

THE ROLE OF TRAINING AND DEVELOPMENT, EMPLOYEE ENGAGEMENT IN WORK PERFORMANCE: ORGANIZATIONAL COMMITMENT AS A MEDIATOR

Sharif Hosen ; Siti Raba'ah Hamzah ; Ismi Arif Ismail ; Siti Noormi Alias ; Mohd Faiq Abd Aziz 

Faculty of Educational Studies, Universiti Putra Malaysia, 43400, UPM, Serdang, Selangor, Malaysia

E-mail: sharifupm@gmail.com

Received July 2024; accepted September 2024

Abstract

The hotel sector is a significant pillar in Bangladesh because it has significantly contributed to its economic development. Employee work performance has become a global business phenomenon in the service industry over various years because work performance in the hotel industry heavily depends on employee engagement and training facilities. The present research determined the mediating influence of organizational commitment on the impact of training and development and employee engagement on work performance among frontline employees in Bangladesh. Applying a simple random technique, from the 362 frontline employees, data was gathered from the selected population. Collected data was analyzed using SPSS, which was used for descriptive analysis, and Smart-PLS 3.0 was applied to the structure and measurement models. The structure model tested all hypotheses of this study. In this study, training and development, employee engagement, and organizational commitment significantly influence work performance. Moreover, organizational commitment partially mediates the impact of training and development and employee engagement on work performance. The contribution is that owners, managers, and policymakers should take necessary action to develop work performance and organizational commitment, considering the right behaviour. Additionally, employee engagement and development training facilities should be implemented to meet the hotel's demands for the future and present. The present study explains outcomes with various research limitations that suggest further study is needed. This study fulfils the research gaps in the hotel sector of Bangladesh, which indicates that organizational commitment, work performance, employee engagement, training and development were not high.

Research Paper

Keywords: Training and Development, Employee Engagement, Organisational Commitment, Work Performance, Frontline Employees

Reference to this paper should be made as follows: Hosen, S., Hamzah, S.R., Ismail, I.A., Alias, S.N., & Abd Aziz, M.F. (2024). The role of training and development, employee engagement in work performance: organizational commitment as a mediator. *Journal of Entrepreneurship, Business and Economics*, 12(2), 28–68.

Introduction

South East Asian countries comprising Bangladesh, India, Nepal, and Bhutan have enhanced financial conditions and have developed their increasing influence on the world economy during the last few decades (Rabiul et al., 2023; Jan et al., 2021; Singh et al., 2022). Based on this upward trend, various demands have been made to abandon the dominance of contexts of the West and use strategies of management from Eastern nations in case of culture, philosophy, and tradition to develop a comprehensive justification of human resource development from a global viewpoint (Meira, & Hancer, 2021; Tsui, 2009). Managing the diversity of cultures is a challenge in the hotel industry, specifically for human resource personnel, due to many Asians entering this sector globally (Singh et al., 2022; Ahmed et al., 2020). The service sector contributes to the global economy, and employees of this sector provide the best service quality to their guests.

The hotel sector of Bangladesh, like other various developing nations, has become a significant pillar for economic development (Rabiul et al., 2023). This sector significantly contributes to economic development, which contributes 4% of total GDP (gross domestic product). The growth in the sub-sectors of hotels and restaurants rose by 7.13%, compared to 6.98% in the previous year, highlighting that the hotel industry significantly contributes to GDP growth (Arefin et al., 2020). (Statista Market Insights, 2024) It is forecasted that the revenue of the hotel market will reach nearly \$1.1 billion in Bangladesh. Moreover, it is predicted that within 2029, the revenue of the hotel sector will be projected to have a market volume of nearly \$1.8 billion.

