Research Article

Bridging the Virtual Divide: Psychological Safety and Organizational Support in China's Hybrid Internet Workplaces

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ARTICLE INFO	ABSTRACT
	This study explores the connections between psychological safety, perceived organizational support, organizational citizenship behavior, and employee performance within the hybrid work environment of China's Internet industry. As organizations rapidly transition to hybrid work models, understanding these relationships has become essential for maintaining organizational effectiveness. A quantitative approach was used, with structural equation modeling applied to data from 458 employees in Chinese Internet companies. The findings reveal strong positive correlations between psychological safety, perceived organizational support, and both organizational citizenship behavior and employee performance. Notably, organizational citizenship behavior partially mediates the relationships between psychological safety, perceived organizational support, and employee performance. The study extends Conservation of Resources theory to hybrid work contexts, offering new insights into the significance of psychological safety in such settings. The results suggest that promoting psychological safety and organizational support is essential in hybrid work environments, with psychological safety having a particularly strong impact on organizational citizenship behavior ($\beta = 0.57$, $p<0.001$). These findings provide useful guidance for managers aiming to enhance employee experience and performance in the evolving work landscape, highlighting the importance of fostering a supportive organizational atmosphere in hybrid models. **Keywords:** Hybrid work environment, organizational citizenship behavior, employee performance, Chinese Internet industry, conservation of resources theory

INTRODUCTION

Due to the impact of the new covid-19 pandemic, companies and employees around the world have been forced to quickly accept a shift in office models, from face-to-face to remote work (Bloom et al., 2022). According to Statista, in the United States alone, the percentage of remote workers surged from 17% before the epidemic to 44% during the pandemic (Clutch.co., 2020). While In China, more than 18 million entities have adopted teleworking approaches, involving over 300 million individuals utilizing online office tools (iiMedia, 2021). With the end of the pandemic,

employees are beginning to return to traditional office environments. In turn, the numerous benefits of remote working have led more enterprises to combine remote and offline work, shifting to adopt this new hybrid model of working (Bloom et al., 2022; Choudhury et al., 2024). The transition has altered not just the physical workspace but also transformed company culture, communication methods, and management techniques (Choudhury et al., 2021; Choudhury et al., 2024). Although hybrid working paradigm offers greater flexibility and autonomy to employees, it also poses challenges such as psychosocial safety, organizational support arrangements, and employee performance (Anand & Acharya, 2021; Bloom et al., 2022; Franken et al., 2021; Microsoft, 2021). With this emerging work paradigm, there is an urgent need for organizations to explore innovative strategies to enhance employee performance and ensure competitiveness and sustainability in this fast-changing environment (Bloom et al., 2022; Microsoft, 2021). It also evaluated using many factors, like job, skill, task, feedback, and work factors (shown in Figure-1).
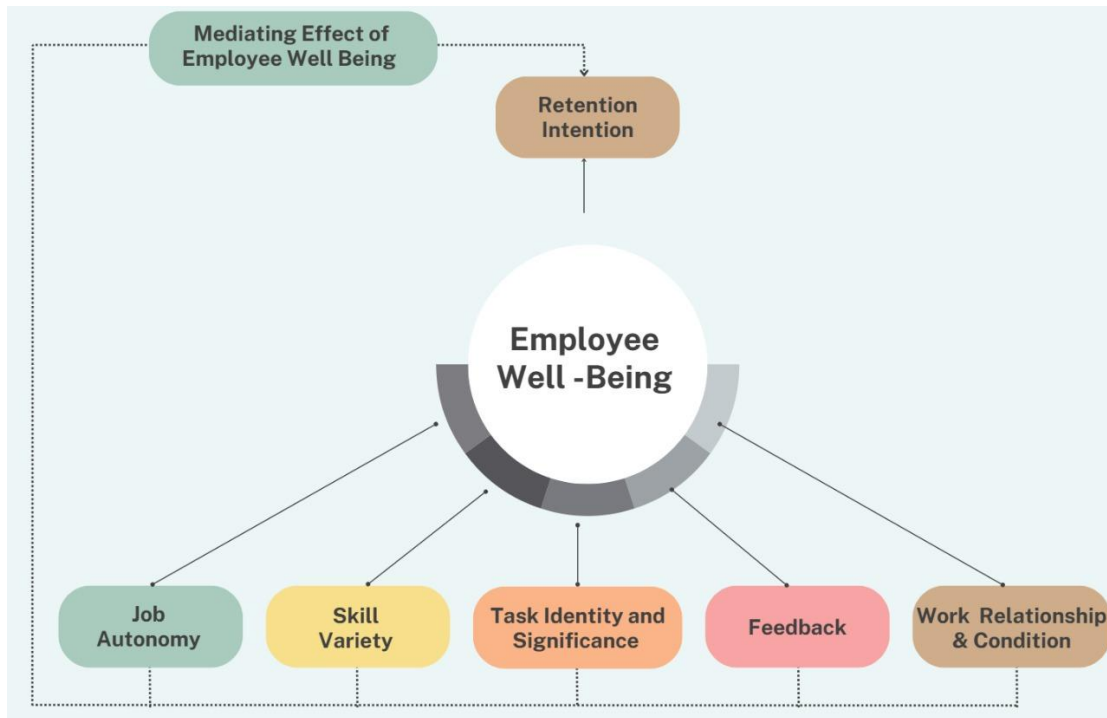

