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**Impact of Compulsory Citizenship Behavior on Employee Performance: A  
Mediating Role of Perceived Insider Status and Moderating Role of Psychological  
Hardiness**

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**Abstract**

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*The current study investigates the relationship between compulsory citizenship behavior (CCB) and employee performance (EP) through the underlying mechanism of perceived insider status (PIS) and the moderating effect of psychological hardiness (PH). For this purpose, data were collected through a non-probability convenience sampling technique in three-time lags from 376 employees working in hotels located in Pakistan. The results support the effect of compulsory citizenship behavior on employee performance, directly and indirectly, through the perceived insider status of employees. Results also support the moderating role of psychological Hardiness weakening the negative relationship between CCB and perceived insider status.*

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**Introduction**

In the past, organizations primarily focused on their employees performing their assigned tasks per job responsibilities to effectively and efficiently achieve their goals (Sugiarti et al., 2021). However, in the 21<sup>st</sup> century, due to rapid technological and global changes, the complexities and dynamics of organizations have become challenging for managers. Organizations cannot limit their employees to performing only job roles and job descriptions (Ramhit, 2019). Companies desire their employees to perform beyond their job responsibilities without consent and willingness, which is discussed as compulsory citizenship behavior (CCB). Initially, organizational citizenship behavior (OCB) was introduced and discussed (Organ, 1990) that behavior is not a part of formal job roles but is also voluntary behavior to support organizations in achieving their goals. The changing nature of jobs and working conditions have also changed the nature of OCB, and it is no longer considered a voluntary behavior (Ahmed et al., 2021). Now, organizations are demanding OCB from employees. The literature has discussed it with

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different names like CCB, pressurized behavior, and externally motivated OCB (Ahmadian et al., 2017).

CCB is a behavior that is not included in formal roles, but they are pressured to do so; otherwise, they are ostracized or eliminated at the workplace (Lin et al., 2022). CCB leads to different outcomes like employee silence (He et al., 2020), citizenship fatigue (Bolino et al., 2015), job stress (Unaldi et al., 2020), workplace deviance (Liang et al., 2022), citizenship pressure (Lin et al., 2019; Bolino et al., 2010). CCB is inevitable due to the changing nature of the organization and its dynamics. Organizations seek semi-positive outcomes of CCB, such as unethical prosocial organizational behavior and prosocial rule-breaking (Mo et al., 2022). Along with CCB's limited positive outcomes, it has a lot of negative outcomes for employees. Zhao et al., (2013) states that several researchers have studied the effect of employee performance, but their results are contradictory; some portray it positively and vice versa.

Relationship between CCB and EP is not as simple and consistent as the literature portrays. The inconsistency means that CCB decreases performance while, in some cases, increasing performance. And this relationship is contingent on some mechanisms and conditions (He et al., 2020). Identifying these potential mechanisms will enhance the researchers' understanding of CCB dynamics; consequently, they will try to reduce the negative effect of CCB (Bolino et al., 2015). Therefore, the current study proposes that PIS is potential mediator between CCB and employee performance relationships. (Stamper & Masterson, (2002) defined PIS as “the extent to which an individual employee perceives him or herself as an insider within a particular organization”. CCB affects employees' PIS and reduces performance (Wang et al., 2022).

Further, the role of employee personality cannot be overruled or ignored while studying any behavior at the workplace, like CCB. The current study proposes psychological Hardiness as a buffer on the relationship between CCB and PIS. Psychological Hardiness is the challenging personality of the individual to deal with adverse situations (Safara et al., 2023). Kobasa discussed the concept of Hardiness; it refers to the personality traits of an individual having the characteristic of remaining healthy and normal during stressful conditions (Kobasa, 1979). From a conceptual perspective, hardy employees always accept challenges, control unpleasant situations, and commit unwittingly to changing conditions (Maddi, 2002). Hardy employees are the assets of the organization in stressful situations of organizations. Hardiness is the combination of numerous positive attitudes that enhance motivation, growth, and development that change stressful conditions into opportunities. Thus, employees' psychological Hardiness might help minimize the negative outcomes of CCB.

