

ORGANIZATIONAL CITIZENSHIP AND EMPLOYEE BEHAVIOR IN HOTELS: THE ROLE OF BRAND KNOWLEDGE SUSTAINABLE STRATEGY

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Abstract

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The purpose of this research is to find out the mediation role of employees' brand knowledge strategy between organizational citizenship behavior (OCB) and employees' behavior in hotels. Quantitative approach was used in this research, and 204 online questionnaires were used to collect the data from three, four, and five hotel employees in Jordan. Data were analyzed using structural equation modeling (SEM) for hypothesis, validity, and mediation testing. The findings suggest that employees' brand knowledge strategy plays a positive mediating role between OCB and employees' behavior in hotels. This indicates that hotel employees with brand knowledge are likely to be motivated and perform well. Moreover, findings showed that OCB has a positive effect on employees' behavior and its dimensions, helping behavior, in-role performance, and creative behavior. On the other hand, OCB has a negative effect on employees' deviant behavior. This contributes to OCB theory when considered alongside employee behavior factors, revealing that OCB is influenced by brand knowledge, providing a deeper understanding and practical implications for hotel management and the sector on how employees in hotels may behave and their sense of belonging to the organization.

Keywords: Organizational Behavior, Employees' Behavior, Employees' Brand Knowledge Strategy, Hotels Sector, Jordan, AMOS Analysis

Authors' individual contribution: Conceptualization — N.M.S. and G.A.-K.; Methodology — N.M.S. and G.A.-K.; Investigation — N.M.S., G.A.-K., and E.S.; Formal Analysis — E.S.; Writing — Original Draft — G.A.-K. and E.S.; Writing — Review & Editing — N.M.S., G.A.-K., and E.S.; Supervision — N.M.S.

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1. INTRODUCTION

With the growing importance of customer expectations and the increasing challenge to provide them with high-quality service, it is important to go above guest expectations, especially in the hospitality sector, because of the direct interaction with guests (Celiker & Guzeller, 2024). To develop the service motivation, learning, and high-quality relationships with guests, employees must go beyond their job roles (King et al., 2013; Ma et al., 2025). In order to achieve a competitive advantage, hotels must ensure high-quality service from their employees by

implementing specific guidelines to fulfill structured guest needs (Ma et al., 2025; Victorino & Bolinger, 2012). Employees with high organizational citizenship behavior (OCB) are more involved in sensitive behaviors such as innovation, learning, and high-quality relationships with peers, managers, and customers in the work environment (Atatsi et al., 2019). In organizations where OCB is encouraged, better service quality and employee performance are obvious (Ratnayaka et al., 2019).

Several studies have investigated the causes and effects of OCB (Ma et al., 2025; Tanveer et al., 2024; Uddin et al., 2024). Employees with high OCB

are likely to engage in behaviors that enhance better-quality service and superior customer value (Van Nguyen et al., 2019). However, despite the growing attention to OCB, a gap remains in understanding how OCB leads to better employee behavior through employee brand knowledge strategy (EBKS) (Ratnayaka et al., 2020; Ngo et al., 2020). The need for a comprehensive analysis of the interconnection is more serious in the hotel industry, where employee behavior is vital for the service quality level and customer satisfaction. Moreover, while some studies confirm the direct impacts of OCB on employee outcomes (Ratnayaka et al., 2020), only a few researchers explore mediators as brand knowledge in this link (Fathya, 2021). This research, therefore, presents EBKS as a mediator to fill this gap and provide additional explanations.

This research aims to explore the mediating impact of EBKS on the link between OCB and employee behavior within the hotel sector in Jordan. The study is driven by the following research questions:

RQ1: Does organizational citizenship behavior positively affect employee brand knowledge strategy?

RQ2: Does the employee brand knowledge strategy positively influence employees' behavior?

RQ3: Does employee brand knowledge strategy mediate the relationship between organizational citizenship behavior and employees' behavior?

To answer the study questions and to explore the direct and indirect relationships among OCB, EBKS, and employee behavior, a quantitative approach using structured questionnaires was implemented. Data were collected from 204 hotel employees in Jordan.

This study presents a theoretical and practical contribution. First, it studies EBKS as an original mediator between OCB and employee behavior, proposing new insights into how organizational support converts into brand-consistent behaviors. Second, it provides empirical evidence from the hospitality sector in Jordan, a context that has been underrepresented in OCB and EBKS research. Third, it offers practical recommendations for hotel managers and decision makers, including that improving OCB and brand knowledge among hotel employees can enhance their performance and lead to guest satisfaction (Alhashedi et al., 2021; Celiker & Guzeller, 2024; Mora & Putra, 2025).

