extra mile or exhibit what we call discretionary behaviours. Relational distance is heightened in hybrid settings and deliberate actions taken by leaders to build and maintain psychological safety are needed. When they view leadership support as stable and fair, studies indicate that employees are more likely to help, share knowledge, and perform way beyond their official job roles. On the other hand, inconsistency across a digital leadership approach leads to less discretionary effort and more transactional behavior. By this, the literature points to the fact that working with e-leadership when it comes to change does not limit to technological competence but needs also relational and motivational capacities. Such dynamics of leadership are reliably correlated with more citizenship behavior in hybrid organizations (Abuowda, 2023).

A second major stream of literature addresses the measurement and conceptualization of Organizational Citizenship Behavior in a more digitally intensive and hybrid work environment. Response: Although two of the studies used traditional scales to measure OCB (and other items such as supervision), and even if these research work claim to not treat the OCB behavior in the same manner, the scale is developed in the traditional sense, for co-located workplaces, and OCB's enacted by virtual platforms may not be fully encompassed using standard OCB scales. The discretionary behaviors that constitute productive performance, in particular in knowledge-intensive work are more digital in nature including online responsiveness, online collaboration, and the management of shared informational resources. Empirical validation studies have indicated to acknowledge such digital enacted behaviors to avoid statically undermining employee efforts. Finally, the literature also warns against transforming authentic citizenship into obedience oriented by surveillance technologies or by norms. This makes it vital we measure accurately to ensure the fairness of our assessment and reward systems. Academics maintain that sophisticated measurement techniques bolster both theoretical specificity and the practical utility of OCB studies. This line of inquiry strengthens the contention that OCB in hybrid contexts is colour both as traditional and technology-based (da Silva et al., 2024).

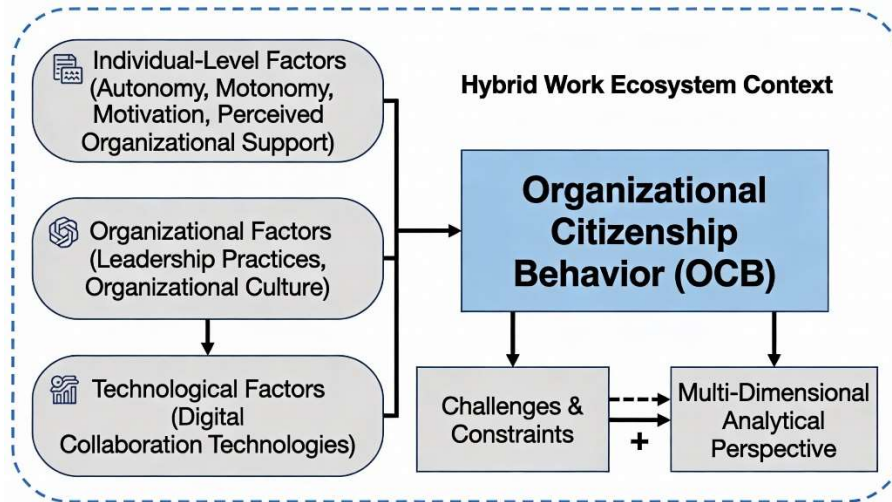
Evidence from systematic and integrative reviews of Organizational Citizenship Behavior literature also reflects a movement away from unitary, decontextualized frameworks (Diab, 2019; Fatima et al., 2019). This means that citizenship behavior has new antecedents and outcomes as per current organizational environments, like hybrid work ecosystems, as reviewed in literature. As well, researchers suggest that OCB may support adaptability, cooperation, and innovation, but excessive discretionary effort may create strain. The imposed dichotomy of one-size-fits-all is further exacerbated by the vagueness of the edges of hybrid work and the inequitable expectations on collaboration. Literature on review underlines that citizenship behaviour is formed through the interaction of individuals' attitudes, leadership, organisational culture, and work design. It, too, demands clearer distinguishable citizenship forms of voluntary to compelled citizenship within fluid work systems. Dynamism and contextual variability of OCB is an area where these syntheses lend credence toward ecosystem-based OCB analyses. This underpins powerful insights into new behavioral patterns under hybrid working models (Worku, 2024).

6. Discussion and Analysis:

Understanding Organizational Citizenship Behaviour in the Hybrid Work Ecosystem: A Multi-Dimensional Analysis of Factors Shaping Emerging Behavioural Trends

The hybrid work ecosystem changes the way in which Organizational Citizenship Behavior (OCB) is performed, perceived, and maintained within organizations. Current literature seems to indicate that hybrid work does not diminish citizenship behavior but instead changes form informal acts that are visible and spontaneous to more deliberate contributions delivered by e-mail or, more recently, by virtual means. Intrinsic motivation and perceived reciprocity as well as reliance on autonomy and self-regulation will become even more meaningful to hybrid employees. This change is in accordance with work design perspectives that see discretion and flexibility as drivers of proactive behavior in employees when they feel treated fairly and supported. But it also shows that lack of proximity can dilute informal social reinforcement, so that citizenship behaviors become even more reliant on personal attributes and organizational signals. This means that hybrid work further escalates the uncertainty in OCB, whereby some employees boost their discretionary effort while others withdraw it as a result of ambiguity or perceived inequity. This talk accentuates OCB in hybrid spaces as a context-contingent outcome determined by structural flexibility and psychologization rather than a consistent behavioral characteristic (Parker et al., 2022).

