

The effects of remote working, team social cohesion, leader helping behavior and organizational culture on organizational citizenship behavior

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Abstract

The COVID-19 pandemic increased remote working under civil servants, with even daily remote working becoming a standard routine for many civil servants. These frequencies of remote working are unprecedented and therefore provide ground for this study to examine the effect of remote working on the willingness of civil servants in Europe to perform organizational citizenship behavior (OCB). This effect is tested, by using data from round 10 of the European Social Survey (ESS) and execution of (multilevel) regression analysis, while additionally testing the effect of team social cohesion, team leader helping behavior and the scarcely studied effect of organizational culture on civil servants' willingness to perform OCB. Results show that remote working is positively related to the willingness of civil servants to perform OCB. This result calls for future research to examine why remote working increases the willingness to perform OCB, because of OCB's importance for organizational performance and because of the likeliness that remote working will remain frequent among civil servants following the COVID-19 Pandemic. Results further show that team social cohesion and leader helping behavior both positively influences the willingness to perform OCB. The moderating effect of individualistic culture, as tested in this study, does not have a significant effect on the relationship between neither remote working and OCB nor team social cohesion and OCB.

Introduction

The COVID-19 pandemic has led to quick changes in the lives of many civil servants. One of the major changes has been the introduction of remote working on a large scale. Remote working involves working from a location outside the office, which involves the use of technology to work and communicate with other employees remotely (Grant et al., 2013; Wang et al., 2021). In order to prevent the spread of COVID-19, civil servants were asked, or even obligated, to work from their homes. This request has also been accompanied by closing physical locations like office spaces, leading to further restriction of interpersonal contact, which previously had been part of regular workdays for many employees. These changing conditions, which are the result of the social distancing policies of governments, required civil servants who were used to physical working contacts to adapt to digital working contacts. Although remote working already existed (Sostero et al., 2020), the COVID-19 pandemic fast-tracked this adaptation (Eurofound, 2020). The public sector had one of the highest rates of employees working from home (Eurofound, 2021; OECD, 2021), making remote working the predominant way of working for the public sector, not only in Europe, but across the world (ILO, 2020). This high rate is explained by the expectation of public sectors in western countries to lead by example by giving employees instructions to work from home (Belzunegui-Eraso & Erro-Garcés, 2020; OECD, 2021).

Increased remote working implies that people largely start working from their homes and are infrequently or no longer physically present at the organization's physical location. As a consequence, face to face contact between employees declines. This study's main focus is oriented on the effect that this change might have on the willingness of employees to perform organizational citizenship behavior (OCB). OCB describes a type of employee behavior, specifically the performance of extra tasks which go formally unrewarded and that are not part of the standard tasks or role of the employee, the so-called 'in role performance' (Organ, 1988). This specific kind of pro-social behavior is at the discretion of the employee, meaning that OCB is a choice of the employee and not required by their job role (Rose, 2016). The nature of OCB tends to change along with the type of work (Dekas et al., 2013), which implies that a change towards remote working might result in changing behavior of civil servants regarding OCB. This has been a reason for Rose (2016) to propose future research about the way in which OCB in virtual teams might be different compared to non-virtual teams. Based on this we can assume that a change in the nature of work and a shift towards remote working and its focus on virtual teams might lead to changes in the OCB of employees.

A change in the OCB of employees has consequences for public organizations, because OCB is considered a positive contributor to organizational performance. Employees who perform extra tasks which are not required, increase the organizational performance by stimulating a positive social environment (Jain et al., 2011). Working in a positive social environment where help is available, where employees are supported by their peers and where there is a sense of connectedness, seems to have a positive effect on the performance of employees (Jain et al., 2011). Therefore, OCB has an important social function in public organizations and if changes occur in the willingness of employees to engage in OCB due to remote working, then this might have an effect on the performance of public organizations.

Studies indicate that motivation of civil servants is significantly different from the motivation of private-sector workers (Baarspul et al., 2011). Civil servants prefer intrinsic over extrinsic rewards, consider job security more important, and have higher community service motivation (Baarspul et al., 2011). These findings are in line with the concept public service motivation (PSM). PSM is defined as an individual's proposition to respond to motives grounded primarily or uniquely in public institutions and organizations (Perry & Wise, 1990). Because civil servants are motivated to serve communal- and public interests, we can speculate that civil servants will highly value OCB (Kim, 2006). Remote working however, does present a change in the work conditions of civil servants and although theory provides contradicting assumptions about the influence of positive or adverse conditions on OCB, future research is suggested regarding the way in which OCB might be different during adverse situations for the team, group or organization, compared to OCB during relatively calm periods (Rose, 2016). The COVID-19 pandemic can be considered as such an adverse situation offering the opportunity to analyze how such a situation affects the OCB of civil servants.

The relationship between remote working and OCB might be moderated by the organizational culture of a country, specifically its level of individualism. This means that the assumed negative effect that remote working has on OCB, might either be neutralized or enhanced, depending on a country's level of individualism. Taras et al. (2010) propose that individualistic culture might moderate the relation between OCB and multiple, although remaining undefined, antecedents. When individualism is seen as a cultural phenomenon, it can be assumed that the positive effect of antecedents might disappear in individualistic countries, because individualism is negatively related to group cooperation (Taras et al., 2010). To take account of these different levels, a multilevel research question is formulated: *What effect does*

remote working have on the organizational citizenship behavior of civil servants in Europe and is this effect moderated by the organizational culture in these countries?

Remote working is still relatively new and only occurred on a large scale since the COVID-19 pandemic. Public sector organizations might still be largely unaware of the effect that remote working has on the willingness of civil servants to engage in OCB. Because OCB is related to organizational performance, learning about the effect that remote working has on OCB is of importance to public sector organizations. This is especially the case, because civil servants are continuing to work remotely after the COVID-19 pandemic (Williamson et al., 2023). With awareness as the first step, organizations can decide to take measures to improve OCB and prevent loss of team performance.

The scientific added value of this study is fivefold. Firstly, this research is a reaction to the increase in remote working due to the COVID-19 pandemic. This change in the nature of the work of civil servants could have consequences for OCB, because the nature of OCB changes along with the type of work (Dekas et al., 2013). Secondly and in elaboration to this first point, research is needed to examine the way in which OCB might be different during adverse organization, team or group situations, compared to OCB during relatively calm periods of time (Rose, 2016). Thirdly, research is needed regarding the way in which OCB might differ in virtual teams compared to non-virtual teams (Rose, 2016). And because remote working seems to remain part of the average regular workweek (Williamson et al., 2023), the need for examination of this relation becomes even more relevant. Fourthly, this study has a multilevel structure making cross-national comparison possible about the relationship between remote working and OCB as well as the relationship between OCB and the other predictors in this study. Fifthly, the role of individualism as moderator between remote working and OCB as well as team social cohesion and OCB is examined. This is responding to the request for more research on the role that group culture can have on OCB (Podsakoff et al., 2017) and the need for more insight into the role of cultural effects as moderators in the field of organizational behavior (Gelfand et al., 2008).

