

Knowledge Sharing and Organizational Citizenship Behaviour in Hotel Work Settings: A Conceptual Review

Dina Syamilah Zaid*, Dina Syafini Zaid, Hartini Adenan

Faculty of Business, Hospitality and Technology, Universiti Islam Melaka (UNIMEL), Malaysia

*Corresponding Author

DOI: <https://doi.org/10.47772/IJRISS.2026.100800450>

Received: 24 August 2026; Accepted: 29 August 2026; Published: 08 September 2026

ABSTRACT

The hospitality industry relies heavily on employees' ability to cooperate, exchange practical knowledge and contribute beyond formal job requirements. Although knowledge sharing and organizational citizenship behaviour (OCB) have received considerable attention in organizational and hospitality studies, the relationship between these two forms of employee behaviour remains insufficiently explained in hotel work settings. This conceptual review examines how knowledge sharing may be associated with OCB and considers the workplace processes that may help explain this relationship. Drawing on literature from knowledge management, organizational behaviour and hospitality management, the review integrates Social Exchange Theory and the Knowledge-Based View as complementary theoretical perspectives. The discussion proposes four explanatory pathways linking knowledge sharing with OCB: trust, reciprocity, cooperation and employee confidence. Trust and reciprocity reflect the social-exchange processes that may develop through repeated sharing of useful knowledge and support, while cooperation and employee confidence reflect the practical benefits of having access to shared knowledge. Based on this synthesis, knowledge sharing is positioned as a proposed antecedent of OCB, while the four pathways provide a conceptual explanation of how the association may develop. The review also acknowledges that the relationship may be reciprocal, as citizenship behaviour may in turn encourage knowledge sharing. Practical implications for hotel management include mentoring, team briefings, cross-department communication and recognition practices that support knowledge exchange and voluntary employee contribution. Overall, the paper extends the discussion of knowledge sharing beyond its traditional focus on learning, innovation and performance by highlighting its possible behavioural value in hotel organizations and providing a basis for future empirical research.

Keywords: Knowledge Sharing, Organizational Citizenship Behaviour, Hospitality Industry, Social Exchange Theory, Conceptual Review

INTRODUCTION

The hospitality industry depends greatly on people. Even with established procedures, service standards and clearly defined job responsibilities, the quality of a guest's experience often depends on how employees respond to situations as they occur. Hotel employees regularly need to communicate with one another, solve unexpected problems and provide support across departments. During busy periods, for example, employees may have to step beyond their usual responsibilities to assist colleagues or respond to guests more quickly. These everyday situations show that good hotel service is shaped not only by formal systems, but also by employees' willingness to cooperate and contribute beyond what is formally expected of them.

This is where organizational citizenship behaviour (OCB) becomes relevant. Organ (1988) describes OCB as voluntary behaviour that is not formally required but contributes to the effective functioning of an organization. In hotels, this may involve helping colleagues during busy periods, guiding new staff or providing additional assistance when service problems arise. Although these actions may not always be formally recognised or rewarded, they can help daily operations run more smoothly. Studies in hospitality continue to highlight the importance of OCB in employee performance, service-related behaviour and employees' willingness to contribute beyond their formal duties (Cordeiro et al., 2024; Huang & Tsai, 2024;

Yan et al., 2025).

Knowledge sharing is equally important in this environment. Much of what employees need to know in hotel operations is learned through experience rather than through manuals or formal training alone. Employees gradually learn how to deal with difficult guests, respond to service failures, manage peak periods and work effectively with other departments. Much of this knowledge is practical and tacit. When experienced employees share what they have learned, colleagues can benefit from that experience rather than relying only on trial and error. Previous hospitality studies have linked knowledge sharing with outcomes such as employee learning, innovative work behaviour, service recovery and work performance (Lim & Ok, 2021; Sharif et al., 2024; Setiawan et al., 2025).

The value of knowledge sharing, however, may extend beyond improving employees' knowledge or work performance. Sharing useful information, experience or practical advice can also provide support to colleagues. An employee who explains how to deal with a difficult guest, for example, is not only transferring information but also helping another employee perform the job more effectively. Repeated exchanges of this kind may strengthen cooperation, trust and employees' confidence in dealing with workplace challenges.

Although knowledge sharing and OCB have both received considerable attention, they are often discussed from different perspectives. Hospitality research on knowledge sharing tends to emphasise learning, innovation, service recovery and work performance, whereas OCB research generally focuses on voluntary employee behaviour and organizational effectiveness. What remains less clear is how knowledge sharing may create social and practical conditions that encourage employees to contribute beyond their formal responsibilities. Examining this connection can therefore provide a clearer understanding of how the two forms of workplace behaviour may be related.

Two theoretical perspectives are particularly useful for explaining this relationship. Social Exchange Theory suggests that workplace relationships develop through repeated exchanges of support and valued resources (Blau, 1964). From this perspective, knowledge sharing may strengthen trust and reciprocity among employees. The Knowledge-Based View, on the other hand, recognises knowledge as an important organizational resource (Grant, 1996). When useful knowledge is shared and applied across employees, it may improve cooperation and help employees feel more confident when responding to service problems or taking initiative.