Figure 1: A Conceptual Framework-Organizational Citizenship Behaviour in a Hybrid Ecosystem



(Source: Authors' Self-Interpretation)

Leadership is a central mechanism through which citizenship behaviors can be directed and stabilized in hybrid organizations. To rephrase: The analysis suggests that part of being effective as a leader in hybrid settings is not necessarily leading by overseeing, but instead leading through expressions of trust, inclusivity, and clarity of expectations. Consistent communication and a constant presence give rise to psychological safety among subordinates, who then show extra-role behaviors. On the other hand, unclear leadership, or favoritism to in-office employees can reduce the willingness to go above and beyond formal duties. This conversation highlights that hybrid leaders perform sense-making through translating organizational values to digital routines and rules of engagement. Their role in reducing social distance and maintaining collective commitment is therefore indispensable. It is how effective leadership serves as a behavioral anchor to orient discretionary effort toward organizational objectives. The analysis underscores that leadership practices are not just additional support variables, but rather, first-order predictors of OCB sustainability in hybrid work ecosystems (Contreras et al., 2023).

Technology-mediated work practices have a very important role in shaping the context where organizational citizenship behavior is both enabled and constrained. The analysis indicates that such tools transform citizenship in ways that we may not have been able to derive from older forms of digital engagement: new ways of engaging in civic life, including asynchronous helping, virtual mentoring, and space-bridging knowledge sharing (Eurofound, 2023). Concurrently, such technologies can increase cognitive load and strain work-life boundaries, which can also lead to a reframing of citizenship behavior in terms of obligation, rather than volition. This reflection raises an important tension between enablement and overdoing it, suggesting that constant connectivity may trivialize the discretionary nature of OCB. Failure to shape digital norms invites not only mandatory citizenship behaviors but also pressure and disengagement. Thus, the analysis shows that a human-centered, autonomy and discretion protecting policy approach to the technological infrastructure is essential. Well governed, technology can amplify positive digital citizenship behaviors. This adds another layer of complexity to the argument that technology is a contextual agent shaping hybrid work system behavioral norms (Wang et al., 2023).

At the organizational level, the analysis shows that hybrid work requires that we conceptualize how citizenship behavior is assessed, rewarded and recognized. Digital forms of discretionary contribution (which some traditional

performance systems may overlook) or less visible forms of contribution act as inadvertent forms of rehearsal, creating misalignment between effort and recognition. In this regard, the discussion points out to organizations to take a wider approach towards evaluation frameworks to include measures that capture various expressions of OCB across work locations. Otherwise, the engagement on this format will be just a roller coaster ride. It also notes the strategic relevance of OCB to foster organizational resilience, flexibility and social capital in uncertain contexts. Foster a culture of voluntary contribution not one of normalized overwork and organizations can maintain performance without sacrificing well-being. These insights bolster the evidence for future of work understanding of citizenship behavior to be multi-dimensional and ecosystem-based approach.