This article will first explain the concept of OCB and the predicting concepts remote working, team social cohesion, leader helping behavior and individualism in the theoretical framework. Hypotheses are formulated regarding the relationship between these concepts. The methodology explains that these hypotheses are tested by executing regression and multilevel regression analysis. This analysis is based on data from the Round 10 of the European Social Survey (ESS) with the concepts of this study being measured by variables from the ESS dataset.

Results are presented and discussed in order to understand the relevant outcome of this study and meaning for future research.

Theoretical framework

Organizational citizenship behavior

Organizational Citizenship Behavior (OCB) is a type of pro-social behavior within organizations performed by its employees. OCB is often described as the kind of behavior where an employee performs extra tasks, which go formally unrewarded and that are not part of the standard tasks or role of the employee: the so called 'in role performance' (Organ, 1988). These behaviors are at the discretion of the employee, meaning that OCB is a choice of the employee and not required by their job role (Rose, 2016). Thus, the nature of OCB lies in voluntary behavior of the employee. This behavior does not result in formal recognition or payment, hence OCB is formally unrewarded. This definition of the concept was first introduced by Organ (1988) and is widely accepted as the main definition for OCB (Kim, 2006; Organ, 2016).

Many studies indicate that OCB might have a positive effect on the performance of individuals, work teams and organizations (Organ, 2017; Podsakoff & MacKenzie, 1997; Podsakoff et al., 1997; Jain, et al., 2011). The reason for this relationship lies in the role that OCB plays in the social system of an organization. The theory of social exchange (Blau, 1964) states that social behavior is the result of a social exchange, with voluntary action of individuals being motivated by the expectation that this action will lead to reciprocation by others (Cook et al., 2013). The basic idea is that organizations need formal and informal social systems. In order for organizations to function, they need employees who do not only fulfill their prescribed function, but also perform behavior which is not directly part of their job role (Rose, 2016). This formally unrewarded type of behavior is called discretionary behavior, of which OCB is a specific, pro-social and constructive variant. This discretionary behavior improves the efficiency and effective functioning of organizations (Organ et al., 2006; Van Dyne et al., 1995), and by doing so, the performance of organizations.

The reason behind the performance improvement lies in the effect that OCB has on the social functioning of organizations. The discretionary behavior that OCB brings, improves the performance of organizations by stimulating a positive social environment (Jain et al., 2011) and therefore has a social function within the organization. Working in an environment with a sense of connectedness, where help is available and where employees are supported by their peers,

seems to have a positive effect on the performance of employees (Jain et al., 2011). This performance-enhancing environment that citizenship behavior within organizations creates, makes OCB not only a contributor to organizational performance, but also makes OCB an important concept for understanding the social functioning of organizations.

OCB is basically an assessment of the frequency in which employees perform so-called extra-role and discretionary behaviors. This means that OCB is about measuring behaviors that are not part of the formal job description and go formally unrewarded (Pond et al., 1997), although expectations of reciprocation from other employees might still be expected. In this paper, we focus on the willingness of civil servants to take on extra responsibilities at work as a proxy for the more complex concept of OCB.

The willingness of employees to perform OCB might be affected by remote working, which increased as a consequence of governmental measures to prevent the spread of COVID. Remote working describes working from a location outside the office, which involves the use of technology to work and communicate with other employees (Grant et al., 2013; Wang et al., 2021). When employees increasingly start to work remotely, this might lead to a change in the nature of OCB. This assumption is supported by the findings of Dekas et al. (2013), who state that the nature of OCB changes along with the type of work. This means, that OCB in a digital working environment might be different from OCB in a work environment where employees are present in the same physical location, for instance office spaces.

The general level as well as scores for the different dimensions of OCB, might be lower or higher in a digital working environment when compared to a physical working environment. This assumption has been a reason for Rose (2016) to propose future research about the way in which OCB might be different in virtual teams when compared to non-virtual teams. Virtuality implies the use of technology to collaborate and communicate, while the team members are at a physical and possibly also temporal distance from each other (Ebrahim et al., 2009). This physical or geographical dispersion makes social bonding more difficult (Garro-Abarca et al., 2021), as well as maintaining emotional relationships and general communication between employees (Duarte & Snyder, 2006; Lin et al., 2008; Shuffler et al., 2010). Therefore, it is likely that an increase in remote working can lead to a decreased willingness to take on unpaid extra responsibilities, hence a lower willingness to perform OCB. This might have an effect on civil servants of whom, despite the fact that many of them were already used to remote for parts of their workweek, remote working got increasingly expected because of the corona pandemic (Kruyen et al., 2021).

It can be further questioned how changing circumstances can be categorized in relation to OCB. It is suggested that OCB might increase under circumstances that can be categorized as adverse, like organizational downsizing or dysfunctional leadership (Rose, 2016). The basic idea behind its implication is that team members help and support each other during stressful periods and situations in which employees feel threatened by changing circumstances (Rose, 2016). Therefore, if remote working feels threatening and stressful for employees, this would imply that OCB might increase because they step up to help and support each other. On the other hand, social network theory (Scott, 2013) and team member exchange theory (Seers, 1989), contradict this assumption by assuming that OCB increases under positive conditions and diminishes under adverse circumstances.

Because of these contradicting assumptions about the influence of positive or adverse conditions on OCB, future research is suggested regarding the way in which OCB might be different during adverse organization, team or group situations, compared to OCB during relatively calm periods of time (Rose, 2016). An increase in remote working as a consequence of the corona pandemic and as possibly a durable alteration in the work of civil servants, can be considered a stressful circumstance. Theoretical assumptions about the effect of such a stressful circumstance contradict, and for that reason the effect of remote working on the OCB of civil servants might go both ways, this leads to the first hypothesis:

Hypothesis 1: Remote working influences civil servants' willingness to perform organizational citizenship behavior.

Team social cohesion

Another concept which might have an effect on OCB is team social cohesion. Cohesiveness describes the inclination towards other group members and the desire to remain part of the group (Kidwell et al., 1997). So, it's about a sense of unity, with people who have strong motives to stay together. It's about the tendency of a group to stay unified in pursuit of goals or to satisfy the affective needs of group members (Carron et al., 1998). In other studies, team social cohesion functions as a moderator between different antecedents and OCB (Podsakoff et al., 2017). Studies show that cohesion has a positive effect on OCB. Team social cohesion functions as an antecedent that has a positive (unmediated) effect on OCB (Chen et al., 2009; Gavin, 1997; Karam, 2011; Kidwell et al., 1997; Ng & Van Dyne, 2005; Schmidt, 2008). Cohesive groups are assumed to have a strong social identity which increases individual willingness to help other

group members, therefore promoting OCB (Van Dyne et al., 1995). The reason for this positive relation is based on the shared norms and values (Chaudhary et al., 2022) and the relationships between these group members go beyond the assigned tasks of employees (Chaudhary et al., 2022). This results in the following hypothesis:

Hypothesis 2: Higher levels of team social cohesion increase civil servants' willingness to perform organizational citizenship behavior.

