



The Impact of Compulsory Citizenship Behavior (CCB) on Employee Performance in ASN at the West Sumatra High Prosecutor's Office: The Role of Perceived Insider Status Mediation with the Role of Psychological Hardiness Moderation and Perceived Organizational Support

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ABSTRACT

This study aims to analyze the influence of Compulsory Citizenship Behavior (CCB) on Employee Performance (EP) in the State Civil Apparatus at the West Sumatra High Prosecutor's Office, with Perceived Insider Status (PIS) as the mediating variable and Psychological Hardiness (PH) and Perceived Organizational Support (POS) as the moderation variables. This study uses a quantitative approach with a survey method through the distribution of questionnaires to 152 respondents who were selected using the stratified random sampling method. The data was analyzed using Structural Equation Modeling Partial Least Square (SEM-PLS). The results showed that CCB had a significant negative effect on EP, PIS mediated the relationship between CCB and EP, while PH and POS were proven to moderate the relationship between CCB and PIS. These findings support the Affective Events Theory (AET) and Social Exchange Theory (SET) theories which explain the role of psychological factors and organizational support in mitigating the negative impact of CCB. The practical implications of this study recommend that organizations minimize CCB through increasing PIS, strengthening PH, and optimizing POS to maintain employee performance.

INTRODUCTION

In this modern era, technological developments and digitalization have brought significant changes in the world of business and organizations, both in the private and public sectors. Companies are required to adapt to rapid changes, including in terms of systems, administration, and services. Not only that, organizations must also develop their human resources so that they can be flexible and able to increase organizational value. Employees are not only required to complete their main tasks, but are also expected to demonstrate organizational citizenship behavior (OCB). However, recently, OCB is no longer voluntary, but rather a demand or pressure from management, known as Compulsory Citizenship Behaviour (CCB). Vigoda-Gadot (2006, 2007) notes that CCB is an act that forces employees to engage in extra-role work activities that benefit the organization.

Some previous studies on the relationship between CCB and Employee Performance have been inconsistent, meaning that CCB can decrease performance, while in other cases it can also improve performance, and this relationship depends on several existing situational mechanisms and conditions (He et al., 2020). Some previous studies have shown that CCB can negatively impact performance, such as the discovery by Chen et al. (2023) who stated that CCB can cause stress and emotional exhaustion. On the other hand, citizenship behavior is the behavior of the extra role of employees (Aboramadan et al., 2022). There is a lot of literature that discusses the positive relationship between OCB and employee performance (Daniel Gullifor, 2023). However, the relationship between CCB and employee performance is unclear. Organizations consider CCB to be a good predictor of performance (Çetin, 2023). To identify the potential of this mechanism, researchers will improve their understanding of CCB. As a result, researchers will be able to reduce the negative effects of CCB. Therefore, the researcher proposes to include a mediation variable, namely Perceived Insider Status (PIS) because it has a strong potential in bridging the relationship between CCB and EP.

In public sector organizations such as the West Sumatra High Prosecutor's Office, work behavior is not only limited to formal tasks that have been specified in the organization's regulations and procedures. However, there are also extra-role behaviors, such as Organizational Citizenship Behaviour (OCB), which are voluntarily carried out by employees for the good of the institution. However, in some cases, this behavior can turn into Compulsory Citizenship Behaviour (CCB), which is an extra work behavior that is carried out out of compulsion, either explicitly or implicitly. CCB is different from OCB in that it is voluntary and supports a positive work atmosphere. CCB is actually a form of extra behavior that is driven by social pressure, organizational culture, or superiors' demands. In the short term, CCB may be seen to benefit the organization because it results in high work output. However, in the long term, CCB can have negative impacts, such as emotional exhaustion, decreased job satisfaction, and even lead to burnout and reduced productivity. This is a serious concern in the context of human resource management.

Within the West Sumatra High Prosecutor's Office, the phenomenon of Compulsory Citizenship Behavior (CCB) is evident in various situations. One of them occurs when prosecutors from certain fields, such as Special Crimes (Pidsus), are assigned to handle cases from other fields such as General Crimes (Pidum), or carry out intelligence programs such as School Entrance Prosecutors (JMS) and Greeting Prosecutors. In addition, prosecutors are also often asked by leaders to attend and participate in non-formal activities that are actually not mandatory, such as social services, tree planting movements, official assistance, and sports tournaments. A similar phenomenon was also experienced by auditors at the West Sumatra High Prosecutor's Office. Beyond their main duties in conducting audits, supervision, and evaluation of financial aspects, performance, and compliance—as well as audits in the context of calculating state financial losses—auditors are also often asked to assist in the secretariat's work, such as supervising the administration of electronic correspondence to drafting various other administrative letters.