7. Findings of Study:

- OCB is still a vital behavioral resource available to the organization in the middle of hybrid work ecosystems, but its type and visibility have been fundamentally changed, according to the study. Citizenship behaviors have not diminished, but evolved towards digitally mediated, self-initiated behaviors, such as virtual knowledge sharing and proactive online work related support, and responsible digital communications. In hybrid environments, the lower reliance on extrinsic reinforcement and a greater dependence on personal responsibility to engage in extra-role behaviors among employees will likely be even more pronounced when employees are physically less supervised. The hybrid work environment can support conscientiousness and civic virtue through the expansion of autonomy, but it will only do so if expectations are clear and fairness is present in the eye of the beholder (Parker & Grote, 2022). The OCB in hybrid contexts emerges as contextual and adaptive behavior driven by work design, indicating that organizations need to acknowledge and adapt to the changing forms and manifestations of discretionary contribution.
- It also reveals the significant impact of leadership styles on the sustainability of Organizational Citizenship Behavior in hybrid environments. When leaders make themselves trusted, available, and communicative across digital platforms, employees will be more willing to engage in discretionary behaviors. According to the study, inclusive leadership decreases employees' perceptions about distance between remote and onsite employees so that they are inclined to equitably engage in citizenship behaviours across remote and local employees. On the flip side, ambiguous signals from leadership and a view that being on site is preferential, diminishes the desire of employees to roll up their sleeves beyond the formal job role. Results also indicate that psychological safety serves as a facilitator of voluntary cooperation and helping behavior and is therefore positively associated with leadership efficiency in hybrid work. Our findings suggest that relational and support leadership is more important than control-based leadership in flexible work arrangements (Newman et al., 2022).
- The results also show that digital technologies have a double-edge feature that impacts Organizational Citizenship Behavior. Solving this will be no easy task but, collaboration platforms and communication tools create new opportunities for citizenship in the forms of asynchronous support, virtual mentorship, or cross-boundary collaboration. However, unbridled connectivity and the erosion of work–life boundaries can shift what is voluntary into an expectation of obligation. When digital rules are poorly governed, the study found, employees may suffer from citizenship fatigue and decide to disengage or withdraw. Clear digital boundaries and human-centered technology policies facilitate the genuine discretionary behaviors that most organizations find the most effective at sustaining. These results emphasize that technology governance is a tipping point between the promotion and restriction of citizenship behavior in hybrid work settings (Molino et al., 2023).
- The research shows that performance evaluation and recognition systems still often do not fit the new reality of hybrid working. One explanation could be that digitally enacted citizenship behaviors are often less observable and thus under-rewarded; this can have detrimental effects on longer term motivation. The results indicate that organizations require more inclusive and sensitive evaluation frameworks that reflect different nature of discretionary contribution across the work sites. This invisible citizenship behavior that is merely acknowledged not rewarded gives an employee a sense of fair play thus leading to a strong sense of sustained engagement (Bakker & Demerouti, 2023). OCB is also related to the resilience, adaptability, and social cohesion of organizations in hybrid ecosystems, as the study interestingly outlines. This finding makes Organizational Citizenship Behaviors a strategic kind of a flexible intangible asset that future of work requires competitive managerial attention.

8. Conclusion:

The study indicate that OCB has always been associated with hybrid work ecosystems as an essential form of human conduct, but the change implying its manifestation over time is sizable. Hybrid work has transformed citizenship conduct from primarily easily observed, in-person actions to digitally mediated, voluntary contributions that frequently take place outside of prescribed oversight. This change highlights that OCB has not become obsolete, but

Understanding Organizational Citizenship Behaviour in the Hybrid Work Ecosystem: A Multi-Dimensional Analysis of Factors Shaping Emerging Behavioural Trends

has evolved as it should, adapting to structural and technological new norms. The analysis shows that discretionary behaviors particularly in hybrid contexts are more increasingly determined by autonomy, fairness (perceived, but also actual), and whether the expectations are clear. Voluntary contributions are more likely when the employee experience trust and Sense of belonging despite the geographical distancing. And a lack of clarity about behavioral norms can erode sustained citizenship participation. Finally, the discussion highlights that OCB in hybrid work situations needs to be conceptualized as a dynamic and context-dependent concept. Those organizations that accept this change are more likely to use discretionary effort as an asset of sustained efficacy and custom. For management, the study indicates that the leader is the variable that has the greatest influence on maintaining Organizational Citizenship Behavior in hybrid configurations. The leader is the primary sense-maker who translates organizational values to consistent routine and digital behaviors accompanying language cues. The paper concludes that leadership approaches that are supportive, inclusive, and based on trust are more likely to elicit extra-role behaviors compared to control-based mechanisms. Leaders who value psychological safety and equitable treatment across work locations will have the most success in getting the most voluntary engagement from employees. On the contrary, failure to lead consistently or too much emphasis on visibility will decrease citizenship behavior by maintaining beliefs of inequity. The results imply that leadership development programs need to address directly the sociotechnical aspects of leading hybrid teams. This ensures that such discretionary behaviours are driven by commitment not compliance. This finding confirms that the ability of leadership to embedding organizational citizenship behavior (OCB) as sustainable behavioral resource in hybrid organizational

There is a need for striking the right balance between efficiency and employee wellness demands human-centered digital strategies. Incorporating digital citizenship behaviors into evaluation systems also increases motivation and equity perceptions. Consequently, technology actually becomes a contextual force amplifier, where technology can either support or hinder OCB, depending on organizational intent and design. The research concludes that organizational citizenship behaviour is an intangible resource of strategic value for organizations operating in the future of work. The individual/team-oriented nature of Organization Citizenship Behaviour (OCB) directly contributes towards resilience is a key personal quality for adaptability. It allows the organization to maintain flexibility with a shared sense of accountability. It also highlights the need for more context-specific and digitally enacted forms of citizenship behavior research. The study also contributes to a future-oriented perspective on discretionary employee behavior by examining OCB in the context of a hybrid work ecosystem. A crucial perspective to have, especially for organizations that want sustainable performance while achieving high human-centered growth potential in developing work landscapes.

