

VOL 02 ISSUE 21 | JUN 2021

ACADEMIC WEEKLY DIGEST

School of Hospitality & Tourism Management

surrey.ac.uk/SHTM | [@SHTMatSurrey](https://twitter.com/SHTMatSurrey) | [#SHTMatSurrey](https://www.facebook.com/SHTMatSurrey)

SERVE PERFECTLY, BE HAPPIER

Organizational citizenship behaviour is important in ensuring high quality service in hospitality. **Dr Tracy Xu** and colleagues conducted a multi-phase survey study to demonstrate the importance of service employees' perfectionism in motivating employees' citizenship behaviors and their wellbeing.

A PERFECTIONISTIC PERSPECTIVE ON EMPLOYEE CITIZENSHIP BEHAVIOUR AND WELLBEING

DR TRACY XU

Citizenship behaviours are essential to the effective functioning of organisations and support the service setting as a whole, including helping colleagues, supporting organisational policies, or being customer-oriented at service work. To contribute new insights to citizenship behaviour literature in hospitality research, the authors pivot from the predominant focus on management mechanisms to a focus on employee perfectionism. Employee perfectionism is a proactive concept, referring to service employees' tendency to set high goals and strive for perfect performance.

Through a multi-phase survey study, the authors found that being perfectionistic, service employees are automatically engage in citizenship behaviours because they are aware that the success of the entire service organisation depends on the success of their individual perfection. The authors also found that the positive mental gains through citizenship behaviours have the potential to boost employee wellbeing, both at work and at home.



FURTHER READING:

Wang, Y-C., Xu, T., Ma, E. (2021). Serve perfectly, being happier: A perfectionistic perspective on customer-driven hotel employee citizenship behavior and well-being. *International Journal of Hospitality Management*.
Link: bit.ly/355wvVn

This study raises important managerial implications for practitioners. Employees need to have the right personality and love their work to provide exceptional customer service. Thus, organisations can benefit from hiring candidates who possess high self-oriented perfectionism, which is necessary for service companies to develop a culture of employees engaging in citizenship behaviour. In addition, assisting employees to self-assess their behavioural impact on personal wellbeing and mindfully reflect on positive and meaningful events at work can help cultivate a health-focused organisational culture.