The rest of the paper is structured as follows. Section 2 discusses past studies and presents the study's hypotheses. Section 3 provides research methodology. Section 4 presents the analysis and results, whereas Section 5 discusses the results of the study in light of past studies. Section 6 presents the conclusion, discusses the theoretical and practical implications.

2. LITERATURE REVIEW

2.1. The link between organizational citizenship behavior and employee brand knowledge strategy

Although researchers started to conduct studies on OCB since the late 1970s, this term was not popular until Organ introduced it in the late 1980s (Adil et al., 2019). The person who is known as the father of OCB defines it as discretionary, non-required contributions by members to the organizations that employ them (Organ, 2018). According to Gelfand et

al. (2007) and Robbins and Judge (2019), OCB is only one dimension of the big concept organizational behavior (OB), other related core concepts are: work motivation, job attitudes, leadership, emotions, teams, negotiation, organizational culture, structure, job satisfaction, interpersonal communication, learning, change processes, conflict, work design, and work stress, personality, learning, training. EBKS refers to employees' perception and understanding of what the brand and company mean and the promises they make, and how they can convey these meanings and promises to customers or consumers. EBKS can also be defined as what employees think about the organization (Fathya, 2021). It is the degree to which the employee has a good understanding of the distinct brand identity and knows what the brand promises to its customers (Löhdorf & Diamantopoulos, 2014).

This research is unaware of any prior research that has examined the link between OCB and EBKS in a hotel context, or the impact of OCB on employee behavior through the effect of EBKS, but there is evidence that other OB components influence EBKS, such as Fathya's (2021) research. The author concluded that internal communication and leadership are factors that influence EBKS, and he recommended exploring new factors that influence EBKS. Based on these past results. Therefore, and to fill the mentioned gap, this research will shed new light on the mechanism by which OCB and EBKS are connected and illustrate their effect on employee behavior.

2.2. The effect of organizational citizenship behavior on employee behavior

OCB is defined as behavior that is performed in order to help fulfill the functions efficiently, voluntarily, and without taking into consideration the formal reward system of the organization (Özçelika & Fındıklı, 2014). OCB refers to some behaviors that generally go beyond the employee's job duties and are not clearly and directly regulated by the normal compensation system. (Yang et al., 2022). OCB is characterized by efforts in any form carried out at the discretion of employees that provide benefits to the organization without expecting any reward (Yang et al., 2022). There is a mix between OCB and employee behavior, especially between OCB and helping behavior. The difference between OCB and employee performance was raised by Organ (2018), when he differentiated between extra-role and in-role behaviors. The more exciting aspect is that OCB influences employee behavior (Lay et al., 2020; Uddin et al., 2024; Cho & Johanson, 2008).

On the other side, employee in-role performance can be measured by working full hours a day, achieving assigned responsibilities on time, and complying with organizational regulations (Organ, 2018). In-role performance is only one component of employee behaviors; other parts are deviant, helping, and innovative behavior (Neubert et al., 2008). Deviant behavior is an intentional violation of organizational norms or standards of appropriate behavior (Bennett et al., 2018). Helping behavior is a promotive behavior that emphasizes small acts of consideration. Creativity involves the process of producing fresh or novel ideas (Neubert et al., 2008). Employees' performance may be affected by OCB in the organization; it was

indicated that a high individual level of OCB yielded greater employee performance (Hidayah & Harnoto, 2018). Consequently, a recommendation to human resources (HR) managers is to increase their interest in employees' OCB behaviors by encouraging extra role activities, eliminating conflicts between employees, and overcoming their mistakes.