Weiss and Cropanzano, (1996) explained in the theory of affective events (AET) that workplace events directly affect the psychological and emotional outcomes of employees; that result in positive and negative workplace outcomes such as job satisfaction and performance. AET also highlights individual personality's importance in strengthening or weakening the emotional reactions to workplace events. In the current

study, CCB is a workplace hassle imposed on the employee by ignoring their consent in citizenship behavior. CCB results in negative psychological reactions by reducing the PIS of employees; as a result, their performance is also reduced. Further, psychological Hardiness is the individual personality that might weaken the relationship between workplace events and psychological reactions.

This study has several contributions in several ways in literature. First, by investigating the inconsistent relationship between CCB and employee performance. Second, PIS is proposed as a potential mediator to explain the relationship between CCB and employee performance. Third, psychological Hardiness role was introduced, a relatively less studied personality trait, in minimizing the negative outcomes of workplace events. Last, this study is getting support from affective events theory (AET) while explaining these relationships. Previously studies have only explored the antecedents and negative outcomes of CCB; however, the buffering factors are rarely investigated. The private organizations, due to scarce human resources, cannot eliminate CCB, so they want to know any mechanism that can reduce the outcomes of CCB. Psychological Hardiness can be a potential novel moderator to buffer these outcomes (Xie et al., 2023).

The specific objective of the current study is to investigate the relationship between CCB and employee performance through perceived insider status under the boundary condition of psychological hardiness.

### **Literature Review**

#### **Relationship between Compulsory Citizenship Behavior and employee performance**

Since its inception, OCB has received the attention of practitioners and research scholars across a variety of disciplines, including social psychology, psychology, and organizational behavior, due to its extensive benefits for organizations. OCB was defined as the voluntary behavior of employees to perform organizational activities that are not explicitly part of their job description (Organ, 1990). However, with time organization starts expecting OCB from employees due to the competing nature of jobs and environment. Initially, OCB benefited the organization, and employees were willing to engage in citizenship behavior. However, organizational expectations have taken place with the consent of employees. Now OCB is not solely based on employees' internal motivation and willingness. Still, external motivation and organizational pressure can also become the reason for citizenship behavior (Lin & Chi, 2022).

Due to external motivation, external pressure, and organizational demand, the OCB has been studied with several names, such as externally motivated OCB, citizenship pressure, and CCB (Lin et al., 2019). CCB is the focus of the current study. CCB refers to the extra role activities of employees that are not explicitly communicated, but refraining from such activities is costly for employees (Vigoda-Gadot, 2006). CCB is not beneficial for the organization, but it is also detrimental to the organization. CCB has various negative outcomes, such as social loafing, job stress, and other cognitive abilities (Kim et al., 2021).

The relationship between CCB and employee performance is inconsistent, and employee performance relates to the action of employees in performing their in-role performance (Zhao et al., 2013). In contrast, citizenship behavior is an extra role behavior of employees (Aboramadan et al., 2022). A plethora of literature exists on the positive relationship between OCB and employee performance (Gullifor et al., 2023). However, the relationship between CCB and employee performance is unclear. Organizations consider CCB a good predictor of performance, but employee take on CCB is important (Çetin, 2023).

The same phenomenon has been discussed in Affective Events theory (AET) about the relationship and reactions of employees based on judgments regarding organizational decisions. Employee performance shifts are based on the employees' judgments (Weiss & Cropanzano, 1996). Thus, employees who face negative organizational events produce negative responses, and their performance starts decreasing. When employees assume that the voluntary activities are not in their favor of achievement of personal goals, their performance may go the negative side (Loi et al., 2020). Similarly, employee stress is also generated due to the failure of an organization's expectations and excess work, leading to emotional exhaustion and role conflict (Sahay, Gigliotti, & Dwyer, 2022). The same is discussed in AET theory that work events. Thus, we posit that when CCB is high, it generates emotional stress and reduces job performance and other positive outcomes accordingly. Hence, we hypothesize the following in light of the AET theory as well as the literature cited above;

*H1: Compulsory Citizenship Behavior is negatively related to employee performance.*