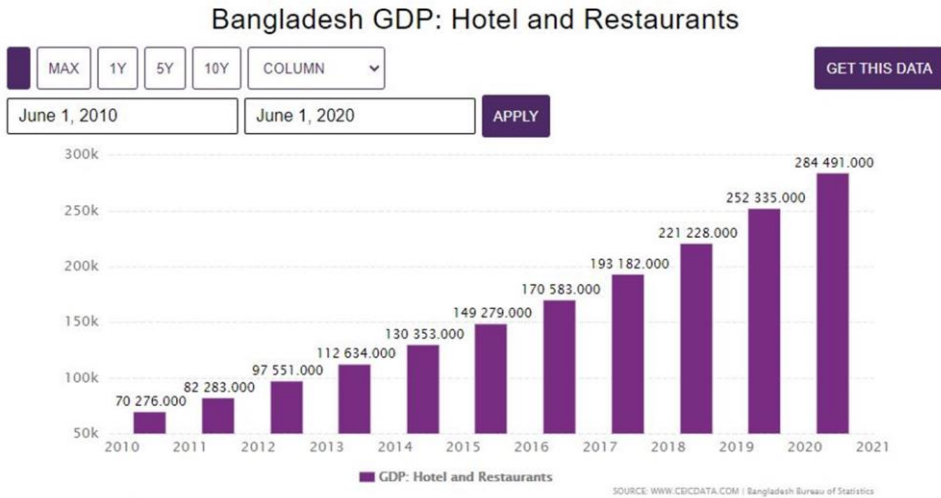


Figure 1. Contribution of Hotel and Restaurant in GDP of Bangladesh

Work performance means the behaviour of employees goes beyond requirements, which is beneficial for organisations (Koopmans et al., 2015; Ravichandran et al., 2007; Gould-Williams & Davies, 2005). Michael et al. (2023) state that successful hotel businesses have relied heavily on frontline employees' work performance, which significantly contributes to hotel performance in Dubai. Prior research observed that in the hotel sector of South-east Asia, training and development's impact on work performance and employee engagement on work performance was scarce (Singh et al., 2022; Aboramadan & Karatepe, 2021; Ravichandran et al., 2007). Previous findings depict that training and development and employee engagement are essential predictors of various measures of work performance (Jan et al., 2021; Aboramadan & Karatepe, 2021). However, previous studies found mixed outcomes in the case of training and development effect on work performance and employee engagement effect on work performance (Corbeanu & Iliescu,

2023; Pham et al., 2019; Syed & Jamal, 2012; Hülshager et al., 2007). To exemplify, prior literature discovered that training and development significantly influence work performance among hotel employees in Bangladesh (Rubel et al., 2021) in Pakistan (Jan et al., 2021), while other findings have shown that training and development have no impact on work performance in Turkish banks (Yavas et al., 2003), in Mexico (Flegl et al., 2022). Similarly, though previous findings determine that employee engagement has a significant impact on work performance in the hotel USA (Kim & Jang, 2022; Meira & Hancer, 2021), other literature shows that employee engagement hurts work performance among South Korean Hotel employees (Min & Yoon, 2021). Accordingly, earlier researchers prioritised the need to comprehend the influence of employee engagement on work performance and training and development and work performance among hotel employees among the hotel employee of Bangladesh because of the Still gap (Yousf & Khurshid, 2024; Keltu, 2024; Hosseini et al., 2022, 2024; Rabiul et al., 2023; Corbeanu & Iliescu, 2023; Michael et al., 2023; Syed & Jamal, 2012).

In response to these gaps, the Tamkin work performance model (Tamkin, 2005) and social exchange theory were applied in this study (Blau, 1964). SET states that based on people's achievements, employees are given various facilities to continue relations with firms (Zoller & Muldoon, 2019; Blau, 1964). It is based on an implied agreement between the employers and the employees. The present study proposes the mediating role of organisational commitment, reflecting the emotional attachment of employees to firms (Meyer & Allen, 1991), in the influence of employee engagement and training and development on work performance. Understanding organisational com-