Drawing on these perspectives, this review identifies trust, reciprocity, cooperation and employee confidence as proposed explanatory pathways that may help explain the association between knowledge sharing and OCB. Trust and reciprocity reflect the social-exchange processes that may develop through knowledge sharing, while cooperation and employee confidence reflect the practical benefits of having access to shared knowledge. These pathways are proposed conceptually and are not treated as empirically established mediators.

Against this background, the present review examines how knowledge sharing may be associated with organizational citizenship behaviour in hotel work settings. The paper focuses on knowledge sharing as a proposed antecedent of OCB while recognising that the relationship may also operate in the opposite direction. Its main purpose is to explain how sharing work-related knowledge may contribute to voluntary and supportive employee behaviour and to provide a conceptual basis for future empirical research.

By bringing these ideas together, the review extends the discussion of knowledge sharing beyond its usual association with learning, innovation and performance. It also offers a clearer explanation of why knowledge sharing may matter for employee behaviour in hotel organizations. From a managerial perspective, understanding this relationship may help hotel managers create working environments where employees are more comfortable sharing what they know, supporting colleagues and contributing to collective service outcomes.

REVIEW APPROACH

This paper uses a conceptual review approach to examine the relationship between knowledge sharing and organizational citizenship behaviour in hotel work settings. This approach is suitable because the purpose of

the review is to bring together existing ideas, identify connections between concepts and develop a clearer theoretical explanation of the relationship rather than to combine findings statistically (Snyder, 2019; Jaakkola, 2020).

The literature search was carried out in August 2026. Scopus was used as the main academic database, while Google Scholar and ScienceDirect were used as supplementary search platforms. The search mainly covered studies published between 2021 and August 2026 so that recent developments in hospitality research could be considered. Earlier publications were also retained when they were important for establishing the theoretical and conceptual foundations of knowledge sharing, organizational citizenship behaviour, Social Exchange Theory and the Knowledge-Based View.

A range of search terms was used in different combinations. The main terms included “knowledge sharing,” “organizational citizenship behaviour,” “organizational citizenship behavior,” “hotel” and “hospitality.” Searches such as “knowledge sharing” AND “hotel,” “knowledge sharing” AND “hospitality,” “organizational citizenship behaviour” AND “hotel,” and “knowledge sharing” AND “organizational citizenship behavior” AND “hospitality” were used to identify studies related to the main constructs. Additional searches were carried out using terms connected with the proposed explanatory pathways, including “trust,” “reciprocity,” “cooperation,” “collaboration,” “employee confidence,” “confidence” and “self-efficacy.” Related terms such as collaboration and self-efficacy were included because similar workplace processes are sometimes discussed using different terminology.

In Scopus, the searches were conducted within article titles, abstracts and keywords, with the results limited to English-language journal articles published between 2021 and 2026. ScienceDirect was searched over the same general period, with emphasis placed on research articles. Google Scholar was used as an additional source to identify relevant studies that might not have appeared in the main database search. Since the purpose of the paper is conceptual rather than systematic, the search was not intended to identify every publication available on the topic, and a formal systematic-review screening procedure was not applied.

Studies were included when they were relevant to the relationship developed in this review. Priority was given to peer-reviewed journal articles that directly addressed the constructs or workplace processes relevant to the review. Particular attention was given to research on knowledge sharing, organizational citizenship behaviour and related employee behaviours in hotel and hospitality settings. Studies discussing trust, reciprocity, cooperation, collaboration, employee confidence or self-efficacy were also considered when they helped explain the proposed explanatory pathways. Literature from the broader fields of organizational behaviour and knowledge management was retained when it provided an established theoretical basis for the framework. Studies that did not contribute directly to the relationship between knowledge sharing, the proposed explanatory pathways and organizational citizenship behaviour were not included in the conceptual synthesis.

The selected literature was then compared and conceptually synthesised to explain how knowledge sharing may be associated with organizational citizenship behaviour. Social Exchange Theory is used to explain the roles of trust and reciprocity, while the Knowledge-Based View helps explain how shared knowledge may support cooperation and employee confidence. The framework developed from this discussion is intended to guide future empirical research rather than to claim that the proposed relationships have already been established statistically.

Conceptualising Knowledge Sharing and Organizational Citizenship Behaviour

A clearer understanding of the relationship between knowledge sharing and organizational citizenship behaviour requires both concepts to be considered separately before examining how they may be connected. Although both involve interaction and cooperation among employees, they represent different forms of workplace behaviour.

Knowledge sharing generally refers to the exchange of work-related information, experience and practical understanding among employees. It involves not only providing knowledge to others, but also seeking, receiving and applying useful knowledge in the workplace (Wang & Noe, 2010). In hotel operations, this process is especially important because much of the knowledge employees use is gained through experience.