The link between OCB and employee behavior has received a great deal of attention, with two main directions of research. The direct impact of OCB on employee behavior and the indirect impact of OCB on employee behavior. Studies investigating OCB in a hotel context have mentioned that OCB has a significant positive impact on employee performance (Chelagat et al. 2015). This relationship exists not only in the hotel industry but also in different industries, as is clear in the following literature. A widely recognized research work in the field of employee behavior is by Atatsi et al. (2019), where the authors reviewed 81 research works related to employee behavior. The findings show direct positive relationships between the OCB and employee performance. On the other hand, OCB can also affect employee behavior indirectly by mediating the effect of job satisfaction on employee performance (Mora & Putra, 2025). Further results of the literature concluded that OCB acts as a moderator between employees' personality and employee performance. In their attempt to expand OCB theory and to explore the consequences of OCB at multiple levels (Bommer & Dierdorff, 2007; Sugianingrat et al., 2021). Besides, OCB increases the influence of spiritual intelligence on the same sample of employee performance, and affects employee performance positively with both direct and indirect impact (Ridwan, 2020). In the hotel context, Lay et al. (2020) and Cho and Johanson (2008) proposed that OCB is able to enlarge the role of organizational commitment and influence on employee performance, and OCB acts as a mediator factor in the relationship between organizational trust to performance. Similarly, Uddin et al. (2024) also highlighted the positive influence of OCB and other factors (transformational leadership and HR practices) on employee performance in construction firms. The conclusion is that in order to enhance the performance of employees, it is important to sustain OCB behaviors. The recommendation of this study is to explore factors that act as mediators between OCB and employee performance.

2.3. The role of employee brand knowledge strategy on organizational citizenship behavior and employee behavior

According to researchers' knowledge, only a few studies have been conducted on the relationship between EBKS and employee behavior. The results of previous studies illustrated the positive impact of EBKS on employee behavior directly or through mediators (Ngo et al., 2020; Xionga & King, 2019). Brand knowledge strategy. Based on the literature findings mentioned several antecedents and consequences of EBKS are mentioned. An important review of previous literature is the study of Fathya (2021) who reviewed 22 journal articles related to EBKS which published in Scopus database from 2010 until 2019 and mentioned that brand leadership (Van Nguyen et al., 2019), internal brand commitment (Biedenbach & Manzhynski, 2016), brand communication (Muhammad et al., 2019),

internal branding (Van Nguyen et al., 2019), internal market orientation (Boukis et al., 2017), and brand-oriented leadership (Terglav et al., 2016), and internal communication activities, internal market orientation, and leadership are antecedents of EBKS and employee commitment to brand value and employee ownership of the brand and employee performance, are results of EBKS (Fathya, 2021).

Moreover, literature determined that EBKS has a positive impact on employee performance indirectly (Ngo et al., 2020). Ngo et al. (2020) implemented their research on front-line service employees working in the service industry in Vietnam service sector in Vietnam. They found that EBKS increases employee motivation, which influences their customer-oriented behavior and results in improved employee performance. Therefore, they recommended that companies enhance service employee performance through their brand knowledge strategy, even indirectly, depending on mediators as employee brand identification, for example. Similar and strong results emphasized that EBKS has a positive influence on employee brand-aligned attitudes and behavior through the employee brand value fit with the organization as a moderator, which was found by Xionga and King (2019). Their research on a sample of employee hotels in the US suggests that hotels must create an environment of trust and respect to enhance productive employee behavior. To enhance the effect of EBKS and to ensure employee productive service behaviors, it is necessary to adopt their knowledge of the brand through their attitudes and behavior (King et al., 2013). A recent study conducted by Khairy et al. (2023), Shah et al. (2023), and Elshaer et al. (2023) highlighted the positive impact of EBKS on employee innovative behavior, and they mentioned that EBKS can be enhanced through organizational learning. In addition, employees are more likely to internalize and reflect brand identity in their behaviors, thereby reinforcing brand consistency and authenticity in service delivery. Moreover, they reveal that effective internal branding significantly enhances employee engagement and fosters a culture of workplace friendship. These, in turn, positively impact OCB among hotel employees.

To summarize, internal branding translates into higher OCB. Hotel employees who have internal branding practices show their willingness to go beyond formal job requirements to support the brand (Qureshi et al., 2022). The purpose of this research is to find out the mediation role of employees' brand knowledge strategy on OCB and employees' behavior in hotels.

In light of the past results, the following hypothesis is provided:

H1: Organizational citizenship behavior has a positive effect on employee brand knowledge strategy.

H2: Organizational citizenship behavior has a positive effect on helping behavior.

H3: Organizational citizenship behavior has a positive effect on in-role performance.

H4: Organizational citizenship behavior has a negative effect on deviant behavior.

H5: Organizational citizenship behavior has a positive effect on creative behavior.