LITERATURE REVIEW

Affective Events Theory (AET)

AET was developed by Weiss & Cropanzano (1996). This theory explains that events in the workplace affect an individual's emotional reaction, which ultimately impacts work behavior. AET shows how work environment features, work events, individual disposition, affective reactions, work attitudes, and affect-driven and judgment-driven behaviors are interrelated. In the context of this study, Compulsory Citizenship Behaviour (CCB) is positioned as a work event that can trigger negative emotional reactions, which affect performance.

Social Exchange Theory (SET)

SET describes social relations as an exchange of costs and benefits (Blau, 1964). In an organizational context, this theory explains that if employees receive positive treatment, such as support or rewards, they will reciprocate with positive behavior. On the other hand, if they receive pressure or coerced citizenship behavior (CCB), there will be negative effects, such as decreased motivation, stress, and a reduced sense of belonging to the organization (Perceived Insider Status). This theory supports the hypothesis of the role of Perceived Organizational Support (POS) as a buffer.

Compulsory Citizenship Behaviour (CCB)

CCB is an organizational citizenship behavior that is carried out out of coercion or pressure, not voluntarily (Vigoda-Gadot, 2007). CCB is different from voluntary OCB, as CCB can cause stress, emotional exhaustion, and negative perceptions of the organization. Previous research used the Vigoda-Gadot (2007) unidimensional scale with indicators of boss pressure, unpaid overtime, and feeling compelled to help outside of the main task.

Perceived Insider Status (PIS)

PIS is an employee's perception that they are part of the "insider" of the organization (Stamper & Masterson, 2002). PIS affects work attitude, commitment, and performance. If employees feel pressured by CCB, PIS can decrease. PIS is measured by indicators: a sense of acceptance, a sense of belonging, a sense of being valued, or otherwise feeling ignored.

Employee Performance (EP)

EP is defined as an individual's work achievement measured by ability, quality, quantity, and timeliness (Koopmans et al., 2014). This study measures performance with Task Performance dimensions, such as the ability to plan work, prioritize tasks, and complete tasks efficiently.

Psychological Hardiness (PH)

PH is a personality trait that helps individuals stay resilient in the face of pressure (Kobasa, 1979). PH consists of commitment, control, and challenge. Employees with high PH are more resistant to CCB pressure, so the negative impact on PIS and EP can be reduced.

Perceived Organizational Support (POS)

POS is the perception to what extent an organization values the employee's contribution and cares about its well-being (Eisenberger et al., 1997). Organizational support can be in the form of awards, work facilities, attention from leaders, and a family work atmosphere. POS can weaken the negative impact of CCB.

METHODOLOGY

This study uses a quantitative approach with the type of explanatory research that aims to test and explain the influence of Compulsory Citizenship Behavior (CCB) on Employee Performance (EP) in ASN at the West Sumatra High Prosecutor's Office, with Perceived Insider Status (PIS) as the mediation variable, as well as Psychological Hardiness (PH) and Perceived Organizational Support (POS) as the moderation variable. This research was carried out within the West Sumatra High Prosecutor's Office with a planned implementation time of several months in 2025. The population in this study is all State Civil Apparatus (ASN) who work at the West Sumatra High Prosecutor's Office. The sampling technique uses proportional stratified random sampling, which is the sample is determined based on the strata. The number of samples was determined using a sample determination table developed by Stephen Isaac and William B. Michael (1981), so it is expected to be representative of the entire population.

The data source used in this study is derived from primary data. Primary data was obtained directly through the distribution of questionnaires to selected respondents. The data collection technique was carried out by distributing questionnaires using the Likert scale which was compiled based on the indicators of each research variable. The Compulsory Citizenship Behaviour variable was measured using a scale developed by Vigoda-Gadot (2007), Perceived Insider

Status was measured using a scale from Stamper and Masterson (2002), Psychological Hardiness was measured by a scale from Hystad et al. (2010), and Perceived Organizational Support was measured using a scale from Eisenberger et al. (1997). Meanwhile, Employee Performance is measured through the Individual Work Performance Questionnaire (IW PQ) instrument developed by Koopmans et al. (2014) with a focus on the Task Performance dimension.

This research instrument was first tested for validity and reliability to ensure that each statement item in the questionnaire could accurately and consistently measure the research variables. Data analysis was carried out using the Partial Least Square Structural Equation Modeling (PLS-SEM) method through appropriate statistical software. The data analysis procedure includes the Outer Model test to measure the validity of the indicator, the Inner Model test to test the relationship between variables, and the Path Coefficient test to see the direct influence, the mediation effect, and the moderation effect. With this methodology, it is hoped that the research can produce in-depth empirical findings on how forced civic behavior impacts employee performance, as well as how the role of Perceived Insider Status, Psychological Hardiness, and Perceived Organizational Support can strengthen or weaken these relationships.