Employees may learn how to handle guest complaints, manage busy service periods or respond to unusual requests through repeated interaction with guests and colleagues rather than through formal procedures alone.

Knowledge sharing in hotels can therefore take many forms. Employees may explain guest-handling techniques, share information about guest preferences, guide less experienced colleagues or discuss better ways of solving service problems. Some of this knowledge may be shared formally through training, meetings and briefings, while other forms of sharing happen naturally during daily work. Recent hospitality studies have also linked knowledge sharing with employee innovation, service recovery and other positive workplace outcomes (Alzyoud et al., 2024; Setiawan et al., 2025).

Organizational citizenship behaviour, on the other hand, refers to voluntary behaviour that goes beyond formal job requirements and contributes to the effective functioning of the organization (Organ, 1988). OCB is commonly discussed through several dimensions, including altruism, conscientiousness, sportsmanship, courtesy and civic virtue (Organ, 1988; Podsakoff et al., 2000). These dimensions reflect different ways in which employees may contribute beyond what is formally expected of them.

In hotel settings, these forms of behaviour can be observed in everyday service situations. Altruism may be demonstrated when an employee assists a colleague during peak occupancy or helps a new staff member adjust to the job. Conscientiousness may be reflected in an employee's willingness to maintain service standards even with limited supervision. Sportsmanship can be seen when employees remain professional under pressure or respond calmly to difficult situations. Courtesy may involve sharing important information to prevent mistakes that could affect other departments, while civic virtue may be reflected in employees' participation in discussions or initiatives aimed at improving hotel operations. These examples show that OCB is not limited to major or exceptional acts; it is often visible in small decisions and behaviours that help service operations run more smoothly (Cordeiro et al., 2024; Huang & Tsai, 2024; Yan et al., 2025).

Although knowledge sharing and OCB are conceptually different, there are areas where the two behaviours may overlap. Sharing useful knowledge can itself be a supportive action because it helps colleagues perform their work more effectively. An employee who voluntarily explains how to manage a service problem or shares information that prevents a mistake is contributing to the work of others, even when doing so is not formally required. In this sense, knowledge sharing may be closely related to dimensions of OCB such as altruism and courtesy.

The connection may also extend to conscientiousness and civic virtue. Employees who actively exchange knowledge may develop a better understanding of service problems, departmental needs and wider organizational priorities. This awareness can make it easier for them to participate in service improvement or take greater responsibility for collective work outcomes. However, knowledge sharing and OCB should not be treated as the same construct. Knowledge sharing is primarily concerned with the exchange and use of knowledge, whereas OCB reflects a broader range of voluntary behaviours that support colleagues and the organization.

For this review, knowledge sharing is therefore understood as an interactive process through which employees exchange, seek and apply work-related knowledge. Organizational citizenship behaviour refers to voluntary employee behaviour that supports colleagues, guests and the organization beyond formal job requirements. Keeping this distinction clear is important because it allows the relationship between the two constructs to be examined without assuming that knowledge sharing is itself equivalent to OCB.

Knowledge Sharing in the Hospitality Industry

Knowledge sharing is important in hotel operations because good service does not depend only on formal procedures. Much of it also comes from employees' practical knowledge, experience and willingness to work together. In hospitality organizations, employees often learn through daily interaction with guests, observation of colleagues and problem-solving in real situations. Much of this knowledge is tacit. It is not always written in manuals or standard operating procedures. When employees share such knowledge, they can help improve coordination, reduce service mistakes and support better guest service (Wang & Noe, 2010; Lim & Ok, 2021).

In hotels, knowledge sharing can take place through both formal and informal practices. Formal practices may include training sessions, departmental meetings, daily briefings, mentoring programmes and discussions on standard operating procedures. Informal sharing may happen through peer guidance, daily conversations, problem-solving discussions and communication across departments. These practices are important because hotel work is highly interdependent. For example, front office employees may need updated information from housekeeping before assigning rooms. Food and beverage employees may also need to share guest preferences with kitchen staff to ensure service accuracy. Through this kind of sharing, employees are able to respond more effectively to guest needs and operational challenges.

To clarify the practical forms of knowledge sharing in hotel operations, Table 1 summarizes selected formal and informal knowledge-sharing practices and explains how they may contribute to organizational citizenship behaviour.

Table 1: Formal and Informal Knowledge-Sharing Practices in Hotel Operations

Type of Knowledge Sharing	Example in Hotel Operations	Possible Contribution to OCB
Formal knowledge sharing	Daily briefings before shift operations	Encourages employees to cooperate, update one another and prevent service mistakes.
Formal knowledge sharing	Departmental meetings	Supports civic virtue by involving employees in service improvement discussions.
Formal knowledge sharing	Mentoring programmes	Encourages altruism by enabling experienced employees to guide and support new staff.
Formal knowledge sharing	Training sessions	Improves employee confidence and willingness to assist colleagues.
Informal knowledge sharing	Peer guidance during busy periods	Encourages helping behaviour and teamwork.
Informal knowledge sharing	Sharing guest preferences across departments	Strengthens courtesy by preventing service-related problems.
Informal knowledge sharing	Informal discussion on handling complaints	Supports service recovery and voluntary problem-solving behaviour.
Informal knowledge sharing	Cross-department communication	Promotes cooperation and shared responsibility for service quality.