#### **The mediating role of perceived insider status**

The perception that encourages employees to think about the part of the organization is termed PIS (Zhang et al., 2023). PIS is the feeling of employees about their relationships with the organization (Stamper & Masterson 2002). PIS is observed as an employee's perception of the extent he is attached to the organization or how much he is considered a part of the organization (Ye et al., 2023). It depends on workplace events and organizational decisions. CCB is the organizational decision to enforce the citizenship behavior of the employee and results in negative emotional reactions (He et al., 2020). CCB causes stress and decreases employees' self-esteem (Unaldi et al., 2020), thus reducing the PIS of employees. However, the relationship between PIS and employee performance is positive. It is also highlighted in previous literature that the increased attachments of employees with the organization reduce the negative stimuli, and employees started exhibiting positive behavior like performance in their tasks, engagement in work, and commitment towards the organization (Neves & Eisenberger, 2012; Jeou-Shyan et al., 2016).

Further, belongingness with the organization also enhances employee performance and increases task performance (Huang & Sekiguchi, 2020). Based on AET, negative work events cause negative emotions, and these emotions result in negative attitudinal and behavioral outcomes. Thus, CCB is considered a hassle, and it reduces

employees' PIS, and insider status adversely affects employee performance. Moreover, as per AET theory, emotional reactions mediates between events and outcomes (Weiss & Cropanzano, 1996). Based on the above discussion and AET theory, it is hypothesized;

*H2: Perceived Insider Status mediates the relationship between CCB and Employee performance.*

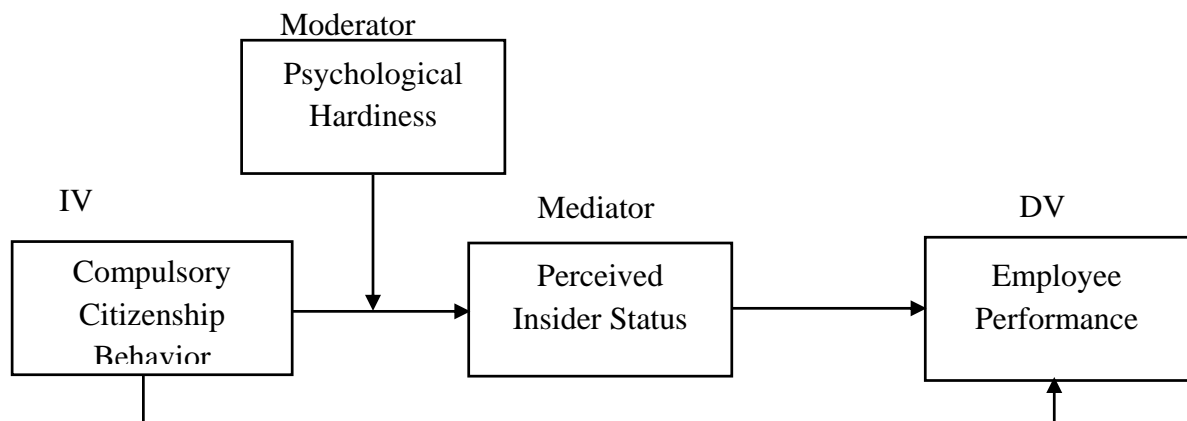
### **Moderating Role of Psychological Hardiness:**

Psychological Hardiness is a personality trait helpful particularly in dealing with stressful situations (Maddi, 2006). Hardy individuals significantly affect employees' performance in adverse situations. Kobasa (1979) coined the term psychological hardiness and defined it as a potential buffer to the stressors and their outcomes. According to Kobasa (1979), psychological Hardiness combines the three C's (i.e., Challenges, Commitment, and Control).