RESEARCH RESULT

This research model was analyzed using the Partial Least Square (PLS) method and assisted by SmartPLS 4 software. The quantitative analysis of this study uses the Partial Least Square- Structural Equating Modeling (PLS) analysis approach which is able to explain several variables. If the measurement characteristics of the variables in the evaluation of the measurement model are acceptable, then it is continued with the evaluation of the structural model. (Hair et al., 2019). The initial stage of the SEM-PLS method is to describe the structure of the relationship between the research variables which will then be used in the model analysis.

Test Measurement Model (Outer Model)

External model evaluations are carried out using convergent validity and discriminant validity to ensure that measurement tools can measure what should be measured, as well as Cronbach's Alpha and Composite Reliability to ensure that measurement tools are consistent. For this reason, initial testing of the measurement model was carried out to see the feasibility of each indicator in representing the construct. The following are the results of the evaluation of the outer model in the initial stage:

Table 1. Initial Outer Loading Value

	CCB	EP	PH	PIS	POS
CCB 1	0.899				
CCB 2	0.861				
CCB 3	0.891				
CCB 4	0.965				

CCB 5	0.823				
EP 1		0.795			
EP 2		0.714			
EP 3		0.793			
EP 4		0.819			
EP 5		0.782			
EP 6		0.820			
EP 7		0.721			
PH 1			0.751		
PH 10			0.775		
PH 11			0.688		
PH 12			0.715		
PH 13			0.736		
PH 14			0.624		
PH 15			0.702		
PH 2			0.734		
PH 3			0.738		
PH 4			0.754		
PH 5			0.714		
PH 6			0.688		
PH 7			0.755		
PH 8			0.703		
PH 9			0.689		
PIS 1				0.734	
PIS 10				0.838	
PIS 2				0.732	
PIS 3				0.737	
PIS 4				0.788	
PIS 5				0.730	
PIS 6				0.786	
PIS 7				0.825	
PIS 8				0.584	
PIS 9				0.811	
POS 1					0.734
POS 2					0.790
POS 3					0.825
POS 4					0.736
POS 5					0.744
POS 6					0.437

POS 7					0.784
POS 8					0.748

Source: Primary data processed, 2025

Based on the results of the outer model testing at the initial stage, it is known that some indicators have an outer loading value below the recommended threshold value, which is 0.70. These indicators include: PH6, PH9, PH11, PH14, PIS8, and POS6. Because the loading value of each of these indicators is below 0.70, it is considered to be less representative of the construct validly. Therefore, all six indicators were eliminated from the model to improve the convergent validity and overall reliability of the construct.

Convergent Validity

The outer loading value of each construct indicator in this study is presented in Table 2, The following.

Table 2. Final Outer Loading Values

	CCB	EP	PH	PIS	POS
CCB 1	0.931				
CCB 2	0.933				
CCB 3	0.942				
CCB 4	0.941				
CCB 5	0.933				
EP 1		0.784			
EP 2		0.708			
EP 3		0.795			
EP 4		0.832			
EP 5		0.797			
EP 6		0.837			
EP 7		0.745			
PH 1			0.811		
PH 10			0.800		
PH 12			0.768		
PH 13			0.797		
PH 15			0.770		
PH 2			0.736		
PH 3			0.851		
PH 4			0.773		
PH 5			0.846		
PH 7			0.719		
PH 8			0.767		

PIS 1				0.791	
PIS 10				0.853	
PIS 2				0.750	
PIS 3				0.771	
PIS 4				0.771	
PIS 5				0.748	
PIS 6				0.771	
PIS 7				0.848	
PIS 9				0.821	
POS 1					0.792
POS 2					0.860
POS 3					0.859
POS 4					0.828
POS 5					0.792
POS 7					0.878
POS 8					0.866

Source: Primary data processed, 2025

Based on Table 2, it can be seen that all items in the indicators used to measure constructs in this study have a high correlation, shown by the outer loading value > 0.70 . Therefore, it can be concluded that all statement items have qualified for validity and are suitable for using to measure constructs in this study. Furthermore, Table 4.15 presents the Average Variance Extracted (AVE) value to evaluate the convergent validity of each construct indicator in the research model.