Note. Developed by the authors based on the conceptual synthesis of knowledge-sharing practices and OCB dimensions.

As shown in Table 1, knowledge sharing in hotels is not limited to formal activities organized by management. Informal exchanges among employees are also important because they often happen during real service situations. In many cases, employees need quick advice, practical support and cooperation from colleagues to solve guest-related problems.

Recent studies continue to show the importance of knowledge sharing in hospitality organizations. Sharif et al. (2024), for example, found that knowledge sharing mediates the relationship between transformational leadership and innovative work behaviour among employees in three-star hotels. This finding suggests that the effect of transformational leadership on innovative work behaviour may partly operate through employees' willingness to share knowledge. Setiawan et al. (2025) also showed that knowledge-sharing behaviour supports innovative work behaviour among hotel employees. These findings suggest that knowledge sharing can help employees become more active, responsive and creative in their work.

Knowledge sharing is also discussed in relation to sustainability and green behaviour in hospitality organizations. Ansong et al. (2025) examined green knowledge sharing in relation to employee green creativity, highlighting the roles of employee empowerment, participation and green values. Seraj et al. (2025) also examined green knowledge sharing and green employee voice in the context of organizational sustainability. Although these studies focus on green-related outcomes, they illustrate how knowledge-sharing

practices can also support employee participation and workplace improvement in sustainability-related contexts.

In hotel operations, knowledge sharing can support coordination and mutual assistance by helping employees respond more effectively to service problems and operational demands. When useful information and experience are exchanged openly, employees may also begin to view their colleagues as more reliable and supportive. These interactions can strengthen cooperation and create a working environment in which employees are more willing to assist one another.

However, knowledge sharing does not happen automatically. Several barriers may limit employees' willingness to share knowledge, such as heavy workload, lack of recognition, weak communication, low trust and the belief that personal knowledge gives them an advantage (Wang & Noe, 2010; Lim & Ok, 2021). In hotel settings, these barriers can affect service coordination and reduce employees' willingness to support one another. For this reason, hotel managers need to create a work environment where knowledge sharing is encouraged, appreciated and included in daily work practices. This can be done through team briefings, mentoring, cross-department communication, supportive leadership and recognition of employees who actively share useful knowledge.

Knowledge sharing should also be considered alongside knowledge hiding, which occurs when employees deliberately withhold knowledge requested by others. Knowledge hiding has been observed in hospitality settings and may interfere with knowledge exchange and collaboration among employees (Rao et al., 2021; Lin et al., 2023). For hotel managers, reducing knowledge-hiding behaviour is therefore important in creating an environment where employees feel more comfortable exchanging experience and supporting one another.

Organizational Citizenship Behaviour in the Hospitality Industry

Organizational citizenship behaviour is especially important in hotel operations because employees often need to respond to situations that fall outside routine job descriptions. In addition to completing their assigned tasks, employees may need to assist colleagues during busy periods, respond to unexpected guest requests or take extra initiative when service problems occur. These actions may not always be formally rewarded, but they can contribute to smoother operations, stronger teamwork and more consistent service delivery.

In hospitality settings, OCB can be seen in many everyday situations. Employees may help colleagues during peak occupancy, support new staff, remain flexible when workloads increase or provide additional assistance during service recovery. These behaviours are particularly valuable because hotel service is highly interdependent. A positive guest experience often depends on the coordinated efforts of several departments, including front office, housekeeping, food and beverage, kitchen, maintenance and management.

Recent studies continue to highlight the relevance of OCB in hospitality work. Cordeiro et al. (2024) showed that hotel employees demonstrate different forms and levels of organizational citizenship behaviour, while Huang and Tsai (2024) linked OCB with employee well-being and task performance. Yan et al. (2025) also examined service-oriented OCB in relation to managerial coaching behaviour and employees' willingness to contribute beyond their formal service responsibilities. Together, these studies suggest that OCB remains an important part of understanding employee behaviour in hotel organizations.

The value of OCB is also connected to the emotional and social nature of hospitality work. Hotel employees regularly interact with guests from different backgrounds, handle complaints and solve service problems under time pressure. Although formal procedures provide guidance, they cannot cover every situation employees may encounter. Employees therefore often rely on personal judgement, patience, empathy and a willingness to help when responding to service challenges. These behaviours can influence not only the quality of individual service encounters, but also the overall functioning of the hotel.