Figure-1. Employee Well-Being Model

Organizational citizenship behavior (OCB), It refers to the behavior of employees who are willing to do work beyond the requirements of their job (Organ, 1988). Research has shown that OCB not only contributes directly to employee performance, but also mediates among several antecedent variables and employee performance (I. A. W. Sugianingrat et al., 2019; Organ, 1988; N. P. Podsakoff et al., 2009; Shim et al., 2024). OCB helps to overcome the challenges by promoting collegiality, knowledge sharing, and proactive behaviors, thereby improving overall organizational effectiveness (Katz & Kahn, 2015; Titisari, 2014). To fully utilize OCB, nevertheless, attention needs to be paid to its key antecedent variables. Of these, psychological safety (PS) and perceived organizational support (POS) take on particular importance. PS creates favorable conditions for employees to express their ideas and take risks, which helps promote innovative and learning behaviors (Edmondson & Lei, 2014; Newman et al., 2017). Meanwhile, POS motivates employees to become more involved in OCB by enhancing their sense of belonging and value, which in turn enhances performance (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). In a hybrid work model, the importance of these factors is even more pronounced, as they can help employees overcome the obstacles posed by physical distance while keeping a sustainable involvement and efficiency (Kniffin et al., 2021).

Therefore, practitioners, companies and managers are in dire need of such research to guide them in optimizing employee performance in the new work paradigm.

Numerous existing studies have explored the influence of OCB and its precursor factors on employee performance within conventional office environments (Organ, 1988; P. M. Podsakoff et al., 2000; Rhoades & Eisenberger, 2002; Shim et al., 2024), these studies have been primarily based on face-to-face work environments. The rise of the hybrid work model calls for immediate research to comprehend how interactions are evolving within this new work framework. In particular, research focusing on China's Internet sector is especially important because it is gradually influencing the world economy (Jiang & Murmann, 2022). As early adopters and innovators of the hybrid office paradigm, Chinese Internet companies provide a unique setting for research (Bloom et al., 2022; Chau, 2022; Zhou, 2021). In addition, the rapid growth, high degree of digitization, and knowledge-intensive nature of China's Internet industry (Jin et al., 2023; Wang & Lobato, 2019) make it an ideal subject for research, potentially providing valuable insights into other industries and regions. Therefore, by focusing on hybrid office environments in China's Internet industry, this study is designed to rectify gaps among the existing research and provide substantial theoretical and practical insights for academics and professionals.