Table 3. Average Variance Extracted Value (AVE)

Variabel	AVE	Cut Off	Information
Compulsory Citizenship Behaviour (CCB)	0.876	0.500	Reliabel
Psychological Hardiness (PH)	0.618	0.500	Reliabel
Perceived Organizational Support (POS)	0.706	0.500	Reliabel
Perceived Insider Status (PIS)	0.628	0.500	Reliabel
Employee Performance (EP)	0.619	0.500	Reliabel

Discriminant Validity

Discriminant validity aims to test the extent to which an empirical construct is completely different from other constructs in the model, which is demonstrated by the low correlation between constructs that should not be highly correlated. Discriminant validity testing was carried out using the Fornell-Larcker Criterion, Cross Loading and Heterotrait-Monotrait Ratio of Correlations (HTMT) methods.

a) Fornell-Larcker Criterion

Tabel 4. Fornell-Larcker Criterion

	CCB	EP	PH	PIS	POS
CCB	0.936				
EP	-0.535	0.786			
PH	0.152	0.104	0.786		
PIS	-0.435	0.580	0.154	0.793	
POS	-0.091	0.240	0.274	0.277	0.840

Source: Primary data processed, 2025

Based on the Fornell-Larcker Table, it shows that all variables already meet the requirements of discriminant validity because the diagonal value (AVE root) is greater than the correlation between variables.

b) Cross Loading

Table 5. Results of Cross Loading Each Variable

	CCB	EP	PH	PIS	POS
CCB 1	0.931	-0.493	0.173	-0.399	-0.043
CCB 2	0.933	-0.453	0.145	-0.393	-0.123
CCB 3	0.942	-0.498	0.124	-0.374	-0.117
CCB 4	0.941	-0.551	0.104	-0.468	-0.105
CCB 5	0.933	-0.501	0.172	-0.391	-0.036
EP 1	-0.282	0.784	0.094	0.446	0.210
EP 2	-0.265	0.708	0.106	0.383	0.367
EP 3	-0.410	0.795	0.085	0.471	0.264
EP 4	-0.522	0.832	0.067	0.511	0.125
EP 5	-0.450	0.797	0.088	0.456	0.160
EP 6	-0.525	0.837	0.087	0.450	0.176
EP 7	-0.418	0.745	0.059	0.461	0.086
PH 1	0.126	0.043	0.811	0.105	0.156
PH 10	0.043	0.153	0.800	0.118	0.269
PH 12	0.147	0.053	0.768	0.075	0.154
PH 13	0.148	0.049	0.797	0.153	0.234
PH 15	0.110	0.085	0.770	0.102	0.121
PH 2	0.187	0.010	0.736	0.006	0.157
PH 3	0.067	0.193	0.851	0.146	0.283
PH 4	0.167	0.046	0.773	0.043	0.269
PH 5	0.185	0.041	0.846	0.175	0.264
PH 7	0.168	0.045	0.719	0.005	0.248
PH 8	0.115	0.025	0.767	0.037	0.111

PIS 1	-0.390	0.573	0.116	0.791	0.192
PIS 10	-0.387	0.458	0.145	0.853	0.222
PIS 2	-0.332	0.431	0.035	0.750	0.216
PIS 3	-0.259	0.431	0.118	0.771	0.252
PIS 4	-0.367	0.496	0.069	0.771	0.166
PIS 5	-0.293	0.392	0.127	0.748	0.301
PIS 6	-0.335	0.420	0.120	0.771	0.202
PIS 7	-0.378	0.462	0.145	0.848	0.211
PIS 9	-0.339	0.444	0.214	0.821	0.228
POS 1	-0.128	0.215	0.236	0.250	0.792
POS 2	-0.165	0.314	0.223	0.262	0.860
POS 3	-0.064	0.129	0.162	0.197	0.859
POS 4	0.031	0.098	0.187	0.157	0.828
POS 5	-0.048	0.130	0.242	0.213	0.792
POS 7	-0.074	0.246	0.319	0.302	0.878
POS 8	-0.018	0.199	0.180	0.176	0.866

Source: Primary data processed, 2025

The results of the cross loading test showed that the construct value of the measurement item was greater than that of other construct sizes. This shows that there is a correlation in each research variable.

c) Heterotrait-Monotrait Ratio of Correlations (HTMT)

Table 6. Value Heterotrait-Monotrait (HTMT)

	CCB	EP	PH	PIS	POS	PH x CCB	POS x CCB
CCB							
EP	0.559						
PH	0.176	0.101					
PIS	0.455	0.630	0.136				
POS	0.101	0.264	0.265	0.288			
PH x CCB	0.120	0.098	0.709	0.051	0.508		
POS x CCB	0.229	0.371	0.484	0.174	0.181	0.373	

Source: Primary data processed, 2025

Based on the results shown in Table 6, it can be seen that this research model meets the criteria of adequate discriminant validity. The entire value of the Heterotrait-Monotrait Ratio of Correlations (HTMT) was recorded to be below the threshold of 0.90, as recommended by Hair et al. (2019). This condition shows that the indicators used to measure a construct do not have a high correlation with other constructs that are different. Thus, it can be concluded that each construct in the model is empirically discriminatory, which reflects the

validity of good measurements in distinguishing between the concepts being measured.