OCB is particularly important for teamwork because hotel departments depend on one another. A delay in one department can easily affect another, especially when information or support is needed quickly. Employees who willingly assist colleagues, share responsibility and respond positively under operational pressure can help

reduce service disruptions and maintain service standards. In this sense, OCB supports both individual service performance and collective organizational effectiveness.

However, voluntary helping behaviour should not be assumed to occur automatically. Employees are more likely to contribute beyond their formal duties when they feel supported, respected and valued. Supportive leadership, fair treatment, good communication and opportunities for learning can encourage employees to demonstrate positive extra-role behaviour. In contrast, excessive workload, weak management support, poor teamwork and lack of recognition may reduce employees' willingness to contribute beyond their assigned responsibilities.

For this conceptual review, OCB is relevant because it represents the type of voluntary and supportive behaviour that knowledge sharing may help to encourage. In hotel work settings, this may include assisting colleagues, sharing responsibility and contributing beyond formal job expectations. Such behaviours can support teamwork, service quality and the effective coordination of hotel operations.

The Relationship Between Knowledge Sharing and Organizational Citizenship Behaviour

Knowledge sharing and organizational citizenship behaviour are closely connected because both can involve employees supporting others at work. In hotel operations, employees may voluntarily share experience, service tips or practical knowledge that helps colleagues perform their work more effectively. Such exchanges can reduce service problems, improve coordination and contribute to a more supportive working environment. Although knowledge sharing is mainly concerned with the exchange and use of knowledge, it may also create conditions that encourage employees to assist colleagues and contribute beyond their formal responsibilities.

This relationship is particularly relevant in hotels because service delivery depends heavily on teamwork and timely information. Front office employees, for example, may need updated information from housekeeping before assigning rooms, while food and beverage staff may need to communicate guest preferences to kitchen staff. Experienced employees may also share practical advice with less experienced colleagues to reduce errors and maintain service standards. Previous studies have linked knowledge sharing with positive employee outcomes, including innovative work behaviour and service recovery performance (Alzyoud et al., 2024; Sharif et al., 2024; Setiawan et al., 2025).

A simple example can be seen when an experienced front office employee explains to a new staff member how to respond to an angry guest. The advice may come from experience rather than a written procedure, but it can help the new employee feel more prepared when a similar situation occurs. The same knowledge may later be shared with another colleague. In this way, practical knowledge can support both individual performance and voluntary helping behaviour.

Le et al. (2023) examined organizational trust, organizational citizenship behaviour and knowledge sharing among employees in international hotels in Vietnam. Their findings showed that organizational trust was positively associated with both OCB and knowledge sharing, while OCB also positively influenced knowledge-sharing behaviour. This suggests that the relationship between knowledge sharing and OCB may be reciprocal rather than strictly one-directional. The present review nevertheless focuses on knowledge sharing as a proposed antecedent of OCB because the main concern of the paper is to explain how sharing work-related knowledge may create social and practical conditions that encourage employees to contribute beyond their formal responsibilities. The reverse relationship is also possible and should be examined empirically in future research.

More recent research has also examined knowledge sharing and organizational citizenship behaviour within the same hospitality context. Ghorbanzadeh and Rahehagh (2026), for example, examined technology-enabled knowledge-sharing behaviour and OCB among hotel employees. This reflects growing interest in how the two behaviours may be connected, although further theoretical and empirical work is still needed to understand how the relationship develops.

Several workplace processes may help explain this connection. Repeated exchanges of useful information and assistance can strengthen mutual support and trust among employees, while access to shared experience may

improve employees' confidence and ability to coordinate their work. In turn, employees may become more willing and better prepared to assist colleagues or take initiative when service problems occur. These proposed pathways are discussed in more detail in the following section through Social Exchange Theory and the Knowledge-Based View.

The relationship also needs to be considered in light of barriers to knowledge sharing. Employees may hesitate to share what they know when they believe their experience gives them a personal advantage, or when they face low trust, heavy workloads, weak communication or limited recognition. Such conditions can restrict knowledge exchange and reduce opportunities for cooperation and voluntary contribution. Creating a work environment where employees feel comfortable exchanging useful knowledge is therefore an important consideration for hotel management.

THEORETICAL FOUNDATION

The relationship between knowledge sharing and organizational citizenship behaviour can be understood through two complementary theoretical perspectives: Social Exchange Theory and the Knowledge-Based View. These perspectives are useful because knowledge sharing involves both social interaction among employees and the use of knowledge as an organizational resource. Together, they help explain why sharing useful knowledge may influence employees' willingness and ability to contribute beyond their formal responsibilities.

Social Exchange Theory suggests that workplace relationships develop through repeated exchanges of support and valued resources (Blau, 1964). In hotel operations, knowledge can form part of this exchange when employees provide colleagues with useful information, practical advice or assistance during service situations. Over time, these interactions may strengthen trust because employees begin to see one another as reliable and supportive. They may also encourage reciprocity, as employees who benefit from the knowledge or assistance of others may become more willing to provide support in return. Previous hospitality research has shown that organizational trust is positively associated with both knowledge sharing and OCB, supporting the relevance of these social-exchange processes in hotel work settings (Le et al., 2023).