Leader helping behavior

The willingness of employees to perform OCB is also influenced by leader helping behavior. Multiple studies show that leadership generally has a positive effect on OCB (Chiaburu et al., 2013; Ilies et al., 2007; Judge & Piccolo, 2004; Podsakoff et al., 2006). This positive relationship between leadership and OCB can be explained by firstly, the extra role behavior of followers, meaning that leadership effectiveness is measured by the willingness of followers to show OCB. Secondly, because leadership is measured by the willingness of leaders themselves to participate in extra role behavior and therefore engaging in OCB (Piccolo et al., 2017). This second reason is important, because the extra role behavior of leaders plays a vital role in the cultivation of employees' abilities, motivation, obligation and opportunities, which are all determinants of OCB (Piccolo et al., 2017). Specifically, supervisors who mentor their employees and take time to provide them with constructive feedback, will experience employees who engage with an effort that is above and beyond what is minimally required (Rose, 2016). In other words: leader helping behavior develops circumstances that make employees engage in OCB and therefore can be considered as an antecedent of employees' OCB. This results in the following hypothesis:

Hypothesis 3: Higher levels of leader helping behavior increase civil servants' willingness to perform organizational citizenship behavior.

The moderating role of organizational culture

The effect of remote working on OCB might be moderated by organizational culture, specifically by its level of individualism or collectivism (Podsakoff et al., 2017). Organizational culture is basically the collection of ideas that people have about how and what organization should be (Hofstede et al., 2010). According to cultural theory, these ideas define how people will act within an organization. One of the ways to think about an organization is to which extent employees are

either contracted individuals or members of a group. This contrast, expressed in the concepts individualism and collectivism, determines whether people think that the interest of the group or the interest of the individual should prevail. The individualist-collectivist dimension, also known as the individualism index, is all about the role of the individual versus the role of the group (Hofstede et al., 2010) and therefore about the valuation of individuals and groups within an organization, which differs between societies.

In collectivist societies, the interest of groups is more important than the interest of individuals. In these societies, people are strongly integrated into so-called in-groups, which provide protection in exchange for loyalty (Hofstede et al., 2010). Being part of an in-group leads to privileged treatment, while being part of an out-group means being excluded from such treatment. Within collectivist cultures, being loyal to your in-group is vital and is often considered to be more important than other rules and regulations within collectivist societies. Treating employees as in-group members is somewhat of a societal norm in collectivist cultures. The workplace can become an in-group in a collectivist society, which is kind of similar to a family relationship even when employees are not related to each other (Hofstede et al., 2010). In cultures that tend to be more collectivist, employees are hired because they are part of an in-group, with the employer acting in the interest of the in-group, which is often more important than the self-interest of the employee (Hofstede et al., 2010).

In individualist societies, on the other hand, the interest of individuals is more important than the interest of groups, which might have a negative moderation effect on OCB. People tend to be treated based on the idea of universalism, which means that all people are being treated equally, without regard for their group affiliation. People are loosely connected to each other and people are expected to look after themselves and their close family (Hofstede et al., 2010). Because of this expectation to first look after themselves and their close family, the willingness of employees to perform citizenship behavior towards their co-workers might decrease. Especially when remote working needs to be combined with taking care of children. The relationship between the employee and employer is more of a transaction or contract within individualistic societies, which should be beneficial to both parties, meaning that employees are acting in their self-interest, which overlaps with the interest of the employer (Hofstede et al., 2010).

A study shows that individualistic culture has a negative effect on citizenship behavior when used as a moderator between OCB and its different antecedents (Taras et al., 2010). Within individualistic cultures the positive effect of antecedents might be neutralized, because more

esteem for individualism might negatively impact group cooperation (Taras et al., 2010). Therefore, it can be hypothesized that within collectivistic cultures the relation between OCB and its antecedents is more positive than in more individualistic cultures (Podsakoff et al., 2017). This results in the following hypotheses:

Hypothesis 4: The level of individualism in a country negatively moderates the effect of remote working on civil servants' willingness to perform organizational citizenship behavior.

Hypothesis 5: The level of individualism in a country negatively moderates the effect of team social cohesion on civil servants' willingness to perform organizational citizenship behavior.

The described relationships between organizational citizenship behavior, remote working, team social cohesion, leader helping behavior and individualism are visually displayed in the conceptual model below (Figure 1).

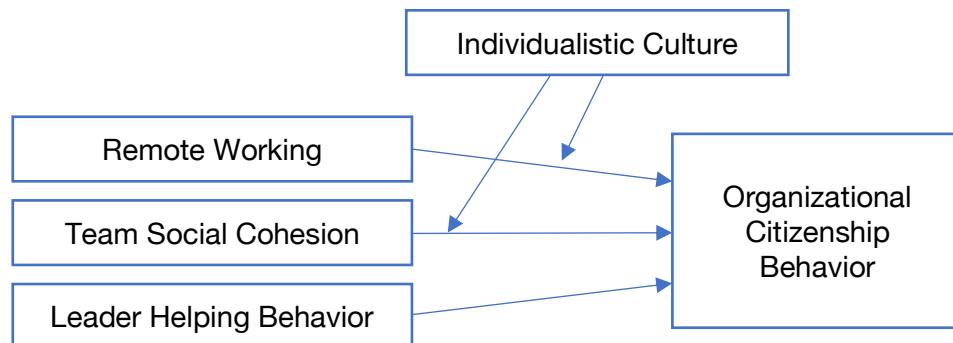


Figure 1: Conceptual model

Methodology

Research design

This study carries out quantitative research to test the presented hypotheses, which is done by the use of data from Round 10's module G of the European Social Survey (ESS), concerning digital social contacts in work and family life, and by using data from Hofstede's six-dimensions model of culture. The cross-country character of ESS and focus on attitudes, values and behavior patterns of Europeans (European Social Survey, 2020) makes this survey a good data source for testing the presumed effect of antecedents on organizational citizen behavior while also testing for individualism's presumed moderating effect. This cross-national integration is the result of standardization, increasing the reliability and consistency of the data. This standardization along with the specific questionnaire design and sampling procedures, are reasons for ESS being an advanced standard in survey research (Schnaudt et al., 2014).

This research makes use of the most recent survey (Round 10) of the ESS, which was collected between September 2020 up until May 2022 (ESS Round 10, European Social Survey, 2022). During this timeframe, closure and containment policies were applied across Europe resulting in workplaces closing and stay at home requirements (Oxford COVID-19 Government Response Tracker, 2021), which is why this most recent survey is very suitable for this research. The increased frequency in which civil servants were working remotely in this period makes the finding of a relationship between remote working and OCB more likely. Because this research focuses on civil servants, only respondents working in the public sector are part of the research population. The total sample of the population in this research contains a total of 4103 civil servants (for respondent frequencies per country see Appendix Table 1). This large sample leads to more reliable and accurate results because the standard deviation and margins of error are relatively low. This decreases the chance of type II error, therefore reducing the chance of failure to reject the null hypotheses. The ESS selects samples in each country by use of strict random probability methods, meaning that everyone in the country had an (almost) equal chance, of which the probability is known, to be part of the sample. This type of sample makes generalization to a larger population (e.g., Europeans from partaking countries) possible, therefore increasing the external validity of this study.