mitment is crucial in the context of a hotel setting where frontline hotel employees are given job responsibility to have continuous interactions to cope with the fast-paced work environment, handle the time pressure to provide the best service and food quality and enhance customer satisfaction (Ahmed et al., 2020; Kim et al., 2019). So, this investigation stresses that preserving organisational commitment is a critical component in enhancing work performance. However, prior literature has portrayed training and development and employee engagement as activating forces with implications for organisational commitment (Camilleri et al., 2024; Rubel et al., 2021). Very few pieces of literature have justified these influences, including organisational commitment, hold for Southeast Asian hotel employees in Table 1. Organisational commitment can operate as a significant engine in motivating employees and often determines the course of action of Asian employees (Vong, 2022). Thus, the present study examined the association between training and development among frontliners and employee engagement among frontliners towards work performance through organisational commitment in Bangladesh. The present investigation comprises a theoretical framework, hypothesis development, methodology, discussion, and contribution.

Theoretical framework and hypothesis development

Organizational behaviour is frequently understood using the social exchange theory, comprising various viewpoints from management, sociology, and psychology (Cropanzano et al., 2017; Porter, 2018). Moreover, Blau (1964), rewards from exchange activities dominate human behaviour, while rewards from social interactions are referred to as social rewards. Social ex-

change means human behaviour that is encouraged by benefits to meet people's expectations. It is fundamentally different from economic exchange. Economic exchanges require precise quantities specified by a legal contract to ensure both parties fulfil specific obligations (Porter, 2018). Contrarily, a social exchange involves ambiguous responsibilities; therefore, there is no contractual assurance. The exchange between employees and employers is considerably more akin to social exchange because employees' various job responsibilities are not always predetermined in advance (Blau, 1964). Based on these views, if organizations provide employees with a total reward, employees use their time, effort, talents, and other activities to enhance work performance. Madanoglu (2018) and Yasin et al. (2023) suggested that the association between firms and workers via several facilities may involve social and economic exchange. Causal approach to exchange relationships can be divided into two types (Cropanzano et al., 2017; Kuvaas et al., 2020). The first is the model of positive hedonic value. Positive exchange relationships develop if an initial behaviour is beneficial to a target. Targets will respond to various positive and negative behaviours to enhance positive initiating acts. The model of negative hedonic value is the other. Negative exchange connections develop if initial harmful activities destroy a target. Then, targets frequently exhibit more negative behaviours in response to negative beginning behaviours (Cropanzano et al., 2017; Thomas & Gupta, 2021). Based on the theory, firms act as good initiators if organizational rewards satisfy employees. Chen et al. (2020), in this context, employees boost work performance. Moreover, SET provides a theoretical foundation for intervening in the influence of organizational commitment on the influence of training and development and employee engagement on work performance Blau (1964). SET

characterizes organizational behaviour based on reciprocal relationships and expectations (Thomas & Gupta, 2021; Zoller & Muldoon, 2019). Additionally, SET presupposed that employees would enhance dedication to organizational objectives and performance when their social and emotional requirements are met (Cropanzano & Mitchell, 2005).

As mentioned above, this theory holds that in a relationship, both parties must abide by reciprocity. SET predicted that if firms focus on training and development and work engagement, employees will be more loyal to their employers (Keltu, 2024; Aboramadan, 2022; Aboramadan & Karatepe, 2021; Pham et al., 2019). Additionally, hotel employees create a connection with and an emotional attachment to the hotel if they get training and development resources that improve work performance in the hotels (Rubel et al., 2021). Employee engagement can activate a psychological process motivating employees to perform successfully and effectively (Aboramadan, 2022; Meira & Hancer, 2021). This aligns with SET offering a clear explanation of employee engagement; in this case, Kahn (1990) and Maslach et al. (2001), organisations should give employees financial, social, and emotional resources so they feel obligated to repay the organisation by contributing to it. This is the basis for our justification; the hotels must comprehend this rationale so it can work as a motivational factor to promote organisational commitment among the staff (Dorta-Afonso et al., 2021).