Hardiness can assist employees and can reduce the effect of negativity that can have a positive impact on physical as well as mental conditions. People with a high level of Hardiness normally try to find out the positive aspect of the negative situation and take the situation as a challenge to solve the issue (Abdollahi et al., 2018). From the previous research, Hardiness played a positive role and put the buffering effect in behavioral and psychological consequences of the stressors (Kowalski & Schermer, 2019). Abdollahi et al. (2018) state that psychological Hardiness can be utilized as a moderator to reduce the effect of stress and anxiety. According to AET, an employee's personality can be a boundary between work events and employee emotions (Good et al., 2022). In the current study, CCB is a work event that reduces the PIS and psychological Hardiness as a personality trait proposed to buffer this relationship. Further, AET theory suggest that personal dispositions buffer or reduce the effect of emotional reactions. therefore, Psychological Hardiness is utilized as moderator to moderate the relationship (Teo et al., 2021). Hence the following hypothesis is generated in light of the AET theory as well as the literature cited above;

*H3: Psychological Hardiness moderates the relationship between CCB and Perceived Insider Status such that the relationship will be lower when Psychological Hardiness is higher than low.*

*Figure 1: Theoretical Framework*



### Participants and procedures

This study is quantitative as the data for the study was collected through the circulation of questionnaires. The sample for this study was current employees of the hotel industry in Pakistan. The reason for selecting the private sector is job insecurity and pressure of targets, and managers are more prone to push employees for CCB.

A non-probability convenience sampling technique was used to collect data from the respondents due to the low cost and easy availability of data. In a developing country like Pakistan, data collection is challenging due to weak research culture. Other studies have also collected data through similar techniques from Pakistani employees (e.g., Qasim et al., 2020; Rubbab et al., 2022). The data was collected from employees willing to participate in the study without any pressure. A time lag technique was used to collect the data; each respondent was assigned a unique code for identification. In the first phase, CCB, psychological hardiness, and demographic variables were asked from 500 employees, and 453 employees provided data with a response rate of 90.6%. Ten days later, these 453 employees were contacted to provide data for PIS, and only 413 respondents provided data, with a response rate of 82% of the total respondents. Lastly, 413 employees were contacted to provide data for employee performance, and 376 employees were provided back. The final response rate was recorded at 75.2%. In the literature, other researchers also conducted a time-lag technique to collect the data and to minimize the biases of the common method (we refer to this purpose (Qasim et al., 2022; Majeed et al., 2020). A priori analysis with the help of G\*power (version 3.1.9.4) software was used to calculate the sample size and power of the data for this study. For this purpose, the F test from the test family was selected, and multiple linear regression: Fixed model, R<sup>2</sup> deviation from zero was selected. Input parameters and their values for priori analysis were as follows:

*Table 1: G\*power parameters*

Effect size $f^2$	0.15
significance level $\alpha$	0.05
Power (1- $\beta$ ) error	0.95
Number of predictors	3

After calculation based on the above parameters, the total sample size should not be less than 119, and the actual power will be 0.95. The data was collected from 376 employees, and post hoc power analysis was conducted to confirm the appropriation of our sample. The test (1- $\beta$ ) was computed as a function of  $\alpha$ , and the value was 0.05 with a medium effect size of 0.15. The sample of 376 calculated a power of 0.99, confirming the sample size's adequacy (Cohen, 1992; Faul et al., 2009).

### Measures

In the current study, already-developed scales were used for all variables. These are well-developed for this purpose. The "5-point Likert scale" was utilized to measure all variables. All of them were treated before initiating the data analysis.

**Compulsory citizenship behavior**

The unidimensional scale was adopted that was developed by Vigoda-Gadot (2007), containing five items. The sample item of scale is the management in this organization puts pressure on employees to engage in extra-role work activities beyond their formal job tasks". The scale was found reliable with Cronbach alpha .76.

**Perceived insider status**

The behavior was measured by a scale developed by (Stamper & Masterson, 2002). Sample items for PIS are "I sense very much a part of my work organization, and I sense I am an insider 'in my work organization." The scale was found reliable with Cronbach alpha 0.98.

**Employee performance**

A seven items scale was developed by (Koopmans et al., 2014) to measure employee performance used in the study. However, three items were deleted due to low factor loading in CFA. The Cronbach alpha for the remaining four items was .94. The sample items of the scale are "I managed to plan my work so that it was done on time etc."