The internal validity of this research is improved by ESS's use of a multitrait-multimethod approach, which is used to estimate the size of measurement errors (Poses et al., 2021), with higher measurement errors indicating that the quality of the questions in the ESS survey might

need to be improved. By using this method, the design of question can be improved therefore aiding the reliability and validity of questions in the survey (ESS, 2023a). Slightly hampered is the completeness of data because some respondents in the sample population are excluded from the multilinear analysis (excluded from the valid N), because they did not provide a response for all independent variables or control variables. This number of excluded respondents remains low and is not likely to influence the results. The internal validity of this research is further increased by the use of control variables. Gender, age, weekly number of working hours and level of education are added as control variables to check for any false relations within the conceptual model in figure 1. Including control variables in the analysis checks whether any differences in civil servants' willingness to perform OCB can be explained by differences in age, for instances because of differences between generations. Descriptive information about the variables used in the analysis can be found in Table 2.

Measures

Organizational citizenship behavior The concept of organizational citizenship behavior describes employee behavior where an employee performs extra tasks which go formally unrewarded and that are not a part of the standard tasks or role of the employee (Organ, 1988). This variable (organizational citizenship behavior) is measured by the willingness of civil servants to take on extra responsibilities at work, without being paid for these extra responsibilities (*ESS Round 10, section G, question 52*). This could either be part of OCB-I (towards individuals) or OCB-O (towards organizations). Unfortunately, this single question with which OCB is measured in this study does not make it possible to distinguish between the two types of OCB. This measurement is recoded, in order to create a more balanced distribution by merging scale points with low frequencies, by turning an 11-point scale into seven different scores, ranging from 1 (unwilling) till 7 (completely willing). Original score 0 is recoded into 1 and the original score 1 is recoded into 2. The original score for 4 is recoded into 3 and 5 is recoded into 4. Original scores 6 and 7 are recoded into 5, 8 and 9 recoded into 6 and score 10 is recoded into 7.

Remote working The concept of remote working describes working from a location outside the office, which involves the use of technology to work and communicate with other employees (Grant et al., 2013; Wang et al., 2021). This variable (remote working) is measured by the frequency at which civil servants work from home or from another place of their choosing, during regular working hours (*ESS Round 10, section G, question 39*). This measurement is recoded and expressed by dummy variables with a total of four categories: daily remote working,

often remote working, sometimes remote working and never remote working. Original score 1 is recoded into the dummy variable daily remote working, score 2 recoded into remote working often. Original scores 3 and 4 are recoded into remote working sometimes and scores 5 and 6 are recoded into remote working never.

Team social cohesion The concept of team social cohesion describes the sense of unity within a group and its tendency to stay unified in pursuit of goals or fulfillment of group members' affective needs (Carron et al., 1998). This variable (team social cohesion) is measured by the amount that civil servants feel like part of their work team (*ESS Round 10, section G, question 51*). This measurement is recoded and expressed by dummy variables with a total of three categories: low team social cohesion, moderate team social cohesion and high team social cohesion. Original scores 0 until 5 are recoded into low team social cohesion and scores 6 till 9 are recoded into moderate team social cohesion. Score 10 is recoded into high team social cohesion.

Leader helping behavior The concept of leader helping behavior describes supervisors who mentor their employees and take time to provide them with constructive feedback (Rose, 2016). This variable (leader helping behavior) is measured by the likeliness that civil servants receive work-related help or advice by the person who normally gives work instructions on a regular basis (*ESS Round 10, section G, question 45*). This measurement is recoded in order to create a more balanced distribution by merging scale points with low frequencies, and expressed by use of a dummy variable with a total of two categories, namely high likeliness of leader helping behavior and low likeliness of leader helping behavior. Original scores 3 and 4 are recoded into manager helping behavior unlikely and original scores 1 and 2 are recoded into manager helping behavior likely.

Individualistic culture The concepts individualism and collectivism describe the valuation of individuals in relation to groups within an organization, with individualistic culture and collectivistic culture as opposites of a spectrum (Hofstede et al., 2010). This basically means that either the interest of the individual or the interest of the group is considered more important. Both concepts are represented in a spectrum on a single variable: the individualism index. This variable is measured by an item scale with questions measuring either individualism or collectivism. This results in aggregated country scores, ranging from 0 to 100, with scores lower than 50 representing collectivist organizational cultures and scores of 50 and higher representing individualistic organizational cultures. The Hofstede scores on individualistic culture for European countries participating in ESS Round 10 are displayed below (Table 1).

Table 1*Hofstede scores on individualistic culture among European countries*

Collectivistic		Individualistic	
Country	Hofstede Score	Country	Hofstede Score
Bulgaria	30	Czech Republic	58
Croatia	33	Estonia	60
Greece	35	Finland	63
Montenegro	24	France	71
North Macedonia	22	Hungary	80
Portugal	27	Iceland	60
Slovenia	27	Italy	76
		Lithuania	60
		Netherlands	80
		Norway	69
		Slovakia	52
		Switzerland	68

Table 2*Descriptive information*

Variables	Minimum	Maximum	Mean	Std. Dev.
Organizational Citizenship Behavior	1	7	4.29	1.91
Never Remote Working	0	1	.68	.47
Sometimes Remote Working	0	1	.13	.34
Often Remote Working	0	1	.13	.33
Daily Remote Working	0	1	.06	.24
Low Work Team Cohesion	0	1	.08	.26
Moderate Work Team Cohesion	0	1	.54	.50
High Work Team Cohesion	0	1	.38	.49
Leader Helping Behavior Unlikely	0	1	.12	.33
Leader Helping Behavior Likely	0	1	.88	.33
Individualistic Culture	22	80	55.87	18.84
Gender	1	2	1.64	.48
Age	16	88	46.42	12.13
Number of Weekly Work Hours	0	168	38.80	14.13
Educational Attainment	1	7	5.25	1.57

Source: ESS Round 10, filtered by type of organization; N=4103

Results

The results of this study are divided into two sections. The first section (see Table 3) is oriented on testing the relationship between the predicting variables and OCB. Each predicting variable is tested individually by use of linear regression analysis (see model 1, 2 & 3), before tested together in a multiple linear regression analysis (see model 4) and with addition of control variables (model 5). These five models are used to test hypotheses 1, 2 and 3. The null model (model 0) shows the average score on OCB by civil servants in European countries. Then in Table 4 the multilevel regression analyses are presented. The null model here shows the variance at the individual and the country level. This variance is displayed by the intraclass correlation coefficient which shows that 6,65% of the total variation on OCB outcome is at the country level. The null model also functions as a baseline model against which the likelihood ratio of the later multilevel models (see Table 4) needs to be compared (Garson, 2019). These multilevel models are discussed in the second section of the results (Table 4). First is tested if the intercept of OCB varies across countries (model 1), followed by the effect of predictors (model 2) with addition of control variables (model 3). Finally, two cross level interactions (moderations) are added (model 4 and 5) to test hypotheses 4 and 5.