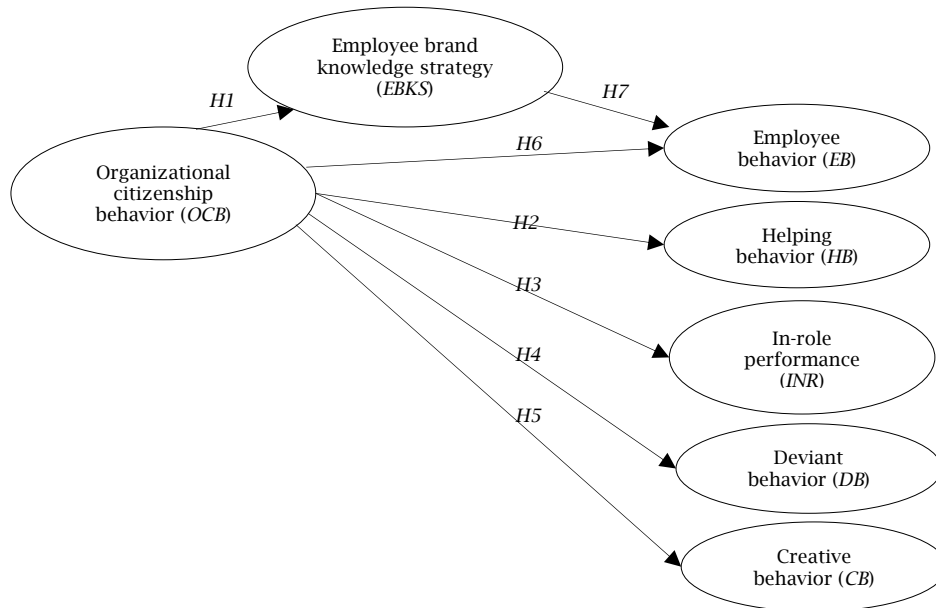
H6: Organizational citizenship behavior has a positive effect on employees' behavior.

H7: Employee brand knowledge strategy mediates the relation between organizational citizenship behavior and employees' behavior.

In the meantime, and based on the literature, the following conceptual model has been depicted to

show this research's independent, dependent, and mediator factors with proposed hypotheses.

Figure 1. Conceptual model



3. RESEARCH METHODOLOGY

3.1. Sample and procedure

Data were collected from hotel employees in Jordan. A convenience-sampling approach was employed to collect data. The sample involved 204 hotel employees (63.7 % male and 36.3 % female). In terms of age, 97.1% were less than 30 years old. Moreover, the majority of respondents are single, with 90.2% and in terms of education, the majority were bachelor graduates, 84.3%. In addition, and in terms of workplace and hotel type, 49% of employees were employees of five-star hotels, 23.5% of four-star hotels, and the rest were employees of three-star hotels. In addition, results show that most of the respondents are employees from non-managerial levels, with 75.5%. According to the years of experience, 93.1 % of respondents have less than five years.

A quantitative approach and online questionnaire survey were used to obtain and measure the research dimensions of employees' brand knowledge strategy, organizational citizenship behavior, and employees' behavior in hotels. A convenience sampling approach was employed to collect data. The sample consisted of employees drawn from five-star, four-star, and three-star hotels located in Jordan. A total of 204 usable questionnaires were obtained from the 500 questionnaires distributed based on Bougie and Sekaran (2019) and used for the analysis, which represents a response rate of 50.1%. The current research sample was chosen for two reasons: first, because the hotel sector in Jordan is considered one of the fastest-growing sectors, and second reason is because this sector sample aligns with current research objectives. In addition, ethical consideration was proposed by using a consent form, and confidentiality was maintained by handling any sensitive information for this research sample.

3.2. Instrument development and measurement scales

The structure for this research questionnaire consisted of four parts. The first one uses ordinal scales to capture information related to the respondent characteristics. While the second part includes items that measure the OCB questionnaire, the third part contains items related to employees' brand knowledge strategy. While the fourth and final part of the questionnaire provides items that measure employees' behavior, a five-point Likert scale was used in all measurement scales.

For this research, Podsakoff and MacKenzie (1997) were used to measure the organizational citizenship behavior (OCB) scale. This scale consists of twenty-four items. To measure the employee brand knowledge strategy (EBKS) scale, by Nirmali et al. (2018), was employed and includes nine items. To measure employees' behavior (EB), by Neubert et al. (2008) was utilized. This scale consists of thirty-two items divided into four dimensions, which are the helping behavior (HB) dimension, including seven items, the in-role performance (INR) dimension, including seven items, the deviant behavior (DB) dimension, including twelve items, and the creative behavior (CB) dimension, including six items. All these thirty-two items were employed to measure the four employees' behavior scale. In addition, this employee's behavior scale, with thirty-two items, showed a very important step in the process of assembling a reliable and valid tool to study employees' behavior in various organizational settings.