**Psychological Hardiness**

A fifteen items scale developed by Hystad et al. (2010) to measure psychological hardiness was used in this study. Sample items are "Most of my life gets spent doing things that are meaningful (CM)". The scale was found reliable with Cronbach alpha 0.94.

**Control variables**

In this study, data on other variables were also collected along with the studied variables; those variables are demographic variables that include age, gender, qualification, and experience, as Becker (2005) recommended. Analysis of variance (ANOVA) was employed to check the variance in the dependent variable and mediator due to age, gender, education, and experience. The dependent variable and mediator only show significant differences for different age categories, and the rest of the demographics cause no significant changes. Hence, age was controlled in further analysis.

**Confirmatory Factor Analysis**

For the fitness of the data, CFA was performed to test the four-factor of the model. The proposed four factor model (Compulsory Citizenship Behaviour, Psychological Hardiness, Perceived Insider Status and Employee Performance) established good fit indices i.e.,  $\chi^2/df = 1.24$ , IFI = 0.92, TLI = 0.93, CFI = 0.94, RMR 0.05 and RMSEA = 0.05

**Analytical Strategy**

The Statistical Package for Social Sciences (SPSS) version 20 was used for the analysis. Further, we have used the macro application developed by Preacher and Hayes' (2004) to analyze the mediation hypothesis in the study. For moderation analysis, we have utilized the macro of SPSS developed by Preacher, Rucker, and Hayes (2007).

### Data Analysis and Findings

The results of the current study includes correlation between variables, bootstrapping results for direct and indirect effects and moderation analysis

#### Correlation Analysis

Table 2: Mean, Standard Deviation, Reliability and Correlation

S. No	Variable	Mean	SD	A	1	2	3	4	5
1	Age	-	-		1				
2	Compulsory Citizenship Behavior	3.33	.76	.84	.03	1			
3	Perceived Insider Status	3.16	.98	.92	-.03	-.39**	1		
4	Employee Performance	3.13	.94	.88	-.01	-.32**	.41**	1	
5	Psychological Hardiness	3.18	.94	.97	.03	-.27**	.49**	.37**	1

N= 379, \*p<.05, \*\*p<.01, SD= Standard deviation  $\alpha$  = Cronbach alpha

The correlation, Cronbach alpha, and descriptive statistics are presented in Table 2. CCB is negatively and significantly correlated with perceived insider status ( $r = -.39$ ,  $p < .01$ ), employee performance ( $r = -.32$ ,  $p < .01$ ), and psychological hardiness ( $r = -.27$ ,  $p < .01$ ). Perceived insider status is significantly correlated with employee performance ( $r = .41$ ,  $p < .01$ ) and psychological hardiness ( $r = .49$ ,  $p < .01$ ). Further, the correlation between employee performance and psychological hardiness is also significant ( $r = .37$ ,  $p < .01$ ).

#### Direct effects and Indirect effect

Table 3. Bootstrapping Results for Direct and Indirect Effects

Direct effect	Coefficient	S.E	t
<b>Control variables</b>			
Age → Perceived Insider Status	-.04	.08	-0.48
<b>Study variables</b>			
Compulsory Citizenship Behavior → Employee Performance	-.23**	.062	-3.71
Compulsory Citizenship Behavior → Perceived Insider Status	-.51**	.06	-8.30
Perceived Insider Status → Employee Performance	.32**	.047	6.69
<b>(95% Bias Corrected Confidence Interval method)</b>			
<b>Indirect effect</b>	<b>Effect</b>	<b>S.E</b>	<b>LL UL</b>
Compulsory Citizenship Behavior → Perceived Insider Status → Employee Performance	-.16	.03	-.23 .11

N= 379, \*p<.05, \*\*p<.01, LL= Lower limit, UL= Upper limit, S.E= Standard error

Table 3 shows the direct and indirect effects of CCB on employee performance. In line with hypothesis 1, the association of CCB with employee performance was



negatively significant ( $\beta = -.23$ ,  $p < .01$ ). This led to the acceptance of H1. Further, for paths of mediation analysis, the association of CCB with PIS is negatively significant ( $\beta = -.51$ ,  $p < .01$ ).