The first hypothesis of this study predicted that remote working influences civil servants' willingness to perform OCB. This hypothesis is supported by the results shown in model 1 (see Table 3). The results show that remote working is positively related to the willingness of civil servants to perform OCB. People who work remotely are more willing to engage in OCB than people who never work remotely. This relationship between remote working and OCB remains significant when tested in multiple linear regression (model 4, see Table 3), and when controlled for gender, age, number of weekly workhours and educational attainment (model 5, see Table 3). However, the magnitude of the relationship between remote working and OCB is slightly larger in model 4 (see Table 3) and slightly smaller in model 5 (see Table 3) compared to the magnitude of the relationship between remote working and OCB in model 1 (see Table 3).

The second hypothesis of this study predicted that higher levels of team social cohesion increase civil servants' willingness to perform OCB. This hypothesis is supported by the results shown in model 2 (see Table 3). The results show that team social cohesion is positively related to the willingness of civil servants to perform OCB. People who give higher ratings to their sense of being part of the work team, are more willing to engage in OCB than people who give low ratings to their sense of being a work team member. This means that cohesion in a team, which is defined by the extent to which an individual feels part of the group, might generally increase

an individual's willingness to perform OCB. This effect remains significant when tested in the multiple linear regression (model 4, see Table 3) and also when controlled for gender, age, number of weekly workhours and educational attainment (model 5, see Table 3). However, the magnitude of the relationship between team social cohesion and OCB in model 4 and 5 (see Table 3) is slightly smaller when compared to the model 2 (see Table 3).

Table 3
Linear regression analysis on organizational citizenship behavior

	Model 0	Model 1	Model 2	Model 3	Model 4	Model 5
	B (SE)	B (SE)	B (SE)	B (SE)	B (SE)	B (SE)
Constant	4.288*** (.030)	4.150*** (.036)	3.417*** (.107)	3.821*** (.085)	3.025*** (.124)	2.724*** (.233)
Never Remote Working (ref)						
Sometimes Remote Working		.347*** (.090)			.379*** (.088)	.341*** (.090)
Often Remote Working		.526*** (.091)			.521*** (.089)	.485*** (.093)
Daily Remote Working		.445*** (.123)			.473*** (.122)	.438*** (.123)
Low Team Social Cohesion (ref)						
Moderate Team Social Cohesion			.776*** (.114)		.677*** (.115)	.676*** (.115)
High Team Social Cohesion			1.179*** (.117)		1.091*** (.118)	1.082*** (.118)
Leader Helping Behavior Unlikely (ref)						
Leader Helping Behavior Likely				.533*** (.091)	.382*** (.091)	.376*** (.091)
Gender						-.030 (.061)
Age						-.001 (.002)
Number of Weekly Workhours						.006** (.002)
Educational Attainment						.033 (.020)
R2		.012	.027	.008	.044	.047

*p<.05, ** p<.01, ***p<.001

The third hypothesis of this study predicted that higher levels of leader helping behavior increase civil servants' willingness to perform OCB. This hypothesis is supported by the results shown in model 3 (Table 3). The results show that leader helping behavior is positively related to

the willingness of civil servants to perform OCB. Individuals who report that it is likely for their leader to perform work-related advice, are more willing to engage in OCB than individuals who report that their manager is less likely to provide them with work-related advice. This effect remains significant in the multiple linear regression analysis (model 4, Table 3) and also when controlled for gender, age, number of weekly workhours and educational attainment (model 5, Table 3). However, the magnitude of the relationship between leader helping behavior and OCB in models 4 and 5 (Table 3) is smaller compared to this relationships' magnitude in model 3 (see Table 3). Out of the four control variables in this study (model 5, see Table 3), only the number of weekly workhours has a significant effect on the outcome variable OCB. Nonetheless, the inclusion of the control variables seems to have a positive effect on the fit of the model.

The fourth hypothesis of this study predicted that higher levels of individualistic culture moderate the effect of remote working on civil servants' willingness to perform OCB. This hypothesis is not supported by the results shown in model 5 (see Table 4). The results show that individualistic culture does not moderate the relationship between remote working and OCB. The same insignificant outcome manifests for the fifth and last hypothesis of this study, which predicted that higher levels of individualistic culture moderate the effect of team social cohesion on civil servants' willingness to perform OCB. The results show that individualistic culture does not moderate the relationship between team social cohesion and OCB (model 6, Table 4). This means that neither of the two predicting variables are significantly moderated by individualistic culture. This is also reflected in the lack of improvement of the log likelihood of model 5 (16492) and model 6 (16490). Because prior research regarding this relationship does not exist, it is difficult to explain the absence of a significant moderation, although it can be said that the theoretically presumed positive effect of collectivistic culture on the willingness of people to perform OCB and the presumption that individualistic culture might negatively impact group cooperation are not supported by the results of this study.

When control variables are added (model 3, see Table 4) the log likelihood decreases from 16732 (model 2, see Table 4) to 16493. This can be partly explained by the fact that the control variable educational attainment has a significant effect on the outcome variable OCB in the multilevel random intercept model (model 3, 5 & 6, see Table 4), but shows no significant effect in the multiple regression model (model 5, see Table 3), probably due to the fact that the multilevel models control for differences on the country level. We can conclude that higher education level of civil servants is positively related to the willingness of civil servants to perform OCB.

Table 4*Fixed effect model and cross level interactions on organizational citizenship behavior*

	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
	B (SE)	B (SE)	B (SE)	B (SE)	B (SE)	B (SE)
Constant	4.251*** (.119)	3.031*** (.165)	2.573*** (.256)	4.152*** (.339)	2.396*** (.406)	2.692*** (.479)
Never Remote Working (ref)						
Sometimes Remote Working		.335*** (.087)	.277** (.089)		.416 (.333)	.271** (.089)
Often Remote Working		.412*** (.090)	.338*** (.093)		.663 (.363)	.333*** (.093)
Daily Remote Working		.571*** (.120)	.506*** (.121)		.949* (.416)	.505*** (.121)
Low Team Social Cohesion (ref)						
Moderate Team Social Cohesion		.699*** (.111)	.690*** (.111)		.687*** (.111)	.307 (.315)
High Team Social Cohesion		1.095*** (.115)	1.083*** (.114)		1.078*** (.114)	.980** (.319)
Leader Helping Behavior Unlikely (ref)						
Leader Helping Behavior Likely		.341*** (.089)	.348*** (.089)		.349*** (.089)	.352*** (.089)
Individualistic Culture				.002 (.006)	.003 (.006)	-.003 (.008)
Gender			-.047 (.060)		-.046 (.060)	-.046 (.060)
Age			.002 (.002)		.002 (.002)	.002 (.002)
Number of Weekly Work Hours			.006** (.002)		.006** (.002)	.006** (.002)
Educational Attainment			.052** (.019)		.052** (.019)	.052** (.019)
Sometimes Remote Working X Individualistic Culture					-.002 (.005)	
Often Remote working X Individualistic Culture					-.005 (.006)	
Daily Remote Working X Individualistic Culture					-.008 (.007)	
Moderate Team Social Cohesion X Individualistic Culture						.007 (.005)
High Team Social Cohesion X Individualistic Culture						.002 (.006)
Variance Country Level	.251** (.087)	.233** (.081)	.235** (.082)	.249 (.087)	.236** (.082)	.236** (.082)
-2LL	16686	16512	16494	16727	16492	16490