Cronbach's Alpha dan Composite Reliability

Table 7. Cronbach's Alpha and Composite Reliability Values

Variabel	<i>Cronbach's alpha</i>	<i>Composite reliability</i>
CCB	0.965	0.968
PH	0.943	0.965
POS	0.931	0.948
PIS	0.926	0.928
EP	0.897	0.905

Source: Primary data processed, 2025

Based on Table 7, Cronbach's alpha value for all constructs in this study is >0.70 so that the constructs measured have an excellent level of internal consistency. These findings indicate that the indicator items in each construct consistently reflect the latent variable in question, so that the measurement instruments used in this study can be said to be reliable and feasible to be used in further analysis.

Structural Model Test (Inner Model)

The main focus of this model is to understand the influence of one latent variable on another latent variable as well as how these relationships form causal structures in research. The evaluation of the structural model was carried out using several main parameters, namely: the value of the determination coefficient (R-square or R²), the Standardized Root Mean Square Residual (SRMR), the effect size (f²), and the path coefficient analysis.

a. R-Square Test

According to Hair et al. (2019), the R² interpretation criteria are as follows: an R² value > 0.75 indicates high model strength, an R² value > 0.50 indicates moderate model strength, and an R² value > 0.25 indicates weak model strength. The results of the R² test in this study are presented in Table 8 below:

Table 8. R-Square Results

	<i>R-square</i>	<i>R-square adjusted</i>
EP	0.435	0.428
PIS	0.359	0.337

Source: Primary data processed, 2025

Based on Table 8, the R-square value for the Employee Performance (EP) variable of 0.435 shows that 43.5% of the variability in the variable can be explained by Compulsory Citizenship Behavior, Perceived Insider Status, Psychological Hardiness, and Perceived Organizational Support. Meanwhile, the

R-square value for the Perceived Insider Status (PIS) variable of 0.359 indicates that 35.9% of the variation in the variable is influenced by Compulsory Citizenship Behavior, Psychological Hardiness, and Perceived Organizational Support. The adjusted R-square values of 0.428 for Employee Performance and 0.337 for Perceived Insider Status, respectively, indicate that the model remains stable after adjusting for the number of predictors.

b. Effect Size Test (f^2)

A higher value of f^2 reflects a greater contribution of an exogenous construct to the endogenous construct in the model. The results of the effect size calculation in this study are presented in Table 9.

Table 9. Effect Size (f^2)

Connection	f^2	Category
CCB → EP	0.175	Keep
CCB → PIS	0.214	Keep
PIS → EP	0.263	Keep
PH × CCB → PIS	0.071	Weak
POS × CCB → PIS	0.056	Weak

Source: Primary data processed, 2025

c. Q-Square Test

The results of the Q-square predict test in this study are presented in Table 4.22

Table 10. Q-Square

	Q²predict	RMSE	MAE
EP	0.350	0.820	0.612
PIS	0.273	0.864	0.682

Source: Primary data processed, 2025

Based on the Q-Square Table, the Q²predict value for the Employee Performance (EP) variable is 0.350 and for the Perceived Insider Status (PIS) is 0.273. The Q²predict value for EP is right at the minimum threshold of 0.35, while PIS is slightly below it. Referring to Hair et al. (2019), a Q²predict value above 0.35 indicates a strong predictive ability of the model, while a value between 0.25 to 0.35 indicates moderate predictive ability. Thus, the model in this study has strong predictive ability against EP and moderate against PIS. In addition, the Root Mean Square Error (RMSE) values of 0.820 for EP and 0.864 for PIS, as well as Mean Absolute Error (MAE) values of 0.612 and 0.682, respectively, indicate a statistically acceptable level of predictive error.

d. Test Model Fit of Goodness

The results of SRMR testing in this study are presented in Table 11 below.

Table 11. Standardized Root Mean Square Residual (SRMR)

	<i>Saturated model</i>	<i>Estimated model</i>
SRMR	0.067	0.073

Source: Primary data processed, 2025

Based on the results presented in Table 11, the Standardized Root Mean Square Residual (SRMR) value was 0.067 for the saturated model and 0.073 for the estimated model. Both values are below the threshold of 0.08 as recommended by Hair et al. (2019), which indicates that the structural model in this study has a good level of fit (model fit).