References:

- Abuowda, A. (2024). Impact of e-leadership on organizational citizenship behaviour: The mediating role of information and communication technology. *Future Business Journal*, 10, Article 33. <https://doi.org/10.1007/s44217-024-00133-7>
- Bakker, A. B., & Demerouti, E. (2023). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 28(1), 1–19. <https://doi.org/10.1037/ocp0000363>
- Biron, M., Peretz, H., & Turgeman-Lupo, K. (2023). Trait optimism and work engagement in the era of hybrid work. *Journal of Vocational Behavior*, 141, 103841.
- Carillo, K., Cachat-Rosset, G., Marsan, J., Saba, T., & Klarsfeld, A. (2021). Adjusting to epidemic-induced telework: Empirical insights from teleworkers in France. *European Journal of Information Systems*, 30(1), 69–88. <https://doi.org/10.1080/0960085X.2020.1829512>
- Contreras, F., Abid, G., Gani, A., & Raza, A. (2023). E-leadership, trust, and organizational outcomes in digital work environments. *Journal of Leadership & Organizational Studies*, 30(4), 497–511.
- Contreras, F., Baykal, E., & Abid, G. (2020). E-leadership and teleworking in times of COVID-19 and beyond: What we know and where do we go. *Frontiers in Psychology*, 11, 590271
- De Silva, C. C., de Sousa, C. M. P., & da Costa, A. C. (2024). Organizational citizenship behavior scale for knowledge workers: Evidence of validity and measurement invariance. *SAGE Open*, 14(2). <https://doi.org/10.1177/21582440241247399>
- De Menezes, L. M., & Kelliher, C. (2023). Flexible working, individual performance, and employee attitudes: Comparing formal and informal arrangements. *Human Resource Management Journal*, 33(1), 50–67. <https://doi.org/10.1111/1748-8583.12449>
- Eurofound. (2022). Telework and hybrid work: Flexibility and autonomy in the new world of work.
- Eurofound. (2023). Hybrid work: Challenges, opportunities and policy implications.

- Kniffin, K. M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S. P., Bakker, A. B., ... Vugt, M. van. (2021). COVID-19 and the workplace: Implications, issues, and insights for future research and action. *American Psychologist*, 76(1), 63–77. <https://doi.org/10.1037/amp0000716>
- Molino, M., Ingusci, E., Signore, F., Manuti, A., Giancaspro, M. L., Russo, V., & Cortese, C. G. (2023). Wellbeing costs of technology use during COVID-19 remote working: An investigation using the JD–R model. *Frontiers in Psychology*, 14, 1123045.
- Newman, A., Ford, R. C., & Marshall, G. W. (2022). Leadership and employee citizenship behavior: The role of trust and psychological safety. *Journal of Business Research*, 139, 166–176. <https://doi.org/10.1016/j.jbusres.2021.09.048>
- Nguyen, P. N. D. (2025). How new ways of working foster organizational citizenship behavior: The roles of autonomy and perceived organizational support. *SAGE Open*, 15(2). <https://doi.org/10.1177/21582440251393887>
- Parker, S. K., & Grote, G. (2022). Automation, algorithms, and beyond: Why work design matters more than ever in a digital world. *Applied Psychology*, 71(4), 1175–1204. <https://doi.org/10.1111/apps.12329>
- Parker, S. K., Knight, C., & Keller, A. (2022). Remote managers are having trust issues. *Harvard Business Review*.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2023). Organizational citizenship behavior: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 49(1), 11–45.
- Spurk, D., & Straub, C. (2023). Flexible employment relationships and careers in times of the COVID-19 pandemic. *Journal of Vocational Behavior*, 141, 103824. <https://doi.org/10.1016/j.jvb.2022.103824>
- Spurk, D., Hirschi, A., & Dries, N. (2022). Antecedents and outcomes of subjective career success: A meta-analysis. *Journal of Vocational Behavior*, 136, 103734. <https://doi.org/10.1016/j.jvb.2022.103734>
- Waizenegger, L., McKenna, B., Cai, W., & Bendz, T. (2020). An affordance perspective of team collaboration and enforced working from home during COVID-19. *European Journal of Information Systems*, 29(4), 429–442. <https://doi.org/10.1080/0960085X.2020.1800417>
- Wang, B., Liu, Y., Parker, S. K., & Qian, J. (2023). How does the use of information and communication technology affect employee well-being and behavior? *Human Relations*, 76(6), 910–937.
- Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2021). Achieving effective remote working during the COVID-19 pandemic: A work design perspective. *Applied Psychology*, 70(1), 16–59. <https://doi.org/10.1111/apps.12290>
- Worku, M. A. (2024). A systematic literature review on organizational citizenship behavior: Conceptualizations, antecedents, and outcomes. *Cogent Business & Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2350804>