LITERATURE REVIEW

Organizational citizenship behavior (OCB) refers to the work that staffs do above their formal job duties. Completing these tasks does not usually trigger the company's reward mechanism, but this behavior can benefit the company (Organ, 1988; P. M. Podsakoff et al., 2000). The manifestation and importance of OCB may be different in a new working environment, such as hybrid situation, especially in the Chinese Internet industry. Following a comprehensive review of the extant literature and the particularities of the hybrid work environment, this study determines six most significant OCB dimensions to explore hybrid work patterns in the Chinese Internet industry. First, taking initiatives, which relates to the conduct of employees who proactively exchange ideas, volunteer to work overtime, and take on additional responsibilities (Fay et al., 2023; Van Dyne et al., 1995; Van Scotter & Motowidlo, 1996). Second, helping coworkers involves providing assistance and support to coworkers, which is essential for maintaining team cohesion and productivity (Organ, 1988; N. P. Podsakoff et al., 2014; Zeijen et al., 2024). Third, interpersonal harmony which emphasizes the maintenance of positive interpersonal relationships, mutual understanding and tolerance (Farh et al., 2004). Fourth, self-learning that involves employees investing personal time and effort in learning new knowledge and improving job-related skills (Farh et al., 2004). Fifth, Voice, indicates the presentation of constructive recommendations and the courage to identify actions that might adversely affect the organization's interests (Maynes et al., 2024; Van Dyne & LePine, 1998). Last, conscientiousness describes an employee's willingness to go the extra mile and take on responsibilities that exceed the fundamental prerequisites of the job position (Organ, 1988; Tan et al., 2023). The choice of dimensions follows a review of the literature. First, they fit well with the characteristics of the Internet industry and the hybrid work model. For example, Initiative and Self-Learning emphasize employee self-motivation, while Interpersonal Harmony and Voice focus on communication and collaboration, which are particularly important in a hybrid work environment (Farh et al., 2004; Organ, 1988). Second, these dimensions combine classic OCB dimensions (e.g., helping coworkers, voice, and conscientiousness) with dimensions that are particularly salient in Chinese cultural background (e.g., interpersonal harmony) (Farh et al., 2004), demonstrating a combination of universality and specificity. Finally, these dimensions effectively reflect employees' role positioning and behavioral performance in the hybrid work environment of the Internet industry, emphasizing the impact of employee initiative, collaboration, and self-discipline on organizational performance.

Employee performance (EP) is the efficiency of employees' performing on their work. EP reflects the contribution

of an employee to the completion of work responsibilities and the achievement of organizational goals (Koopmans et al., 2011). In China's Internet industry, especially in this fast pace environment of hybrid work, the concept and measurement of employee performance need to be revisited (Bloom et al., 2022). The research examines two critical dimensions of employee performance—task performance and adaptable performance—within the context of hybrid work settings, as informed by the current literature (Park & Park, 2019). Task Performance implies an employee's capacity to proficiently execute fundamental job responsibilities, including meeting job quality standards, maintaining productivity levels, and effectively managing tasks in both office and remote work environments (Goodman & Svyantek, 1999; Paais & Pattiruhu, 2020). This dimension is especially important in hybrid work patterns where employees need to maintain consistent levels of performance across different work environments. Adaptive performance means the ability of employees to adapt to new technologies. It also involves employees being able to change their work habits to meet the requirements of hybrid roles (Pulakos et al., 2000). The rapid transformation in the Internet industry and hybrid work models make adaptive performance even more important, as employees often need to embrace new technologies and environments on a regular basis.

Psychological Safety (PS) indicates people's evaluation of the repercussions engaging with undertaking interpersonal risks inside the workplace (Edmondson, 1999; Edmondson & Bransby, 2023). It reflects the belief that employees will not suffer negative consequences for expressing ideas, asking questions, or admitting mistakes (Edmondson & Lei, 2014). In hybrid work models, employees face new challenges and uncertainties, such as remote communication barriers and increased social isolation (Bloom et al., 2022). PS can encourage employees to be brave enough to express their ideas and seek help in such environments, thus promoting innovation and problem solving (Newman et al., 2017). Moreover, in the rapidly changing and highly competitive nature of China's Internet industry, PS fosters a supportive atmosphere that enables employees to take risks, explore innovative ways, and contribute to organizational growth (Edmondson & Mortensen, 2021).

Perceived organizational support (POS) refers to the sense of employees that the organization can see their efforts and dedication to the organization (Eisenberger et al., 1986). In a hybrid work model, employees may face different challenges than in a traditional office environment, include unclear work-life boundaries and heightened social isolation (Jaß et al., 2024). POS, in turn, maintains employees' positive attitudes and work motivation in such situations (Rhoades & Eisenberger, 2002). Meanwhile, the fast-paced work characteristics of China's Internet industry are prone to employee burnout (Liu, 2023). POS can help alleviate this burnout and increase EP(Kurtessis et al., 2017).