Therefore, and for this research purpose, the thirty-two items have been modified to be suitable for the research respondents. This research utilized these four scales to examine the research hypotheses.

4. RESULTS

For this research and to test the research hypotheses, structural equation modeling (SEM), AMOS 26.0 was performed.

4.1. Measurement and structural model

Using both exploratory and confirmatory methods, multi-item scales were assessed to guarantee the measures' validity, dimensionality, and reliability. To assess the conceptual model, we used reflective measurements. We used Cronbach's alpha and exploratory factor analysis (EFA) with varimax rotation on each scale to evaluate the measures' initial reliability. Every construct has a Cronbach's alpha value greater than 0.70 (Cheung et al., 2024). There was a range of alpha coefficients from 0.902 to 0.97. An EFA was then carried out to investigate the dimensionality of each construct. All of the items loaded on a single factor, suggesting that

organizational citizenship behavior, employee brand knowledge strategy, helping behavior, in-role performance, deviant behavior, and creative behavior are unidimensional. All factor loadings exceeded the 0.70 threshold, and there was no evidence of cross-loading (Byrne, 2001). However, items of a low loading value were excluded from the analysis. To establish convergent and discriminant validity, we used composite reliability (CR), average variance extracted (AVE), maximum shared squared variance (MSV), and average shared squared variance (ASV). The CR values ranged from 0.86 to 0.94, which exceeded the recommended 0.70 threshold value (Hair et al., 2014). The AVE values were higher than the acceptable value of 0.50 (Fornell & Larcker, 1981), ranging from 0.82 to 0.91. All CR values were greater than the AVE values. The values for MSV and ASV were lower than the AVE values, thus confirming the discriminant validity of the model. The convergent and discriminant validity values are presented in Table 1.

Table 1. Convergent and discriminant validity

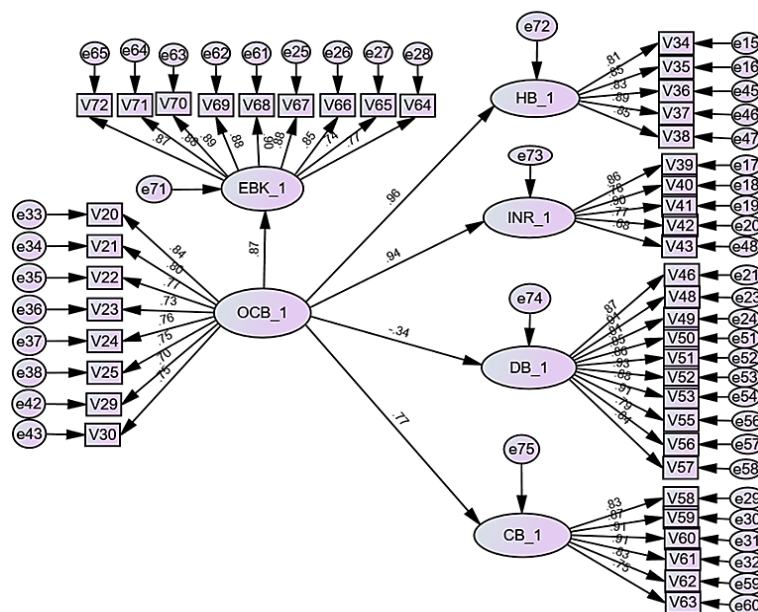
Construct	OCB	EBKS	HB	INR	DB	CB
OCB	0.865					
EBKS	0.870	0.911				
HB	0.907	0.823	0.878			
INR	0.932	0.862	0.823	0.886		
DB	-0.36	0.45	0.342	0.455	0.934	
CB	0.782	0.621	0.712	0.634	0.581	0.921
AVE	0.821	0.875	0.838	0.860	0.901	0.915
MSV	0.784	0.853	0.792	0.814	0.889	0.891
ASV	0.522	0.445	0.622	0.664	0.464	0.673
CR	0.860	0.911	0.871	0.901	0.912	0.941

Note: OCB — organizational citizenship behavior, EBKS — employee brand knowledge strategy, HB — helping behavior, INR — in-role performance, DB — deviant behavior, CB — creative behavior. Square roots of average variances extracted (AVEs) are shown on the diagonal.