The Knowledge-Based View provides a different but complementary explanation. It considers knowledge an important organizational resource that becomes more useful when it is shared and applied across individuals and teams (Grant, 1996). This is particularly relevant in hotels, where employees often rely on experience-based knowledge when dealing with guest complaints, service failures and unexpected operational problems. Access to shared knowledge may help employees feel better prepared to respond to these situations and may strengthen their confidence to take initiative when additional support is needed. Shared knowledge can also improve cooperation by helping employees understand the responsibilities and operational needs of other departments. Studies in hotel settings have similarly linked knowledge sharing with employee innovation and service recovery-related outcomes (Alzyoud et al., 2024; Sharif et al., 2024; Setiawan et al., 2025).

Taken together, Social Exchange Theory and the Knowledge-Based View provide complementary explanations for how knowledge sharing may be linked with organizational citizenship behaviour. In this review, trust and reciprocity represent the social-exchange pathways, while cooperation and employee confidence represent the practical, knowledge-enabled pathways. These pathways are proposed at the conceptual level and are not presented as empirically established mediators. They provide the theoretical basis for the conceptual framework developed in the following section.

Proposed Conceptual Framework

Based on the preceding discussion, this paper proposes a conceptual framework that links knowledge sharing with organizational citizenship behaviour in hotel work settings. In the framework, knowledge sharing is positioned as the proposed antecedent, while organizational citizenship behaviour is treated as the focal outcome.

Although the framework focuses on knowledge sharing as the proposed antecedent of OCB, this direction should not be interpreted as excluding the possibility of reciprocal effects. Previous hospitality research

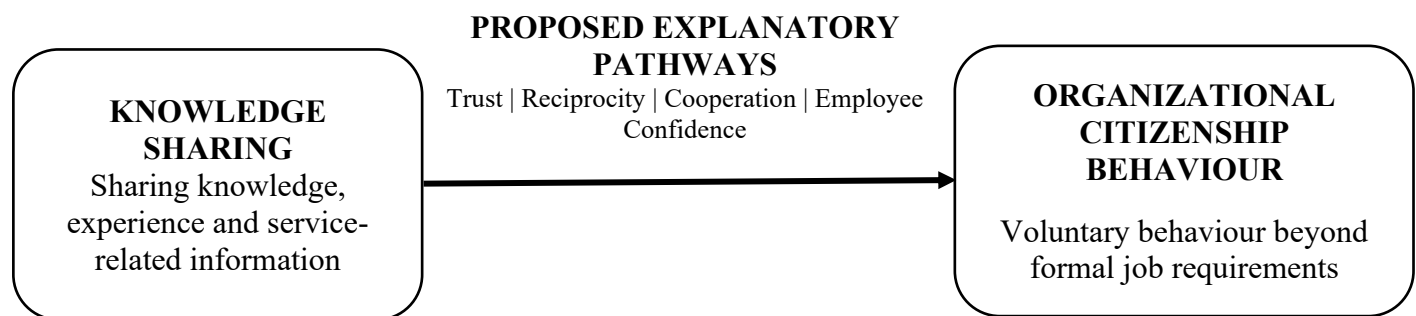
suggests that employees who demonstrate citizenship behaviour may also be more willing to share knowledge with colleagues (Le et al., 2023). The directional emphasis adopted here reflects the specific purpose of the review, which is to explain how knowledge sharing may contribute to voluntary and supportive employee behaviour in hotel work settings.

Knowledge sharing refers to employees' willingness to exchange work-related knowledge, experience and service-related information with colleagues. Organizational citizenship behaviour, on the other hand, refers to voluntary behaviour that goes beyond formal job requirements and supports colleagues, guests and the organization.

The framework identifies trust, reciprocity, cooperation and employee confidence as proposed explanatory pathways linking knowledge sharing with organizational citizenship behaviour. These pathways are conceptual and are not presented as empirically established mediators. Trust and reciprocity represent the social side of knowledge sharing, where repeated exchanges of useful information and assistance may strengthen supportive workplace relationships. Cooperation and employee confidence reflect the practical value of shared knowledge, as employees may become better prepared to coordinate their work, respond to service problems and take initiative when additional support is needed.

These proposed pathways draw on the two theoretical perspectives discussed above: Social Exchange Theory for trust and reciprocity, and the Knowledge-Based View for cooperation and employee confidence.

Figure 1: Proposed Conceptual Framework



Note. Trust, reciprocity, cooperation and employee confidence are proposed as conceptual explanatory pathways linking knowledge sharing and organizational citizenship behaviour. They are not presented as empirically established mediators.

Propositions

Proposition 1: Knowledge sharing is positively associated with organizational citizenship behaviour among hotel employees.

Proposition 2: Trust is proposed as an explanatory pathway that may help explain the association between knowledge sharing and organizational citizenship behaviour among hotel employees.