Conservation of Resources (COR) Theory means that individuals are motivated on obtaining, preserving, and also safeguarding valuable resources, whether these are material possessions, conditions, personal characteristics, or energy (Hobfoll, 1989; Hobfoll et al., 2018). People who encounters stress when resources are jeopardized or diminished; conversely, the acquisition of resources can create a "resource accumulation spiral" that promotes positive behaviors and outcomes (Halbesleben et al., 2014; Hobfoll et al., 2018). A key concept in COR theory is "resource investment," whereby individuals invest existing resources in order to obtain more or to avoid losing current resources (Hobfoll, 2001). In hybrid work environments, COR theory gives a strong theoretical foundation for understanding the connection of variables including PS, POS, OCB, and EP.

Base on COR theory, in an atmosphere characterized by enhanced PS, employees do not need to use their resources for self-defense and can devote more resources to their work (Amoadu et al., 2024). This effective use of resources may facilitate the demonstration of OCB because employees have sufficient psychological resources to engage in additional extra-role behaviors (Frazier et al., 2017). At the same time, PS may also directly improve EP because employees can devote more cognitive and affective resources to task performance (Edmondson & Lei, 2014).

In accordance with these theoretical reasonings, the following hypotheses can be formulated:

H1: Psychological safety is positively correlated to organizational citizenship behavior.

H2: Psychological safety is positively correlated to employee performance

POS can also be viewed as an important organizational resource (Rhoades & Eisenberger, 2002). According to COR theory, when employees perceive organizational support, they feel they have greater resources to address challenges related to their work. This sense of resources may incentivize workers to reciprocate to the business by exhibiting OCB due to their enough resources for such an investment (Kurtessis et al., 2017). In addition, POS may directly contribute to EP because employees feel supported by more resources to accomplish their job tasks (Eisenberger & Rhoades, 2001). Therefore, the following hypothesis can be formulated:

H3: Perceived organizational support is positively correlated to organizational citizenship behavior.

H4: Perceived organizational support is positively correlated to employee performance.

From the standpoint of COR theory, OCB can be seen as a form of resource investment (Organ, 1988). By encountering OCB, employees may accumulate social capital and other valuable resources, which in turn will enhance their performance (Fernandes et al., 2021; N. P. Podsakoff et al., 2009). For example, helping coworkers may enhance teamwork and construct a more conductive work atmosphere to individual performance. Based on this understanding, it can be proposed:

H5: Organizational citizenship behavior is positively correlated to employee performance.

COR theory further suggests that PS and POS, as initial resources, may indirectly affect employee performance by facilitating OCB, a resource investment behavior (Eisenberger et al., 2016; Frazier et al., 2017). This mediating relationship illustrates the process of resource accumulation, where initial resources such as PS and POS encourage resource investment behaviors like OCB, ultimately resulting in additional resources and improved performance. Therefore, it can be proposed:

H6a: Organizational citizenship behavior serves as a partial mediating role in the link between psychological safety and employee performance.

H6b: Organizational citizenship behavior serves as a partial mediating role in the link between perceived organizational support and employee performance.

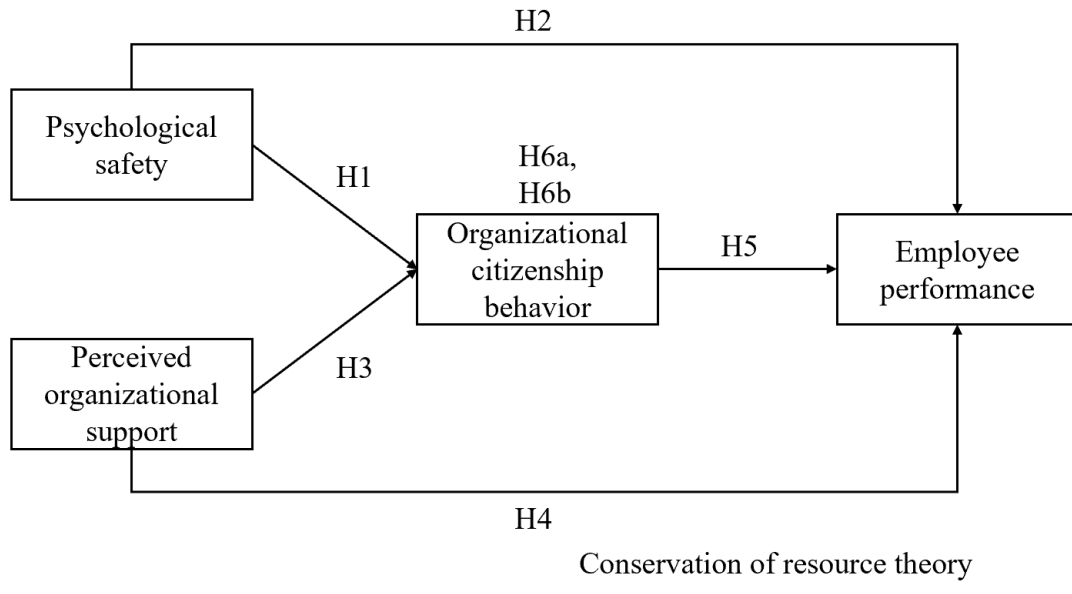The research model is proposed in Figure2:

Figure-2. Research model

METHOD

This research employed quantitative approach and gathered data via questionnaires to examine the correlation among PS, POS, OCB, and EP within a hybrid work environment in the Chinese Internet sector. The study sample comprised personnel from China's Internet sector utilizing a hybrid work arrangement, with a total of 543 questionnaires gathered, which were screened to obtain 458 valid questionnaires, with a valid return rate of 84.3%. According to the China Electronic Commerce Association (CECA, 2023), the Chinese Internet industry employs at least 70 million people. Applying Yamane (1973) formula for determining sample size, 400 samples are considered sufficient for the study, ensuring a 95% confidence level, and the margin of error is at 5%. The sampling strategy employed was convenience sampling, aimed at covering employees across various departments and levels. This was achieved by collaborating with designated representatives in the human resources departments of 12 distinct-sized Internet companies, thereby improving the representativeness of the data. The reason for using CFA instead of EFA is illustrated in Figure-3.

In this study, validated measurement scales were employed and suitably adapted for a hybrid work environment. PS was measured using Edmondson and Mortensen (2021) scale, consists of 5 items. POS also has a 5-item scales, refer to Eisenberger et al. (1986). The OCB scale, derived from Farh et al. (2004), Organ (1988, 2018), and N. P. Podsakoff et al. (2014), includes six dimensions: Initiative, Helping Co-workers, Interpersonal Harmony, Self-Learning, Advising, and Due Diligence, with 3 items per dimension, totaling 18 items. The EP Scale comprises two dimensions, Task Performance and Adaptive Performance, with 5 items per dimension, amounting to 10 items in total (Koopmans et al., 2011; Park & Park, 2019). The research adopted a 7-point Likert scale, and reliability and validity were examined through Cronbach's alpha and confirmatory factor analysis (CFA). Additionally, control variables that this study chosen are age, gender, education level, work experience, and income (Hair, 2009).
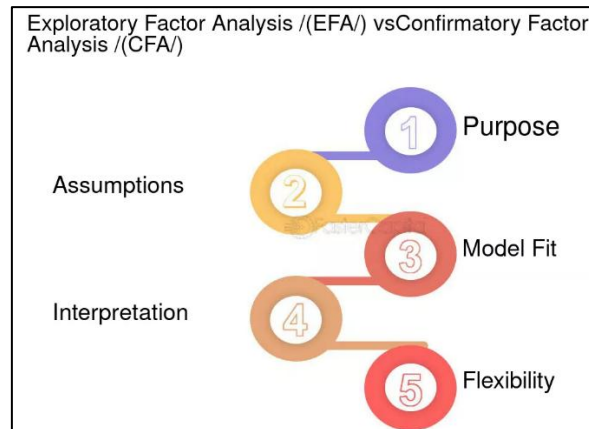
Figure-3. CFA Analysis

RESULT

The sample is clearly characterized by its young age and high educational level shown in Table 1. With the 29-39 age group accounting for the highest (36.2%) and the 18-28 age group accounting for the second highest (32.3%) percentage, with the two young groups accounting for a total of 68.5% of the sample. In terms of educational background, those who holds a degree including bachelor or higher accounted for a high 87.3%, of which master's and doctoral degrees accounted for 31.2% and 17.7% respectively. It is worth noting that employees with three years of work experience or less accounted for 54.4%, indicating that most respondents are new to their work. Meanwhile, those with a monthly income of 8,000 yuan or more accounted for 68.2%, reflecting a relatively high overall income level.