All independent and dependent latent variables were included in a single multifactorial confirmatory factor analysis model in AMOS 26.0. The confirmatory factor analysis (CFA) was performed using maximum-likelihood estimation. During CFA, the model demonstrated a good fit. The chi-square/df value was 2.35, the comparative fit index

(CFI) value was 0.91, the adjusted goodness-of-fit index (AGFI) value was 0.90, and the Tucker-Lewis coefficient (TLI) was 0.98. The root mean square error of approximation (RMSEA) value was 0.05. All values were above the acceptable threshold (Hair et al., 2014).

Figure 2. SEM hypothesis testing



For model fit, we used SEM in AMOS 26.0. During the SEM procedure, we determined that the model yielded a good fit as recommended. The cmin/df value was 2.44, the CFI value was 0.96, the AGFI value was 0.92, and the TLI value was 0.98.

The RMSEA value was 0.05, which was smaller than 0.08 (Hair et al., 2014). In this context, it is possible to continue testing the hypotheses through the SEM shown in Figure 2.

Table 2. Results

Variables	Hypothesis	p-value	t-value	Beta	Result
OCB → EBKS	1	***	9.655	0.871	Accept
OCB → HB	2	***	10.329	0.964	Accept
OCB → INR	3	***	10.125	0.94	Accept
OCB → DB	4	***	-3.337	-0.340	Accept
OCB → CB	5	***	7.760	0.775	Accept

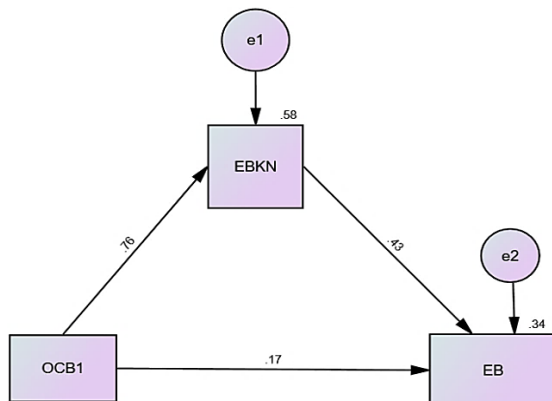
Note: OCB — organizational citizenship behavior, EBKS — employee brand knowledge strategy, HB — helping behavior, INR — in-role performance, DB — deviant behavior, CB — creative behavior. *** $p < 0.001$.

The results listed in Table 2 show that organizational citizenship behavior has a positive impact on employee brand knowledge strategy. Moreover, the results indicated that the highest impact was for helping behavior ($t = 10.329$, $p = 0.000$), followed by the in-role performance ($t = 10.125$, $p = 0.000$), and the lowest impact was for deviant behavior ($t = -3.337$, $p = 0.000$). Thus, all the study's hypotheses were supported as shown in the above table. That means that OCB has an impact on the other research variables, EBKS, HB, INR, DB, and CB.

4.2. Mediation test

For the mediation test, we perform the mediation analysis proposed by Gonzalez and MacKinnon (2021) approach by using the direct and indirect effects based on the bootstrap procedure (204 samples) and bias-corrected bootstrap confidence interval (95%).

Figure 3. Mediation test



The results show that the direct relation between organizational citizenship behavior and employee behavior was significant, $H6$ accepted, and the employee brand knowledge strategy partially mediates the relationship between organizational citizenship behavior and employee behavior, $H7$ accepted ($\beta = 0.888$, $p < 0.05$). As shown in Table 3.

Table 3. Mediation analysis

	Direct effects	Indirect effects	Total effects	Result
OCB > EBKS > EB	0.468	0.888*	1.356***	Accepted

Note: EBKS — employee brand knowledge strategy, OCB — organizational citizenship behavior, EB — employee behavior. *** < 0.001 .

5. DISCUSSION

The findings of this research indicate that there is a positive mediation role of employees' brand knowledge strategy on the relationship between organizational citizenship behavior and employees' behavior in hotels. Consistently, and according to the literature that provides a study conducted in the hospitality field in Vietnam by Van Nguyen et al. (2019), who suggested that there is a mediating role of brand knowledge strategy on employees' brand citizenship behavior, and proposed the influence of brand leadership and internal branding on employee brand citizenship behavior by brand knowledge strategy of hospitality employees. In the same vein, Atatsi et al. (2019), Chung and Byrom (2021), Ma et al. (2025), Ngo et al. (2020), Tanveer et al. (2024), and Uddin et al. (2024) proposed that employee brand knowledge strategy plays a significant role that may positively impact employee behavior. In addition, Chung and Byrom (2021), Fathya (2021), Ngo et al. (2020), Xionga and King (2019), and Shah et al. (2023) confirmed that increasing employees' brand knowledge strategy may increase their awareness of the brand promise to customers, which increases the service quality.