Analysis

The test results of t-statistic, p-values and original sample can be seen in figure 4. and Table 12:

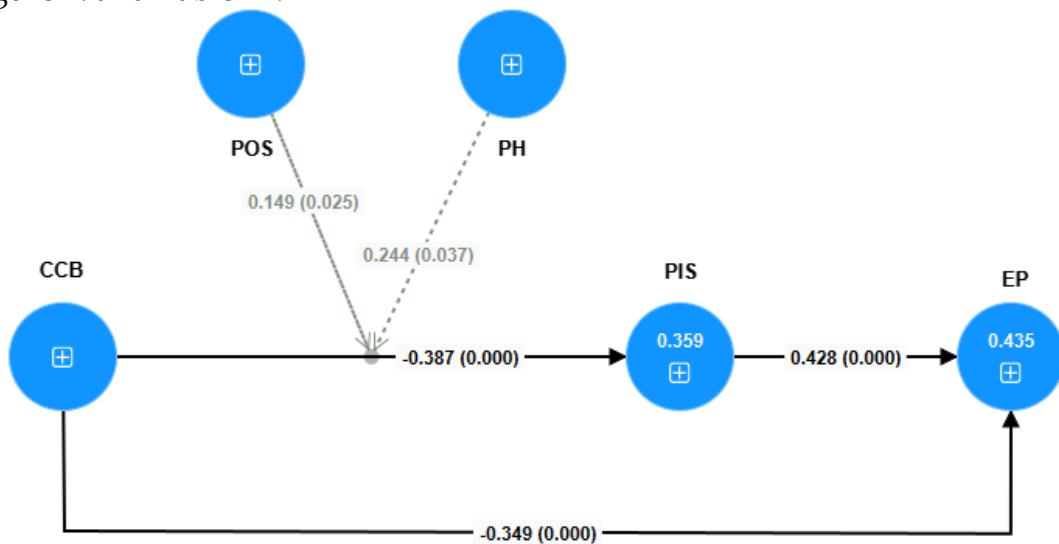


Figure 1. Results of the Research Model

Source: SmartPLS 4.0 Output Results

Table 12. Path Coefficients and Special Indirect Effects Results

Variabel	Path Coefficients	T statistics	P values	Hipotesis
CCB → EP	-0.349	4.865	0.000	Accepted
CCB → PIS	-0.387	5.012	0.000	Accepted
PIS → EP	0.428	7.321	0.000	Accepted
CCB → PIS → EP	-0.165	4.274	0.000	Accepted
PH × CCB → PIS	0.244	2.082	0.037	Accepted
POS × CCB → PIS	0.149	2.246	0.025	Accepted

Source: Primary data processed, 2025

The path coefficient and specific indirect effects test in Table 4.24 shows the following results:

1. The first hypothesis (H1) states that Compulsory Citizenship Behavior has a negative effect on Employee Performance. Based on the test results, a path coefficient of -0.349, t-statistics of 4.865, and a p-value of 0.000 ($p < 0.05$; $t > 1.96$). Thus, the first hypothesis is accepted.
2. The second hypothesis (H2) states that Compulsory Citizenship Behavior has a negative effect on Perceived Insider Status. The results of the analysis showed a path coefficient of -0.387, t-statistics of 5.012, and a p-value of 0.000. Thus, the second hypothesis is accepted.
3. The third hypothesis (H3) states that Perceived Insider Status has a positive effect on Employee Performance. Based on the test results, a path coefficient of 0.428, t-statistics of 7.321, and a p-value of 0.000 were obtained. Thus, the third hypothesis is accepted.
4. The fourth hypothesis (H4) states that Perceived Insider Status mediates the relationship between Compulsory Citizenship Behaviour and Employee Performance. The results of the indirect path test showed a path coefficient of -0.165, a t-statistic of 4.274, and a p-value of 0.000. This suggests that there is a significant indirect influence, so the role of mediation is proven and the fourth hypothesis is accepted.
5. The fifth hypothesis (H5) states that Psychological Hardiness moderates the relationship between Compulsory Citizenship Behaviour and Perceived Insider Status. The test results showed a path coefficient of interaction of 0.244, t-statistics of 2.082, and p-value of 0.037 ($p < 0.05$; $t > 1.96$). Given that the main relationship between Compulsory Citizenship Behaviour and Perceived Insider Status is negative, a positive interaction coefficient suggests that a higher level of Psychological Hardiness can weaken the strength of the negative relationship. In other words, the negative influence of Compulsory Citizenship Behaviour on Perceived Insider Status becomes less strong when Psychological Hardiness is high. Therefore, the fifth hypothesis is accepted.
6. The sixth hypothesis (H6) states that Perceived Organizational Support moderates the relationship between Compulsory Citizenship Behaviour and Perceived Insider Status. Based on the test results, the path coefficient interaction was 0.149, t-statistics were 2.246, and the p-value was 0.025. By looking at the negative main relationship, the positive interaction coefficient shows that the higher the level of Perceived Organizational Support, the weaker the negative relationship between Compulsory Citizenship Behaviour and Perceived Insider Status. This means that high organizational support can reduce the negative impact of Compulsory Citizenship Behavior on Perceived Insider Status. Thus, the sixth hypothesis is accepted.