Table 1 Descriptive analysis

Basic information	Category	N	Percentage (%)
		Table Basic information (N=458）	
Age	18-28	148	32.3
	29-39	166	36.2
	40-50	77	16.8
	50+	67	14.6
Gender	Male	263	57.4
	Female	195	42.6
Educational background	High school and below	58	12.7
	Undergraduate	176	38.4
	Master	143	31.2
	Doctoral students and above	81	17.7
Working experience	Less than 1 year	114	24.9
	1-3 years	135	29.5
	4-6years	98	21.4
	7-10years	58	12.7
	More than 11 years	53	11.6
Income level	Below 3999 yuan	49	10.7
	4000-7999 yuan	97	21.2
	8000-11900 yuan	178	38.9

More than 12,000 yuan		134	29.3

The Cronbach's alpha coefficients are all higher than 0.8, which means high internal consistency of the data. Composite Reliability (CR) values with value all higher than 0.8, further supporting the reliability of the measures. The Average Variance Extracted (AVE) for each construct exceeds the 0.5 benchmark, with values between 0.638 and 0.692. Notably, the square roots of AVE (displayed with the bold font) surpass the inter-construct correlations, which results a favorable discriminant validity. Significant correlations between constructs, denoted by asterisks, range from 0.487 to 0.604, implying meaningful relationships among the variables. These results collectively demonstrate strong convergent, discriminant validity, and reliable measurement scales, providing a solid foundation for further analysis (Fornell & Larcker, 1981; Hair Jr et al., 2019) (see Table 2).

Table 2 Reliability and validity analysis

Constructs	PS	POS	OCB	EP
PS	**0.799**			
POS	0.535**	**0.816**		
OCB	0.604**	0.487**	**0.832**	
EP	0.543**	0.516**	0.520**	**0.811**
Cronbach's α	0.898	0.908	0.932	0.916
Composite Reliability (CR)	0.898	0.909	0.87	0.906
Average Variance Extracted (AVE)	0.638	0.666	0.692	0.657

Structural equation modeling (SEM) was then developed, and the overall model demonstrated a good fit (CMIN/DF = 1.149, NFI = 0.968, CFI = 0.996, TLI = 0.996, and RMSEA = 0.018). PS was found to have a positive correlation with both OCB (β = 0.57, p<0.001) and EP (β = 0.28, p<0.001), supporting H1 and H2. Similarly, POS showed a positive relationship with OCB (β = 0.21, p<0.001) and EP (β = 0.26, p<0.001), confirming H3 and H4. Additionally, OCB was positively correlated with EP (β = 0.34, p<0.001). According to the R-square indicator, PS and POS accounted for 51% of the variance in OCB, while all variables together explained 57% of the variance in EP. The complete results are illustrated in Figure .
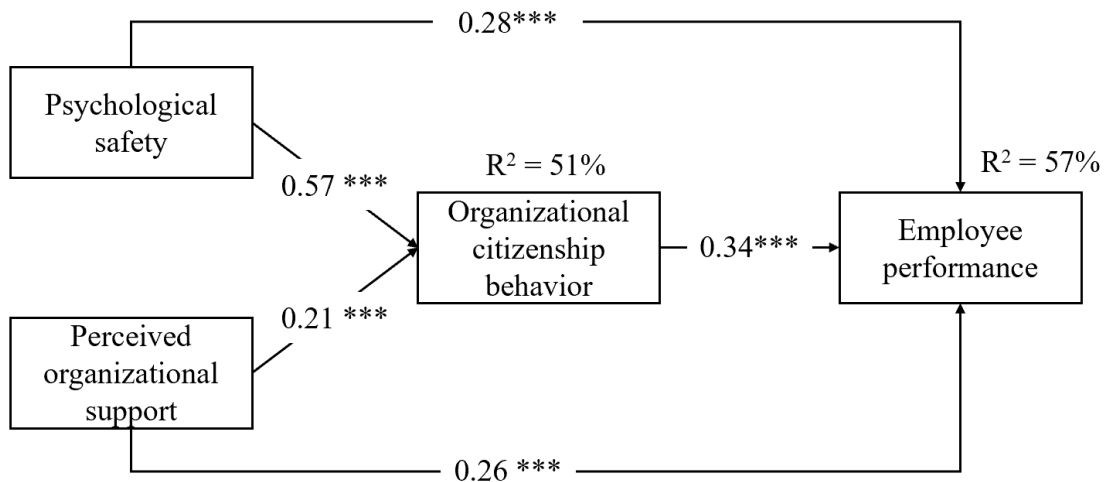