Proposition 3: Reciprocity is proposed as an explanatory pathway that may help explain the association between knowledge sharing and organizational citizenship behaviour among hotel employees.

Proposition 4: Cooperation is proposed as an explanatory pathway that may help explain the association between knowledge sharing and organizational citizenship behaviour among hotel employees.

Proposition 5: Employee confidence is proposed as an explanatory pathway that may help explain the association between knowledge sharing and organizational citizenship behaviour among hotel employees.

Taken together, these propositions provide a basis for future empirical research to examine the proposed association between knowledge sharing and organizational citizenship behaviour and the explanatory pathways

involving trust, reciprocity, cooperation and employee confidence.

Implications for Hospitality Management

The proposed relationship between knowledge sharing and organizational citizenship behaviour has several practical implications for hotel management. In hotel operations, useful knowledge is often developed through experience, guest interaction, service recovery and daily problem solving. Managers should therefore view knowledge sharing not simply as an administrative activity, but as part of a broader effort to strengthen teamwork, employee support and service quality.

Knowledge sharing can be encouraged through both structured and informal practices. Team briefings, departmental meetings, mentoring programmes and training sessions provide formal opportunities for employees to exchange information and experience. Informal practices, such as peer guidance and cross-department communication, are equally important because employees often need quick advice and practical support during daily operations. These practices are particularly relevant in hotels, where front office, housekeeping, food and beverage, kitchen and maintenance teams depend on one another to respond effectively to guest needs.

A supportive work environment is also important. Employees may be less willing to share what they know when they feel that their ideas are not valued or when they believe that keeping knowledge gives them an advantage. Supportive leadership, fair communication and recognition can help create an environment in which employees feel more comfortable sharing information and assisting colleagues. This is consistent with Social Exchange Theory, which suggests that positive workplace relationships can encourage reciprocal and supportive behaviour (Blau, 1964; Le et al., 2023).

Recognition can further strengthen these behaviours and does not always need to take the form of monetary rewards. Verbal appreciation, positive feedback and acknowledgement during meetings can signal that knowledge sharing and voluntary contribution are valued. Such recognition may encourage employees to continue supporting colleagues and contributing beyond their formal responsibilities.

Knowledge sharing can also be incorporated into staff development and service improvement. Experienced employees can mentor junior staff, discuss service recovery experiences and share practical approaches to handling guest complaints. Cross-department sharing sessions can also help employees understand how their work affects other areas of hotel operations. From the Knowledge-Based View, knowledge becomes more valuable to the organization when it is shared, combined and applied collectively (Grant, 1996).

Managers should also address barriers that may limit knowledge sharing and citizenship behaviour. Heavy workload, poor communication, low trust, weak teamwork and limited leadership support may discourage employees from sharing knowledge or contributing beyond their assigned duties. Knowledge hiding should also be addressed because withholding useful information can interfere with collaboration and knowledge exchange. Creating a culture that values learning, open communication and shared responsibility can help reduce these barriers.

Based on these implications, hotel managers may consider the practical checklist in Table 2.

Table 2: Managerial Checklist for Strengthening Knowledge Sharing and Organizational Citizenship Behaviour

Managerial Action	Purpose
Conduct short daily briefings	To ensure employees receive updated operational information.
Encourage mentoring between senior and junior staff	To transfer tacit knowledge and strengthen helping behaviour.
Recognize employees who share useful knowledge	To reinforce voluntary contribution and supportive behaviour.

Promote cross-department communication	To reduce service delays and improve coordination.
Address knowledge hiding	To prevent employees from withholding important work-related knowledge.
Use digital communication tools wisely	To support faster sharing of service information without replacing human interaction.
Encourage service recovery sharing sessions	To help employees learn from real guest-related problems.

The checklist highlights practical actions that hotel managers can integrate into everyday operations. When these practices are supported by trust, recognition and open communication, employees may become more willing to share knowledge, assist colleagues and contribute beyond formal job requirements.

FUTURE RESEARCH DIRECTIONS

This conceptual review provides a theoretical explanation of the relationship between knowledge sharing and organizational citizenship behaviour in hotel work settings. The proposed framework now needs to be examined empirically to determine the strength and nature of this relationship. Quantitative studies involving hotel employees could use methods such as structural equation modelling to examine whether knowledge sharing is positively associated with OCB.

The possibility of a reciprocal relationship also deserves further attention. Although the present framework focuses on knowledge sharing as a proposed antecedent of OCB, previous hospitality research indicates that employees who display citizenship behaviour may also become more willing to share knowledge with colleagues (Le et al., 2023). Longitudinal or cross-lagged designs would be useful in examining whether knowledge sharing encourages later OCB, whether OCB promotes subsequent knowledge sharing, or whether the two behaviours reinforce one another over time.