DISCUSSION

Compulsory Citizenship Behaviour has a negative and significant effect on Employee Performance

Based on the results of data processing using the Partial Least Square-Structural Equation Modeling (PLS-SEM) approach, it was found that Compulsory Citizenship Behavior (CCB) had a negative and significant effect on

Employee Performance (EP), with a path coefficient value of -0.349, t-statistics of 4.865, and p-value of 0.000. These results show that the higher the intensity of CCB felt by ASN employees at the West Sumatra High Prosecutor's Office, the lower the level of performance displayed. Statistically, this influence was at a very strong level of significance ($p < 0.05$), which means that the relationship between the two variables did not occur by chance and had a real impact in an empirical context. Support for these results is also reflected in the analysis of the Respondent Achievement Rate (TCR). In the CCB variable, the TCR achieved was 59.95% (medium/adequate category) with an average score of 3.00, which shows that the pressure to do additional or involuntary work is quite often felt by ASN. Meanwhile, the Employee Performance variable obtained a TCR of 80.94% with an average score of 4.05, included in the high category. This shows that in general, the performance of ASN is at an optimal level, but it is still vulnerable to decline if work pressure increases uncontrollably.

Compulsory Citizenship Behavior has a negative and significant effect on Perceived Insider Status

Based on the results of data testing using the Partial Least Square (PLS) method, it was found that the Compulsory Citizenship Behavior (CCB) variable had a negative and significant effect on Perceived Insider Status (PIS) with a path coefficient value of -0.387, a t-statistics value of 5.012, and a p-value of 0.000. This suggests that the second hypothesis is accepted, and that this negative influence is statistically significant. This means that the higher the level of pressure on ASN to carry out organizational citizenship behavior that is not carried out voluntarily (CCB), the lower the perception of ASN as an important part of the organization (insider). This result is particularly interesting when it is associated with the Respondent Achievement Rate (TCR). In the CCB variable, the TCR achieved was 59.95% (medium/adequate category) with an average score of 3.00, which indicates that organizational pressure to perform additional tasks involuntarily is quite often felt by ASN at the West Sumatra High Prosecutor's Office. Meanwhile, the Perceived Insider Status (PIS) variable actually has a TCR of 84.97% with an average score of 4.25, which is in the very high category. This fact shows that in general ASNs still have a very high positive perception of their membership and involvement in the organization. However, the negative influence of CCB remains significant and should be watched out, because the potential for a decrease in PIS can occur if CCB practices continue to increase or last for a long time.

Perceived Insider Status has a positive and significant effect on Employee Performance

Based on the results of the structural model test in this study, it is shown that Perceived Insider Status (PIS) has a positive and significant influence on Employee Performance (EP), with a path coefficient value of 0.428, a t-statistics value of 7.321, and a p-value of 0.000. This shows that the third hypothesis is proven and accepted. Statistically, this means that the higher the employee's perception of himself or herself as an accepted and recognized part of the

organization (insider), the higher the level of performance displayed in the implementation of official duties. This is also strongly reflected in the Respondent Achievement Level (TCR) data. The PIS variable recorded a TCR of 84.97% with an average score of 4.25, which is included in the very high category, showing that civil servants at the West Sumatra High Prosecutor's Office in general have a very strong perception that they are an important part of the organization. Meanwhile, the Employee Performance variable also showed a TCR of 80.94% with an average score of 4.05, which is also included in the high category. In detail, the item on the PIS variable that received the highest score was "This workplace makes me feel welcome" with a TCR of 87.89% indicating that the organization has been quite successful in creating an atmosphere of acceptance, recognition, and appreciation for the existence of individuals in the work structure.

Perceived Insider Status mediates the relationship between Compulsory Citizenship Behaviour and Employee Performance

The results of the indirect effect test showed that Perceived Insider Status (PIS) significantly mediated the influence of Compulsory Citizenship Behaviour (CCB) on Employee Performance (EP), with a path coefficient value of -0.165, t-statistics of 4.274, and p-value of 0.000. Thus, the fourth hypothesis in this study is accepted. These results indicate that CCB not only has a direct impact on the decline in employee performance, but also has an indirect impact through a decrease in the perception of employees as part of the organization. This means that the pressure to engage in extra-role behavior involuntarily causes employees to feel alienated or undervalued in the organization (a decrease in PIS), and this psychological condition ultimately decreases work performance. These findings are consistent with the Respondent Achievement Level (TCR) data from the three variables involved. The CCB variable has a TCR of 59.95% (medium category) with an average score of 3.00, which shows that the pressure to engage in additional tasks involuntarily is quite often felt by ASN. On the contrary, PIS actually has a very high TCR of 84.97%, with an average score of 4.25, reflecting that in general ASN feels part of the organization. Likewise, Employee Performance, which recorded a TCR of 80.94% and an average score of 4.05, was included in the high category. However, the results of statistical testing show that when the CCB increases, the PIS decreases, and it is this decrease that indirectly decreases the EP. In other words, the PIS becomes a "psychological bridge" that explains why the pressure from the CCB can decrease work performance.