Figure 4. Research model with result

The bootstrapping method was applied for investigating mediation effect of this study (Shrout & Bolger, 2002). The bootstrap results for 5,000 samples with a 95% bias correction confidence interval for AMOS 24.0 are shown in Table 3 below. Statistical analysis reveals that every mediating impact is significant ($p < 0.001$), and all confidence intervals exclude zero. OCB mediates the relationship linking PS to EP ($β = 0.167$, $p<0.001$) and also the connection of POS to EP ($β = 0.056$, $p<0.001$). Thus, H6a and H6b were supported (see Table 3).

Table 3 Indirect effect path analysis

Impact path	The mediating effect of standardization	95% Confidence interval		Sig
		Lower limit	Upper limit	
Indirect effect (PS→OCB→EP)	0.167	0.085	0.287	0.000
Indirect effect (POS→OCB→EP)	0.056	0.019	0.117	0.000

DISCUSSION

This research investigates the relationships between four key factors in the Chinese Internet industry's hybrid work environment: psychological safety, perceived organizational support, organizational citizenship behavior, and employee performance. The findings not only confirm strong connections among these elements but also highlight organizational citizenship behavior's crucial mediating role, offering fresh perspectives on workforce conduct and productivity in blended work arrangements. The investigation demonstrates that both psychological safety and perceived organizational support positively influence organizational citizenship behavior and employee performance, corroborating earlier studies (Edmondson & Lei, 2014; Rhoades & Eisenberger, 2002). However, this study's unique contribution lies in validating these correlations within a hybrid office context, thus broadening the scope of existing theories to encompass emerging work paradigms. Notably, psychological safety exhibited a more pronounced effect on organizational citizenship behavior ($β = 0.57$) compared to perceived organizational support ($β = 0.21$). This observation emphasizes the critical role of cultivating psychological safety in hybrid work environments. In remote settings where employees may experience isolation, psychological safety could be pivotal in fostering engagement and promoting organizational citizenship behavior. The positive influence of organizational citizenship behavior on employee performance ($β = 0.34$) aligns with previous findings (N. P. Podsakoff et al., 2009). This study's innovation lies in confirming this relationship's applicability to hybrid office settings, suggesting that employees' voluntary extra-role behaviors significantly affect their overall performance, even when alternating between remote and on-site work. Furthermore, the results reveal that organizational citizenship behavior partially mediates the relationships between psychological safety, perceived organizational support, and employee performance. This finding resonates with the Conservation of Resources theory, indicating that psychological safety and perceived organizational support, as essential organizational assets, can indirectly enhance employee performance by nurturing organizational citizenship behavior (Hobfoll et al., 2018).

The study contributes substantial implications to theoretical frameworks. Primarily, it broadens the application of conservation of resources theory to hybrid work settings (Hobfoll, 1989). The findings confirm that psychological safety and perceived organizational support, as vital organizational assets, continue to significantly impact employee conduct and productivity in blended work arrangements. This insight enriches the conservation of resources theory, demonstrating the enduring importance of these psychological resources even amid substantial workplace transformations (Halbesleben et al., 2014). Furthermore, this research expands our understanding of organizational citizenship behavior by validating its mediating role in hybrid office environments. While Organ (1988) initial concept of organizational citizenship behavior was rooted in traditional office settings, this study reveals its persistent

significance as a link between organizational resources and employee performance, even when work alternates between remote and on-site locations. This observation aligns with N. P. Podsakoff et al. (2014) assertion that organizational citizenship behavior should be examined across diverse contexts. The study also offers a novel contextual perspective on psychological safety. As Edmondson and Lei (2014) suggested, psychological safety's impact may vary depending on the environment. By verifying its importance in the hybrid office landscape of China's Internet industry, this research not only extends the scope of psychological safety theory but also provides valuable insights for cross-cultural studies (Newman et al., 2017). Lastly, this investigation constructs a more comprehensive model to elucidate employee performance in hybrid work environments by integrating multiple concepts. This holistic approach addresses Choudhury et al. (2024) call for deeper exploration into how emerging work patterns influence employee behavior and performance.