*p<.05, ** p<.01, ***p<.001

Model 1: Empty random intercept model

Model 2: Fixed effect model + random intercept

Model 3: Fixed effect model + random intercept + control variables

Model 4: Effect of individualistic culture (level 2) on OCB (level 1)

Model 5: Cross level interaction (remote working x individualistic culture)

Model 6: Cross level interaction (social team cohesion x individualistic culture)

Robustness checks

By rotating (see Appendix Table 2) the dummy variables of the predictor remote working in the random intercept model (model 3, see Table 4), the effect of different frequencies of remote working on OCB can be further analyzed. Rotation does not show any new significant relations between the different dummy variables. This means that civil servants who never work remotely are less willing to perform OCB than civil servants who work remotely. This effect of remote working on OCB increases when the civil servants more frequently work remotely, although no significant effect is found when the sometimes- often- and daily remote working categories are directly compared by rotation of the excluded dummy category.

The results in Table 3 show that the direction of the relationship between remote working and OCB is positive. But single-country analysis shows that there are a few exceptions to this positive relationship. The direction of this relationship is negative on all remote working dummy categories of Lithuania, and negative on a single remote working dummy category of the countries Czech Republic, Finland, Italy, Montenegro and North Macedonia (see Appendix Table 3). Out of all the cases in which this relationship has a negative direction, only Portugal shows a significant negative relationship between remote working sometimes and OCB (see Appendix Table 3 for country analysis).

The single country analysis also shows some differences in the relationships between OCB and the predictors team social cohesion and leader helping behavior. In contrast to this general result, results from Finland and Norway, as well as the moderate team social cohesion variable of Greece, show a negative direction between team social cohesion and OCB (see Appendix Table 3). Although these results are not significant, they certainly ask for future research to explain why the results of these countries divert. Regarding the relationship between leader helping behavior and OCB, the single country analysis results (see Appendix Table 3) from five countries (i.e., Croatia, Iceland, Montenegro, Portugal and Slovakia) divert from the aggregate positive relationship shown in Table 3.

Conclusion

This studies' main focus is to examine if remote working influences the OCB of civil servants. Theoretically, it is presumed that the nature of OCB might change as a consequence of remote working (Dekas et al., 2013). The extent to which people started working remotely during the COVID-19 pandemic is unprecedented and it is theoretically presumed that this change might have two possible consequences for OCB. The first possible consequence is that an increase in remote working might lead to an increased willingness to perform OCB, because team members are more willing to help and support each other during stressful periods and situations that feel threatening (Rose, 2016). This might explain the results found in this study. During the COVID-19 pandemic, many people first experienced remote working and had to quickly adjust to a new reality in their daily work. In order to cope with this new, and possibly stressful period, civil servants might have become more willing to help and support each other to adjust to the new reality of their work. This explanation of the relationship between remote working and OCB is obviously a generalized interpretation based on a large sample. When looking at the total sample of the population, the willingness to perform OCB increased when civil servants were working remotely. This does however not mean that the other possible consequence of remote working is absent or non-existent for the respondents in the sample. For a smaller part of the population the second possible consequence might apply, namely that remote working leads to a decrease of the willingness to perform OCB. This might be the result of the increased geographical dispersion that makes social bonding challenging (Garro-Abarca et al., 2021) and emotional relationships more difficult to maintain (Duarte & Snyder, 2006; Lin et al., 2008; Shuffler et al., 2010). The likeliness of this second possible consequence is enhanced by the results, which show that there are a few exceptions to the generally positive relationship between remote working and OCB. The relationship is negative on all remote working dummy categories of Lithuania, and negative on a single remote working dummy category in 5 other countries (i.e., Czech Republic, Finland, Italy, Montenegro and North Macedonia).

Results in this study show a positive relationship between team social cohesion and OCB. The positive relationship can be explained by the idea that cohesive groups have a strong social identity which increases individual willingness to help other group members, therefore promoting OCB (Van Dyne et al., 1995). This study therefore confirms existing theory about the positive effect that social cohesion can have on the willingness of employees to engage in OCB.

Results in this study show a positive relationship between leader helping behavior and OCB. This positive relationship can be explained by the idea that supervisors play a positive role

when mentoring their employees and by taking time to provide them with constructive feedback (Rose, 2016). As a consequence of this positive role, employees will engage with an effort which is above and beyond what is minimally required (Rose, 2016). This study therefore confirms this presumption, which is founded on the theory of social exchange, about the positive effect that pro-social behavior of leaders can have on the willingness of employees to engage in OCB.

The assumption that individualism might moderate the relationship between remote working and OCB, as well as the relationship between team social cohesion and OCB, does not show a significant result in this study. Taras et al. (2010) their research shows that the predictive power of cultural values was stronger for employees than for students, arguing that the research population plays a role in finding effects. The sample population of this research consists solely of respondents who were employed as civil servants, and with ESS selection criteria, it is unlikely that the sample of this study is reason for not finding any significant effect, although some survey effects might exist between countries due to small differences in selection and data collection.

It is important to note that that average result for OCB of European civil servants in this study can only be correctly interpreted in relation to its population: civil servants. The reason why this needs to be emphasized is because studies show that motivation of civil servants is significantly different from the motivation of private-sector workers (Baarspul et al., 2011). This is due to a higher valuation for serving communal- and public interests (Kim, 2006). Therefore, these results can only be interpreted in relationship to civil servants and not in relationship to private-sector workers.

Limitations

The results of this study are limited by the relatively narrow measurement of the concept of OCB. This study measures OCB by civil servants' willingness to take on extra responsibilities at work, which functions as a proxy for the more complex concept of OCB. Because the measurement of OCB in this research is limited by the survey questions provided by ESS Round 10, no clear distinction between OCB-O and OCB-I can be made in this research. OCB-I delineates organizational citizenship behavior into five dimensions (Organ, 2016; Irmawati & Retnawati, 2018), which further explains how individuals perform OCB towards other individuals within the organizational, while OCB-O describes employees' motivation to perform positive organizational contributions by proposing and implementing new ideas. The extra responsibilities that people are picking up without being paid, as measurement of OCB in this study, might either be directed to helping others (i.e., OCB-I) or helping the organization (i.e., OCB-O). Future research could give

a more nuanced view of OCB by making a distinction between OCB-I and OCB-O when looking at the effects of the predicting variables (i.e., remote working, team social cohesion and leader helping behavior).

The discrepancy between the concept remote working and the concept working from home is a limitation to this study. This discrepancy lies in the fact that the concept of remote working encompasses more than just working from home, meaning that working from home can be considered a variant of remote working. Remote working entails working from a location outside the office, which involves the use of technology to work and communicate with other employees (Grant et al., 2013; Wang et al., 2021). Although it is not likely that civil servants were working in other outside locations apart from their homes due to COVID-19 government restrictions, the measurement used in this research does nonetheless exclude types of remote working different from working at home. Hence, it is not expected that this small difference between concept and measurement will invalidate the results.