Moreover, our findings confirmed that organizational citizenship behavior has a positive effect on employees' behavior and its dimensions, helping behavior, in-role performance, and creative behavior. These results are consistent with Celiker and Guzeller (2024), King et al. (2013), Ma et al. (2025), Neubert et al. (2008), and Victorino and Bolinger (2012), who demonstrated that employees with high organizational citizenship behavior are more encouraged to behave positively towards innovations, learning behavior, and build a positive relationship with other employees, managers, and subordinates in the organization, which may lead to high-quality performance (Atatsi et al., 2019).

On the other hand, organizational citizenship behavior is proposed to have a negative effect on employees' deviant behavior. This outcome is consistent with the researchers in the literature who proposed that most employees who have deviant behavior in the organizations are affected negatively by low organizational citizenship behavior (Chanko & Rahmat, 2022; Ha & Moon, 2023; Nurjanah et al., 2020).

To summarize, the findings of this study postulated that hotel employees who have a brand knowledge strategy may behave positively and present an outstanding service performance. Moreover, have a positive, innovative idea, high performance, and helping behavior towards others in the hotel. Jordanian hotel employees who lack a brand knowledge strategy towards their hotels, which affects their behavior towards their hotels and others, and act inappropriately in their hotels, such as negative word of mouth, which may affect the level of service quality.

6. CONCLUSION

In this research, the purpose is to find out the role of employees' brand knowledge strategy as a mediator between organizational citizenship behavior and employees' behavior in hotels is examined in the Jordanian hotel context. The results show that employees' brand knowledge strategy has a positive role in organizational citizenship behavior and employees' behavior in Jordanian hotels. In addition, a positive effect has been found between organizational citizenship behavior on employees' helping behavior, in-role performance, and creative behavior. While a negative effect has been found between organizational citizenship behavior on employees' deviant behavior. Therefore, these results may present a value and originality to the hotel research field and provide a deep understanding and practical implications to the hotel management and sector on how the employees in the hotels may behave and be affected by their organizational citizenship behavior. In addition, this research has a number of limitations as well, such as the sample from the hotel sector cannot be generalized and applied in different sectors, and using quantitative methods and a survey can be considered a limitation in this study.

However, researchers can also use other methods, such as qualitative methods and case studies, and compare the results to better understand how employees feel about their jobs and organization. The findings of this study may serve as a starting point for many future studies that focus on organizational citizenship behavior and its impact on employee performance in Jordan. Thus, this study covers many variables that have not been explored and have a significant impact on employee behavior. In addition, future researchers can benefit greatly by applying the suggestions of this study to other industries such as telecommunications and banking. Future studies can consider obtaining a larger sample from different countries in the Middle East and North Africa (MENA) region. This study is based on a variety of factors that determine the validity of the findings of this study. However, future studies can focus on a specific aspect, such as the impact of job satisfaction, organizational commitment, and workplace fairness. After all, this study may benefit researchers in the service industry and encourage them to conduct new research on organizational citizenship behavior theory. Similarly, leadership style, organizational culture, and employee happiness play an important role in many variables such as job performance improvement, subordinate morale, and other variables that contribute to organizational employee performance. And test whether the mediating factors can be implemented in other research contexts and designs.

This research provides more theoretical knowledge to the literature on citizenship, organizational behavior, and employees' behavior, in the hotel area, and extends the literature review knowledge by examining the mediation role of employees' brand knowledge strategy on the relationship between organizational citizenship behavior and employees' behavior in Jordanian hotels. The findings of this research provide practical implications for the hoteliers in Jordan. Moreover, this research reveals that hotel employees who participated in this study may enhance their brand knowledge strategy, which will positively enhance their behavior and service productivity. Consequently, the hotel service quality may have been presented in a better way for the hotel guests in Jordan.