Psychological Hardiness moderates the negative relationship between Compulsory Citizenship Behaviour and Perceived Insider Status, this negative relationship will weaken if Psychological Hardiness is higher.

The results of the moderation interaction test showed that the Psychological Hardiness variable was able to significantly moderate the negative relationship between Compulsory Citizenship Behavior (CCB) and Perceived Insider Status (PIS), with a path coefficient value of 0.244, t-statistics of 2.082, and p-value of 0.037. This means that the fifth hypothesis is accepted, and the direction of the moderation relationship is positive, suggesting that the higher

the level of psychological resilience a person, the weaker the negative influence of CCB on PIS. In this context, ASN employees who have high mental endurance with the characteristic of feeling in control of the situation, committed to the role, and viewing pressure as a challenge, tend to feel isolated easily even when facing an extra workload or unpleasant organizational pressure. This finding is in line with the Respondent Achievement Level (TCR) of the Psychological Hardiness variable which is in the very high category, with a TCR of 82.36% and an average score of 4.12, reflecting that most civil servants in the West Sumatra High Prosecutor's Office have good psychological resilience. This resilience is critical in the dynamic and stressful context of public sector work. Meanwhile, the CCB variable showed a TCR of 59.95% (medium category), indicating that additional work pressure was often felt by employees, and the PIS variable had a very high TCR of 84.97%, indicating that in general employees still felt part of the organization. However, in conditions of high CCB pressure, psychological resilience is an important buffer for PIS to be maintained.

Perceived Organizational Support moderates the negative relationship between Compulsory Citizenship Behaviour and Perceived Insider Status; This negative relationship will weaken if the Perceived Organizational Support is higher.

Based on the results of the moderation interaction test, it was shown that Perceived Organizational Support (POS) was able to significantly moderate the negative relationship between Compulsory Citizenship Behavior (CCB) and Perceived Insider Status (PIS), with an interaction value of 0.149, t-statistics of 2.246, and p-value of 0.025. This suggests that the sixth hypothesis is accepted, which means that although CCB exerts negative pressure on the perception of individual membership in the organization (PIS), the negative impact will weaken as the level of organizational support (POS) perceived by employees increases. Organizational support acts as a psychological protector that helps ASN to still feel part of the organization, even when facing additional tasks or workloads beyond formal description. These findings are in line with the Respondent Achievement Rate (TCR) data. The POS variable has a TCR of 76.28% (high category) with an average score of 3.81, which shows that most of the civil servants in the West Sumatra High Prosecutor's Office feel that the organization provides enough attention and support to their welfare. Meanwhile, CCB has a TCR of 59.95% (medium category) and PIS shows a TCR of 84.97% (very high category). Although pressure in the form of CCB is quite often felt, the high level of organizational support is able to reduce the adverse impact of this pressure on ASN's sense of belonging to its institution.

CONCLUSION

This study concludes that Compulsory Citizenship Behavior (CCB) has a negative and significant effect on Employee Performance (EP) and Perceived Insider Status (PIS) in ASN of the West Sumatra High Prosecutor's Office. The higher the pressure of involuntary extra-role behavior, the more the employee's performance and sense of belonging to the organization decreases. On the contrary, PIS has a positive and significant effect on EP, and has been proven to

mediate the influence of CCB on EP. This means that CCB lowers PIS, which ultimately has an impact on declining employee performance. In addition, Psychological Hardiness and Perceived Organizational Support (POS) have been proven to be able to weaken the negative influence of CCB on PIS, so that organizational support and mental resilience of employees play an important role in maintaining psychological stability and ASN performance.

RECOMMENDATION

Based on these findings, the leadership of the West Sumatra High Prosecutor's Office is expected to limit excessive CCB practices with proportionate additional assignments, as well as establish internal policies to strengthen employee ownership through active engagement, two-way communication, and clear rewards. In addition, it is necessary to prepare mental resilience coaching programs such as stress coping and emotion management training, as well as strengthen organizational support through work facilities, non-material rewards, and organizational culture that encourages engagement and clarity of roles, so that additional work pressure does not negatively impact employee performance and loyalty.

FURTHER STUDY

1. Further research can develop this model by including other variables, such as organizational justice, emotional exhaustion, or work engagement, as additional mediation or moderation variables.
2. It is suggested that the next study expand the scope of the research area not only limited to the West Sumatra High Prosecutor's Office, but also the Prosecutor's Office in other provinces to expand the generalization of the results.
3. Further research can increase the number of research samples so that the research results can be better.

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