Further general questions can be asked about the static nature of the country-scores of the Hofstede framework. The static idea about culture, that is fundamental to this framework, means that cultural scores defined decades ago are still used to test for cross-country differences in a cultural context. Whether these Hofstede scores are still accurate will depend on the perspective regarding the nature of cultural change (Beugelsdijk et al., 2015). With societies becoming more individualistic (Beugelsdijk & Welzel, 2018), it might be argued that the static scores of Hofstede's individualism index should be re-examined. But this critique does not take away the need to examine the role of group culture, and specifically the role of the dimension individualism in relationship to OCB, as has been examined in this study.

What might be reason for the moderation effect being non-significant, is the fact that country-level cultural scores for individualist-collectivist culture are assigned to individual respondents. According to Taras et al. (2010), this choice might affect the predictive power of individualism as cultural value, which might be stronger when the individualism scores are based on primary data. Therefore, it is uncertain if the absence of significant moderation is due to the chosen measurement in this study. Replication, whether or not with primary or secondary data, is needed to examine this relationship. Individualistic culture in relationship to OCB remains scarcely researched and because theory remains undefined about the specific antecedents in relation to which individualism might play a moderating role, more research is needed to examine the role of individualistic culture in relationship to OCB.

In relationship to the ESS Round 10 data this research has some further limitations. The

first one obviously being that ESS has yet to receive data from a number of participating countries, limiting the data in this research to the share of countries that already submitted their data. The second point is that testing for individualization does not easily integrate with the ESS design. This design covers respondents who are resident in the country that is participating, regardless of their nationality, citizenship or legal status (ESS, 2023b). The inclusion of non-national residents clearly limits the validity of Hofstede's scores when assigned to survey respondents. When a resident of one country has the nationality of another country, in which the civil servant is employed, then this might result in an inaccurate score on the individual level. It is unlikely that this affects many respondents in this study and is probably an inevitable restriction to the application of Hofstede's scores on ESS data. Application of Hofstede's scores on ESS data remains relevant, because although ESS incorporates the Human Value Scale in order to assess the value orientation of European respondents, the dataset itself lacks an individualism-collectivism indicator.

Reflection and avenues for future research

The positive relationship between remote working and OCB calls for more research to better understand how remote working increases the willingness of civil servants to perform OCB. Not only to better understand the reasons behind civil servants' increased willingness to perform OCB when they are remote working, but also to gain further insight into the relationship between OCB and organizational performance. Especially when people are working remotely, the social function of OCB might be important to maintain organizational performance. OCB remains basically a type of prosocial behavior that is needed for performance, especially in a situation where civil servants are obligated to work remotely. Future research could focus on the moderating role that OCB might have in the relationship between remote working and the performance of public organizations.

The positive significant relationship between team social cohesion and OCB found in this study, could be explained by the fact that groups with a strong social cohesion have strong social identities, which is assumed to increase individual willingness to help other group members, therefore promoting OCB (Van Dyne et al., 1995). The result of this study is therefore according to the theoretical expectation that strong social cohesion in a team or group has a positive effect on the willingness to perform OCB (Chen et al., 2009; Gavin, 1997; Karam, 2011; Kidwell et al., 1997; Ng & Van Dyne, 2005; Schmidt, 2008). In contrast to this general result, results from Finland and Norway show a negative direction between team social cohesion and OCB. Although these

results are not significant, they certainly ask for future research to explain why the results of these two countries diverge.

Future research could focus on the theoretical relationship of group cohesion as moderator between conflict-related stress at work or at home as predictor and OCB as outcome variable (Karam, 2011). Conflict related stress has been found to increase employees' willingness to perform OCB and this relationship can be strengthened by cohesion (Karam, 2011). The COVID-19 pandemic might have caused such an increase in conflict related stress, possibly even as a consequence of remote working. This provides an interesting context to further examine the relationship between these variables.

This study incorporates an abstract idea of leadership and further research is needed to gain more insight in the effect that different leadership styles have on the willingness to engage in OCB. Existing research indicates that certain leadership styles might lead to a higher willingness to perform OCB. For instance, transformational leaders increase the willingness to perform OCB in comparison to other leadership styles (Choi, 2007; Cohen et al., 2012; Kirkman et al., 2009), like for example authoritarian leaders (Hong, 2008), though the reason for these differences in willingness might be explained by a difference in perceived supervisory support (Hong, 2008), which is in line with the findings of this study. Apart from these results, which are based on a narrow and limited measurement of leader helping behavior, more replication is needed to test for antecedents that have not yet been proven to be significant (Podsakoff et al., 2017), like for instance servant leadership. Research is also needed to explore the effect of other leadership styles on OCB, which have not been yet examined.

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Appendix

Appendix Table 1

Respondents per country

Country	Valid N	(%)
Bulgaria	335	8,17
Croatia	188	4,59
Czech Republic	244	5,95
Estonia	254	6,20
Finland	240	5,86
France	253	6,17
Greece	132	3,22
Hungary	212	5,17
Iceland	212	5,17
Italy	190	4,64
Lithuania	202	4,93
Montenegro	55	1,34
Netherlands	310	7,56
North Macedonia	137	3,34
Norway	371	9,05
Portugal	145	3,54
Slovakia	170	4,15
Slovenia	210	5,12
Switzerland	239	5,83

Appendix Table 2

Dummy category variation within random intercept fixed effect model

	Model 3	Model 3B	Model 3C	Model 3D
	B (SE)	B (SE)	B (SE)	B (SE)
Constant	2.573*** (.256)	2.850*** (.271)	2.914*** (.278)	3.081*** (.286)
Never Remote Working		-.277** (.089)	-.341*** (.093)	-.508*** (.121)
Sometimes Remote Working	.277** (.089)		-.064 (.113)	-.231 (.138)
Often Remote Working	.338*** (.093)	.064 (.113)		-.166 (.138)
Daily Remote Working	.506*** (.121)	.231 (.138)	.116 (.138)	
Low Team Social Cohesion (ref)				
Moderate Team Social Cohesion	.690*** (.111)	.690*** (.111)	.690*** (.111)	.690*** (.111)
High Team Social Cohesion	1.083*** (.114)	1.086*** (.114)	1.086*** (.114)	1.086*** (.114)
Leader Helping Behavior Unlikely (ref)				
Leader Helping Behavior Likely	.348*** (.089)	.348*** (.089)	.348*** (.089)	.348*** (.089)
Gender	-.047 (.060)	-.047 (.060)	-.047 (.060)	-.047 (.060)
Age	.002 (.002)	.002 (.002)	.002 (.002)	.002 (.002)
Number of Weekly Work Hours	.006** (.002)	.006** (.002)	.006** (.002)	.006** (.002)
Educational Attainment	.052** (.019)	.052** (.019)	.052** (.019)	.052** (.019)
Variance Country Level	.235** (.082)	.235** (.082)	.235** (.082)	.235** (.082)
-2LL	16493	16494	16494	16494