The association of PIS with employee performance is positively significant ( $\beta = .32$ ,  $p < .01$ ). Moreover, the indirect effect of CCB on employee performance through PIS is also significant with (indirect effect =  $-.16$ , U.L. =  $-.11$ , L.L. =  $-.23$ ), with 95% confidence interval. There is no zero between upper and lower limit intervals; thus, H2 also got acceptance.

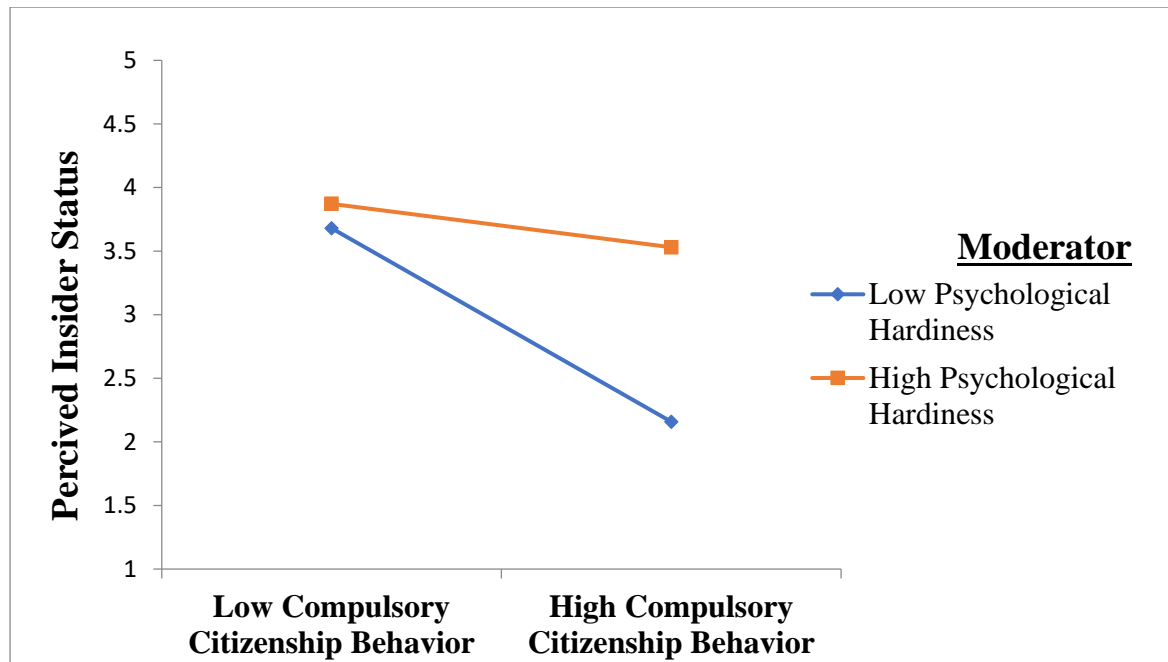
### Moderation Analysis

Table 4: Moderation Analysis

<b><u>Moderator Psychological Hardiness</u></b>		<b><math>\beta</math></b>	<b>S.E</b>	<b><math>\Delta R^2</math></b>	
Constant		3.31	.12		
Age $\rightarrow$ Perceived Insider Status		-.06	.07		
Compulsory Citizenship Behavior $\rightarrow$ Perceived Insider Status		-.47**	.05		
Psychological Hardiness $\rightarrow$ Perceived Insider Status		.39**	.05		
Compulsory Citizenship Behavior x Psychological Hardiness $\rightarrow$ Perceived Insider Status		.30**	.06	.04**	
Conditional Effects of Moderator at $M \pm 1$ S.D. (Slope Test)	<b>Effect</b>	<b>S.E</b>	<b>LL95%CI</b>	<b>UL95%CI</b>	
Psychological Hardiness Low -1 S.D. (-.94)	-.75	.09	-.93	-.55	
Psychological Hardiness M (.00)	-.47	.06	-.58	-.34	
Psychological Hardiness High +1 S.D. (.94)	-.19	.07	-.31	-.05	