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APPENDIX. QUESTIONNAIRE

Part 1: Demographic

1. Gender
Male ☐
Female ☐
2. Status
Married ☐
Single ☐
3. Workplace
5 stars ☐
4 stars ☐
3 stars ☐
4. Position title
Manager ☐
Supervisor ☐
5. Years of experience
Less than 5 years ☐
From 5 years to less than 10 years ☐
From 10 years and above ☐
6. Education level
High school & secondary school ☐
Bachelor ☐
Higher degree ☐

Table A.1. Questionnaire (Part 1)

Part 2: This part includes a set of statements related to the dependent variable (organizational citizenship behavior). Please put (✓) in the box indicating your degree of agreement with each of the following statements: Organizational citizenship behaviors can be understood as group behaviors that are beneficial to the organization and are not recognized by the formal reward system.					
<i>Statements</i>	<i>Strongly agree (5)</i>	<i>Agree (4)</i>	<i>Neutral (3)</i>	<i>Disagree (2)</i>	<i>Strongly disagree (1)</i>
Attendance at work is above the norm.					
Does not take extra breaks.					
Obeys company rules and regulations even when no one is watching.					
Is one of my most conscientious employees.					
Believes in giving an honest day's work for an honest day's pay.					
Consumes a lot of time complaining about trivial matters.					
Always focuses on what's wrong, rather than the positive side.					
Tends to make "mountains out of molehills".					
Always finds fault with what the organization is doing.					
Is the classic "squeaky wheel" that always needs greasing.					
Attends meetings that are not mandatory, but are considered important.					
Attends functions that are not required, but help the company's image.					
Keeps abreast of changes in the organization.					
Reads and keeps up with organization announcements, memos, and so on.					
Takes steps to try to prevent problems with other workers.					
Is mindful of how his/her behavior affects other people's jobs.					
Does not abuse the rights of others.					
Tries to avoid creating problems for coworkers.					
Considers the impact of his/her actions on coworkers.					
Helps others who have been absent.					
Helps others who have heavy workloads.					
Helps orient new people, even though it is not required.					
Willingly helps others who have work-related problems.					
Is always ready to lend a helping hand to those around him/her.					

Table A.1. Questionnaire (Part 2)

Part 3: This part includes a set of statements related to the dependent variable (employee brand knowledge strategy). Please put (✓) in the box indicating your degree of agreement with each of the following statements:					
<i>Statements</i>	<i>Strongly agree</i>	<i>Agree</i>	<i>Neutral</i>	<i>Disagree</i>	<i>Strongly disagree</i>
I know clearly goals and policies of this hotel.					
I know the customer's expectations when they stay at this hotel.					
I know that my work is important to the success of the hotel.					
I understand how my behavior can impact this hotel.					
I understand how my own work has made a contribution to the hotel brand's success.					
I understand my role in delivering the brand promise.					
I know the meaning of this hotel brand for customers.					
I know this hotel is excellent in its service.					
I know clearly who the hotel's target customers are.					
Part 4: This part includes a set of statements related to the dependent variable (employee behavior). Please put (✓) in the box indicating your degree of agreement with each of the following statements:					
<i>Employee behavior — Helping behavior</i>	<i>Strongly agree</i>	<i>Agree</i>	<i>Neutral</i>	<i>Disagree</i>	<i>Strongly disagree</i>
<i>Statements</i>					
I volunteer to do things for this work group.					
I help orient new employees in this group.					
I attend functions that help this work group.					
I assist others in this group with their work for the benefit of the group.					
I get involved to benefit this work group.					
I help others in this group learn about the work.					
I help others in this group with their work responsibilities.					
<i>Employee behavior — In-role performance</i>					
I adequately complete assigned duties.					
I fulfill the responsibilities specified in my job description.					
I perform the tasks that are expected of me.					
I meet formal performance requirements for my job					
I engage in activities that will directly affect my performance evaluation.					
I neglect aspects of my job I am obligated to perform.					
I fail to perform essential duties.					
<i>Employee behavior — Deviant behavior</i>					
Taken property from work without permission.					
Spent too much time fantasizing or daydreaming instead of working.					
Falsified a receipt to get reimbursed for more money than you spent on business expenses.					
Taken an additional or longer break than is acceptable at your workplace.					
Come in late to work without permission.					
Litter your work environment.					
Neglected to follow your boss's instructions.					
Intentionally worked slower than you could have.					
Discussed confidential company information with an unauthorized person.					
Used an illegal drug or consumed alcohol on the job.					
Put little effort into your work.					
Dragged out work in order to get overtime.					
<i>Employee behavior — Creative behavior</i>					
I search out new technologies, processes, techniques, and/or product ideas.					
I generate creative ideas.					
I promote and champion ideas to others.					
I investigate and secure funds needed to implement new ideas.					
I develop adequate plans and schedules for the implementation of new ideas.					
I am innovative.					