*p<.05, ** p<.01, ***p<.001

Appendix Table 3*Analysis per country*

Country	Predicting variables	B (SE)
Bulgaria	Constant	3.304*** (.393)
	Remote Working Daily	.690 (.565)
	Remote Working Often	.502 (.454)
	Remote Working Sometimes	.441 (.353)
	Team Social Cohesion Moderate	.176 (.340)
	Team Social Cohesion High	.977** (.342)
	Leader Helping Behavior Likely	.317 (.388)
Croatia	Constant	3.409*** (.560)
	Remote Working Daily	.640 (.627)
	Remote Working Often	.655 (.785)
	Remote Working Sometimes	.811 (.591)
	Team Social Cohesion Moderate	.757 (.610)
	Team Social Cohesion High	1.174 (.597)
	Leader Helping Behavior Likely	-.747 (.482)
Czech Republic	Constant	4.089*** (.403)
	Remote Working Daily	.086 (.482)
	Remote Working Often	.026 (.420)
	Remote Working Sometimes	-.177 (.222)
	Team Social Cohesion Moderate	.142 (.339)
	Team Social Cohesion High	.924** (.348)
	Leader Helping Behavior Likely	.324 (.299)
Estonia	Constant	2.266*** (.628)
	Remote Working Daily	1.126** (.429)
	Remote Working Often	.576 (.307)
	Remote Working Sometimes	1.069** (.339)
	Team Social Cohesion Moderate	.959 (.470)
	Team Social Cohesion High	1.567*** (.484)
	Leader Helping Behavior Likely	.491 (.459)
Finland	Constant	2.785*** (.637)
	Remote Working Daily	.567 (.334)
	Remote Working Often	.832* (.358)
	Remote Working Sometimes	-.118 (.349)
	Team Social Cohesion Moderate	-.070 (.588)
	Team Social Cohesion High	-.245 (.615)
	Leader Helping Behavior Likely	.220 (.405)
France	Constant	1.952*** (.495)
	Remote Working Daily	1.074* (.461)
	Remote Working Often	.239 (.355)
	Remote Working Sometimes	.638 (.473)
	Team Social Cohesion Moderate	1.239* (.506)
	Team Social Cohesion High	1.502** (.509)
	Leader Helping Behavior Likely	.632* (.277)
Greece	Constant	2.428* (1.155)

	Remote Working Often	1.628 (.1.810)
	Remote Working Sometimes	.388 (.529)
	Team Social Cohesion Moderate	-.028 (.829)
	Team Social Cohesion High	1.002 (.870)
	Leader Helping Behavior Likely	.972 (.829)
Hungary	Constant	2.813*** (.518)
	Remote Working Daily	3.086 (1.779)
	Remote Working Often	.036 (.610)
	Remote Working Sometimes	.468 (.465)
	Team Social Cohesion Moderate	.739 (.491)
	Team Social Cohesion High	1.290* (.509)
	Leader Helping Behavior Likely	.362 (.352)
Iceland	Constant	2.957*** (.837)
	Remote Working Daily	1.013 (.650)
	Remote Working Often	.280 (.350)
	Remote Working Sometimes	.358 (.290)
	Team Social Cohesion Moderate	1.734* (.768)
	Team Social Cohesion High	1.416 (.771)
	Leader Helping Behavior Likely	-.328 (.592)
Italy	Constant	3.227*** (.428)
	Remote Working Daily	-.398 (.920)
	Remote Working Often	.970* (.408)
	Remote Working Sometimes	.201 (.385)
	Team Social Cohesion Moderate	.164 (.415)
	Team Social Cohesion High	.264 (.476)
	Leader Helping Behavior Likely	.798* (.353)
Lithuania	Constant	2.218*** (.564)
	Remote Working Daily	-.665 (.671)
	Remote Working Often	-.974 (.536)
	Remote Working Sometimes	-.565 (.393)
	Team Social Cohesion Moderate	1.023 (1.944)
	Team Social Cohesion High	1.912 (1.856)
	Leader Helping Behavior Likely	1.243** (.793)
Montenegro	Constant	3.646 (2.168)
	Remote Working Daily	.889 (1.270)
	Remote Working Often	-1.334 (1.068)
	Remote Working Sometimes	.801 (.747)
	Team Social Cohesion Moderate	1.023 (1.944)
	Team Social Cohesion High	1.912 (1.856)
	Leader Helping Behavior Likely	-.447 (.793)
Netherlands	Constant	3.173*** (.363)
	Remote Working Daily	.227 (.278)
	Remote Working Often	.433* (.201)
	Remote Working Sometimes	.227 (.258)
	Team Social Cohesion Moderate	1.518*** (.330)
	Team Social Cohesion High	2.128*** (.360)
	Leader Helping Behavior Likely	.086 (.216)

North Macedonia	Constant	2.887*** (.577)
	Remote Working Daily	.665 (1.427)
	Remote Working Often	1.024 (.834)
	Remote Working Sometimes	-.034 (1.161)
	Team Social Cohesion Moderate	.825 (.553)
	Team Social Cohesion High	.878 (.549)
	Leader Helping Behavior Likely	.246 (.455)
Norway	Constant	3.857*** (.608)
	Remote Working Daily	.525 (.345)
	Remote Working Often	.405 (.219)
	Remote Working Sometimes	.328 (.242)
	Team Social Cohesion Moderate	-.402 (.558)
	Team Social Cohesion High	-.025 (.561)
	Leader Helping Behavior Likely	1.102** (.365)
Portugal	Constant	3.583*** (.607)
	Remote Working Daily	.795 (.503)
	Remote Working Often	1.360* (.610)
	Remote Working Sometimes	-1.759* (.761)
	Team Social Cohesion Moderate	.420 (.637)
	Team Social Cohesion High	.547 (.660)
	Leader Helping Behavior Likely	-.373 (.555)
Slovakia	Constant	2.962*** (.494)
	Remote Working Daily	1.759* (.809)
	Remote Working Often	.905 (.816)
	Remote Working Sometimes	.810 (.386)
	Team Social Cohesion Moderate	1.170* (.460)
	Team Social Cohesion High	1.577*** (.487)
	Leader Helping Behavior Likely	-.253 (.399)
Slovenia	Constant	2.227*** (.569)
	Remote Working Daily	.738 (.571)
	Remote Working Often	.423 (.425)
	Remote Working Sometimes	.162 (.539)
	Team Social Cohesion Moderate	1.026* (.408)
	Team Social Cohesion High	1.798*** (.415)
	Leader Helping Behavior Likely	1.712** (.559)
Switzerland	Constant	3.013*** (.612)
	Remote Working Daily	.392 (.526)
	Remote Working Often	-.014 (.304)
	Remote Working Sometimes	.618 (.361)
	Team Social Cohesion Moderate	.824 (.536)
	Team Social Cohesion High	1.157* (.559)
	Leader Helping Behavior Likely	.604 (.353)