The research also contains vital implications for organizational management practices. Primarily, the results highlight the significant of fostering psychological safety in a hybrid work model. Managers should create an open and inclusive a setting that fosters employee engagement to freely express ideas and take risks both in remote and onsite work. This can be achieved through regular virtual team-building activities, ensuring transparent communication, and cultivating a positive culture that embraces error management (Edmondson & Mortensen, 2021). Next, organizations need to adapt their support strategies to accommodate hybrid work. This may include offering flexible work arrangements, improving remote collaboration tools, and ensuring that remote employees have the same resources and opportunities as on-site employees (Kniffin et al., 2021). Additionally, the findings emphasize the significance of encouraging organizational citizenship behaviors. Managers should recognize and encourage employees' voluntary extra-role behaviors, especially those that help overcome the challenges of remote work. This may require redefining and assessing organizational citizenship behaviors in hybrid work environments (Organ, 2018). Finally, this study provides new ideas for performance management in a hybrid work model. Organizations should consider incorporating organizational citizenship behaviors into performance appraisal systems and ensure that the assessment criteria fairly reflect the contributions on both working remotely and working in office.

The study offers significant insights; however, it has several limitations. The cross-sectional study design constrains causal inference. While the theoretical model is grounded in current research, the potential for reverse causality cannot be entirely dismissed. Second, given that the sample is predominantly drawn from China's Internet industry, the generalizability of the results may be limited. Third, the study predominantly depends on self-reported data, this method may be susceptible to frequent method deviations. Finally, although this study focuses on hybrid office environments, it does not distinguish in detail between different hybrid work modes (e.g., the frequency and duration of remote work).

Given these limitations, the subsequent recommendations for future research are proposed. First, a longitudinal research design or quasi-experimental method is recommended to better establish the causal relationships among variables. Second, future research could be expanded to other sectors and cultural contexts to assess the broader applicability of the findings. Third, using multi-source data collection methods, such as integrating supervisor assessments or objective performance metrics, is advised to mitigate common method bias. Future research could also explore how different hybrid work models (e.g., the 3-2 model, flexible work schedules) moderate the relationships between the study variables. Lastly, given the importance of technology in a hybrid work environment, studying the impact of digital tools on the link between psychological safety, organizational citizenship behavior, and employee performance is recommended. These recommendations will help to comprehensively understand the dynamics of organizational behavior in a hybrid work environment and provide deeper insights for theoretical development and practical application.

CONCLUSION

The study surveyed the relationships among psychological safety, perceived organizational support, organizational citizenship behavior, and employee performance within China's Internet industry operating under a hybrid work model. The findings not only confirm significant connections among these variables but also highlight the vital mediator, organizational citizenship behavior. Results indicate that both psychological safety and perceived organizational support continue to play vital roles in fostering organizational citizenship behavior and improving employee performance, even within a blended work setting. Notably, psychological safety exhibits a stronger impact in this evolving work context, suggesting its heightened importance in hybrid environments. By examining these dynamics in China's Internet sector, the research offers unique insights into how established organizational concepts adapt to specific cultural and technological contexts. The present research enhances the understanding of workplace psychology in contemporary flexible work arrangements, demonstrating the persistent importance of fostering an enabling and psychologically safe environment to promote favorable organizational results, while also indicating that the significance of various organizational factors may change as work models develop.

These discoveries possess significant theoretical and practical ramifications. Theoretically, this study extends the application of resource conservation theory and organizational citizenship behavior theory in hybrid work settings and provides a new contextual perspective for psychological safety research. On the practical side, the findings emphasize the significance of cultivating psychological safety, providing organizational support, and encouraging organizational citizenship behavior in hybrid work settings, providing guidance for managers on how to optimize employee experience and performance in the new work paradigm.

Despite some limitations, such as the cross-sectional design and the specificity of the sample, this study offers significant insights toward comprehending the dynamics of organizational behavior in hybrid work environments. As hybrid work continues to develop and become more widespread, future study should investigate the effects of various hybrid work paradigms and the influence of technology within these frameworks. Overall, this study offers significant insights into how businesses might maintain competitiveness in the post-pandemic work environment and indicates directions for further research in this domain.

Author Contributions

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Visualization: Aobo Yang, Sid Suntrayuth.

Writing – original draft: Aobo Yang, Sid Suntrayuth.

Writing – review & editing: Aobo Yang, Sid Suntrayuth.

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