N= 379, \*  $p < .05$ , \*\* $p < .01$ , LL= Lower Limit, UL= Upper limit, CI= Confidence interval, SD= Standard deviation, M= Mean, S.E= Standard error

Table 4 presents the moderation analysis for H3. The independent variable (i.e., CCB) and moderator (i.e., psychological hardiness) were mean-centered, as recommended by Aiken et al. (1991). The same technique for centering was also used by (Majeed et al., 2023; Irshad et al., 2022). The combined effect of CCB and psychological Hardiness on PIS is also significant ( $\beta = .30$ ,  $p < .05$ ). The change in R square for interactive effect is .04 and significant. The slope test also indicates that the negative relationship between CCB and PIS gets weaker with the rising values of psychological hardiness. Moreover, **Figure 2** shows Psychological Hardiness dampens the negative relationship between CCB and PIS. Thus, H3 got accepted.



*Figure 2 Moderation Graph: Psychological Hardiness dampens the negative relationship between CCB and PIS.*

### Conclusions and Discussion

Previous studies have considered CCB for positive outcomes while ignoring the negative outcomes of CCB. The current study finds that CCB results in reducing employee performance by declining perceived insider status; however, psychological hardiness can reduce the negative outcome of compulsory citizenship behavior on perceived insider status of employees. That was not studied in previous literature. Surprisingly, it was ignored in previous literature that it is not possible for employers to eliminate CCB completely from their workplace due to a challenging work environment and changing dynamics of the hotel business. Consequently, it is stated that psychological hardiness is an important buffer for controlling the negative outcomes of CCB on employees and equipping employers to reap the benefits of citizenship behavior of employees.

The CCB of employees in the private sector on their performance was found to be negative, and these results are consistent with the previous studies (Zhao et al., 2013). When employees are compelled to perform citizenship behavior, it may lead to negative performance due to reduced internal motivation (Deci & Ryan, 2012; Çetin, 2023). The findings of the study also support the mediation of PIS. The pressure of citizenship behavior affects employee self-esteem, and they reciprocate by withdrawing their energies, which leads to reduced performance. These results are consistent with previous studies (e.g., He et al., 2020). Psychological hardiness got supported the results in reducing the negative effect of CCB on PIS. Hardy employees have the efficacy and confidence to deal with the adverse situation. Management pressure for CCB activates the hardy personality of the employee to take it as a challenge and steer their energy in the form of commitment.

to control the situation. The findings of psychological hardiness as a moderator are consistent with the previous literature (e.g., Kobasa, 1979).

### **Theoretical Implications**

This study contributes to the literature on human resource management and organizational behavior. Theoretically, this study uniquely contributes to the literature on the affective events theory and explores that psychological hardiness can reduce the impact of negative behavior on outcomes. Further, it is worth mentioning that there is a need to maintain a balance between extra-role behavior to achieve overall performance.

### **Practical Implications**

This study gave insights to practitioners and management. Hotels that want to control and reduce the negative impact of CCB should hire employees with high psychological hardiness. Hotels must involve their employees in the management decisions that will increase the PIS, which enhances employee performance. Psychological hardiness can also be increased through employees' training and development (Hasel, Abdolhoseini & Ganji, 2011). In the countries like Pakistan, hotel managers at the departmental level should understand that CCB cannot be eliminated from the corporate culture, so the negativity of the CCB should be reduced to achieve the desired performance of employees.

### **Limitations and Future Research**

Despite the unique findings, the current study is also discussed in light of its limitations like other studies. In this study, the impact of compulsory citizenship behavior has been discussed as a whole rather than utilizing specific areas. In future studies, data from respondents may be collected specifically, and comparative studies may be published. Another limitation is that demographic variables were not measured and analyzed their impact on CCB that should be discussed and analyzed in detail in the future. It is highly recommended that other moderating variables from organizational culture and employee personality may be tested to reduce the impact of CCB. The generalizability of findings plays an important role in any study. This study is not so generalized, and in the future, the same model should be tested on other cultures and industries to enhance generalizability. The current study followed a research design of time lag to reduce the biases. In the future, it is suggested to replicate the finding of this study with longitudinal data to test the change.

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