The proposed explanatory pathways should also be examined empirically. Trust, reciprocity, cooperation and employee confidence could be tested to determine whether they help explain the association between knowledge sharing and citizenship behaviour. Trust may be particularly relevant because previous hospitality research has linked it with both knowledge sharing and OCB (Le et al., 2023). Other organizational factors, including leadership support, work engagement and organizational culture, may also shape this relationship (McManus et al., 2025; Setiawan et al., 2025).

Comparisons across hotel departments may provide a clearer picture of how the proposed relationship operates in practice. Knowledge-sharing practices may differ among front office, housekeeping, food and beverage, kitchen, sales and marketing, and maintenance employees. These differences could help explain whether the association between knowledge sharing and OCB, as well as the proposed explanatory pathways, varies according to the nature of the work, level of guest interaction or degree of interdepartmental coordination.

Qualitative and mixed-method approaches may offer further insight. Interviews with hotel employees and managers could provide a deeper understanding of how knowledge sharing takes place during daily operations and how trust, reciprocity, cooperation and employee confidence are experienced in practice. Such approaches may also reveal barriers to knowledge sharing that are difficult to capture through survey-based research.

Technology provides another useful direction for future investigation. Digital communication platforms and internal information systems are changing how hotel employees access and exchange knowledge. Further studies could examine whether technology-enabled knowledge sharing strengthens or changes the relationship between knowledge sharing and OCB as hotel operations become increasingly digital.

The framework could also be examined across different hotel categories. Budget, boutique, four-star and five-star hotels may differ in their organizational structure, service expectations, staffing practices and opportunities

for knowledge exchange. Comparing these settings could show whether the relationship between knowledge sharing and OCB remains consistent across different types of hotel operations.

Cultural and geographical differences should also be considered. Employees working in different countries or regions may not view knowledge sharing, reciprocity, cooperation and voluntary workplace behaviour in the same way. Cross-cultural and cross-country studies could therefore help determine whether the proposed relationships remain consistent or vary according to local workplace norms and hospitality practices.

Another useful extension would be to examine outcomes associated with knowledge sharing and OCB. These may include service quality, guest satisfaction, employee innovation and service recovery performance. Examining such outcomes could provide a clearer understanding of how shared knowledge and voluntary employee behaviour contribute to overall hotel performance.

Overall, future research should move beyond asking whether knowledge sharing and OCB are related and pay greater attention to how, when and under what conditions this relationship develops in hotel organizations.

CONCLUSION

This conceptual review examined the relationship between knowledge sharing and organizational citizenship behaviour in hotel work settings. The discussion shows that hotel employees rely not only on formal procedures and job descriptions, but also on shared experience, practical knowledge and support from colleagues when responding to service demands. These everyday interactions provide an important basis for understanding how knowledge sharing may be associated with voluntary employee behaviour.

Knowledge sharing can give employees access to practical information, experience and guidance that help them respond to workplace situations more effectively. It may also encourage employees to cooperate, assist colleagues and take greater responsibility when service problems arise. At the same time, organizational citizenship behaviour reflects employees' willingness to contribute beyond their formal job requirements for the benefit of colleagues, guests and the organization.

The main contribution of this review is the proposed conceptual framework linking knowledge sharing with organizational citizenship behaviour. Trust, reciprocity, cooperation and employee confidence are identified as proposed explanatory pathways that may help explain this association. Trust and reciprocity reflect the social-exchange processes that can develop through repeated knowledge sharing, while cooperation and employee confidence reflect the practical benefits of having access to shared knowledge. Social Exchange Theory and the Knowledge-Based View provide complementary perspectives for understanding these pathways.

The framework focuses on knowledge sharing as a proposed antecedent of OCB, although the relationship may not operate in only one direction. Previous hospitality research suggests that employees who demonstrate citizenship behaviour may also be more willing to share knowledge (Le et al., 2023). This possibility reinforces the need for future empirical research to examine how the two behaviours may influence one another over time.

From a managerial perspective, hotels can encourage knowledge sharing through practices such as team briefings, mentoring, cross-department communication and recognition of employees who share useful knowledge with others. A work environment that values open communication, trust and mutual support may make employees more comfortable exchanging knowledge and contributing beyond their assigned responsibilities.

Overall, this review extends the discussion of knowledge sharing beyond its traditional emphasis on learning, innovation and performance by highlighting its possible behavioural value in hotel organizations. Future research should test the proposed framework and examine the explanatory pathways across different hotel categories, departments, cultural contexts and geographical settings. Such work could provide a clearer

understanding of how knowledge sharing and voluntary employee behaviour contribute to teamwork, service quality and organizational effectiveness.

AUTHOR CONTRIBUTIONS

All authors contributed equally to the conception, literature review, conceptual development, writing, revision, and final approval of the manuscript.

CONFLICT OF INTEREST

The manuscript has not been published elsewhere and is not under consideration by other journals. All authors have approved the manuscript, agree with its submission and declare no conflict of interest.

DATA AVAILABILITY STATEMENT

No primary data were used in this conceptual review. The discussion was based on published literature.

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