

Linking Employee Recognition and Extra-Role Behaviour: A Study Across the Hospitality Industry

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Abstract

In contemporary organizational settings, employees are increasingly recognized as critical contributors to organizational success rather than passive resources. This study examines the relationship between employee recognition and extra-role behaviour within the hospitality industry, a sector highly dependent on service quality and employee initiative. Extra-role behaviours, such as assisting colleagues, demonstrating initiative, and contributing beyond formal job requirements, play a vital role in enhancing organizational effectiveness and customer satisfaction.

The research adopts a quantitative, cross-sectional design, collecting data from 203 employees across various departments in the hospitality sector using structured questionnaires. Established scales, including the Lee and Allen Organizational Citizenship Behaviour scale and the Cannon Employee Recognition scale, were employed to ensure reliability and validity. Statistical tools such as correlation, regression, ANOVA, and t-tests were used to analyze the data.

Findings reveal a strong positive relationship between employee recognition and extra-role behaviour, indicating that employees who feel valued and appreciated are significantly more likely to exceed formal role expectations. Recognition was found to explain a substantial proportion of variance in extra-role behaviour. Additionally, the impact of recognition varies across functional areas, suggesting the need for department-specific strategies. However, gender does not significantly influence this relationship.

The study highlights the importance of integrating recognition as a strategic human resource practice rather than a symbolic gesture. By fostering a culture of appreciation, organizations in the hospitality sector can enhance employee engagement, promote discretionary effort, and improve overall performance. These insights offer practical implications for HR professionals and managers seeking to build more motivated and high-performing teams.

Index Terms— Employee recognition, extra-role behaviour, hospitality industry, organizational citizenship behaviour

I. INTRODUCTION

The evolving nature of workplaces has shifted the focus from purely structural and technological factors to the human aspects of organizations. Employees are now viewed as key drivers of innovation, adaptability, and long-term success. Among various behavioural constructs, extra-role behaviour—defined as voluntary actions beyond formal job requirements—has gained prominence due to its contribution to organizational effectiveness.

Employee recognition emerges as a crucial factor influencing such discretionary behaviours. Recognition satisfies fundamental psychological needs such as appreciation, belonging, and respect, thereby motivating employees to contribute beyond assigned roles. In the hospitality industry, where service quality relies heavily on employee initiative, fostering such behaviours becomes essential.

This study explores how recognition practices influence extra-role behaviour across different functional areas within the hospitality sector. It also examines whether demographic variables such as gender affect this relationship. By combining statistical analysis with contextual understanding, the study aims to provide actionable insights for improving employee engagement and organizational performance.

II. PROCEDURE FOR PAPER SUBMISSION

A. Review Stage

The research was conducted using a structured survey method, collecting responses from employees across multiple hospitality organizations.

B. Final Stage

The study follows a quantitative approach with a cross-sectional design, ensuring systematic data collection and analysis.

C. Figures

Data is presented using tables and statistical outputs to ensure clarity and interpretability.

III. METHODOLOGY

The study adopts a descriptive and cross-sectional research design. Data was collected from 203 employees in the hospitality sector using convenience sampling. A structured questionnaire comprising demographic details, extra-role behaviour measures, and employee recognition indicators was used.

Reliability analysis showed high internal consistency, with Cronbach's alpha values exceeding 0.9 for both variables. Statistical techniques such as Pearson correlation, regression analysis, ANOVA, and independent t-tests were employed.

IV. RESULTS AND DISCUSSION

The findings indicate a strong positive correlation ($r = 0.915$, $p < 0.001$) between employee recognition and extra-role behaviour. Regression analysis further reveals that recognition explains approximately 83.7% of the variation in extra-role behaviour, highlighting its significant predictive power.

ANOVA results demonstrate that the impact of recognition varies across departments, suggesting that different functional areas respond differently to recognition practices. However, t-test results show no significant difference based on gender, indicating that recognition influences employees similarly regardless of gender.

Overall, the results emphasize that recognition is a powerful driver of discretionary effort and organizational citizenship behaviour.

V. CONCLUSION

The study confirms that employee recognition plays a critical role in encouraging extra-role behaviour within the hospitality industry. When employees feel acknowledged and valued, they are more likely to contribute beyond their formal responsibilities, enhancing both individual and organizational performance.

The findings suggest that organizations should adopt structured and consistent recognition practices tailored to specific departmental needs. Additionally, recognition strategies should focus on fairness and inclusivity rather than demographic differences.

By positioning recognition as a strategic tool, organizations can foster a more engaged, motivated, and high-performing workforce, ultimately leading to improved service quality and competitive advantage.

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