SET contends that humans frequently repeat behaviours that have been rewarded in the past, creating a mutually beneficial atmosphere with coworkers and a foundation for interpersonal relationships based on subjective cost-benefit analysis. SET has been applied to describe implementation of firms and practices with various mentoring activities to develop concepts

that are introduced by employees' feelings of trust in firms (Meira & Hancer, 2021). This improves work performance (Meira & Hancer, 2021; Gavino et al., 2021). Moreover, this psychological mechanism motivates workers to support organisational aims with excitement, inclusion, and passion (Gavino et al., 2021). Furthermore, this also encourages workers to go above and beyond their jobs, to be more proactive in their positions, to forego using their initiative to accomplish firm goals, and to improve employee performance (Gavino et al., 2021; Gould-Williams & Davies, 2005). Employees identify the company as a result of their involvement in its creation and because they value organisational commitment (Mihardjo et al., 2020). So, employees identify firms because of helping to develop, having positive assessments, and organisational commitment (Mihardjo et al., 2020). To continue committed employee job responsibility for a long time, employees are more attached and more willing to organisations (Dorta-Afonso et al., 2021; Naz et al., 2020; Gould-Williams, & Davies, 2005). Committed employees are high achievers in comparison with less committed employees in the workplace because less committed employees help the organisation succeed and pursue organizational objectives (Aboramadan et al., 2020; Jehanzeb & Mohanty, 2020; Jafri & Lhamo, 2013). Therefore, based on the SET assumption, organizational commitment will mediate work performance and its predictors.

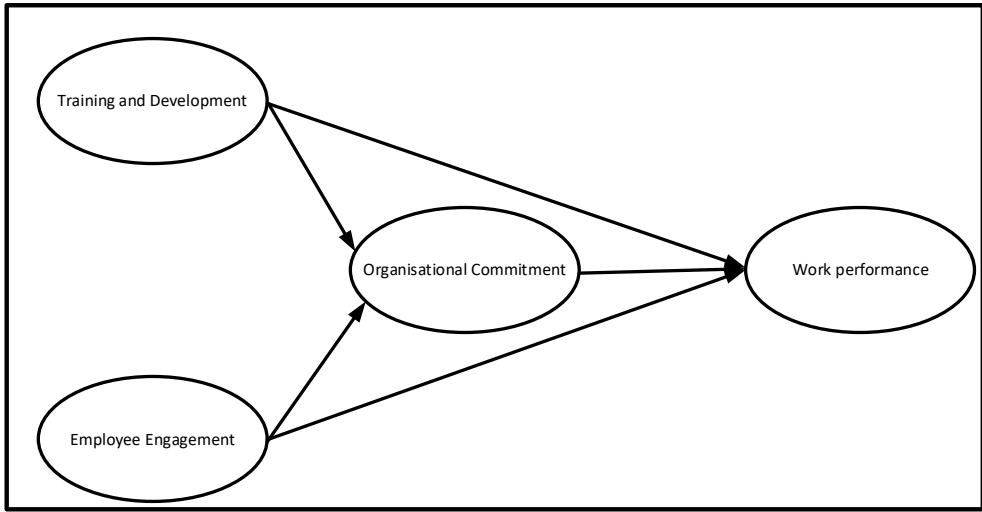


Figure 2. Theoretical framework (Source: authors)

Training and development and work performance

Justifying work performance is extremely important since it is considered a significant pillar due to its influence on service expectations and customer satisfaction (Rabiul et al., 2023; Aboramadan, 2022; Ravichandran et al., 2007). Earlier findings show that employees might contribute to their organisation by working above and beyond the psychological contract with a workplace or task performance requirements (Jan et al., 2021). Moreover, Kim et al. (2019) discovered the significance of individuals' core talents as one of the critical success criteria for every company. Employee behaviour is beneficial for their company or their coworkers. As a result, the behaviour of employees is seen as altruistic or prosocial due to factors such as incentives or punishments and has no direct relationship with job requirements (Koopmans et al., 2015). Contextual performance comprises taking and cooperating on extra load, showing initiative and responsibility, interacting with other organisation members, and interacting with the public. For instance,

service contact professionals provide the best service to a customer during a complex service encounter to cope with a particular situation (Tamkin, 2005). Moreover, Kalia and Bhardwaj's (2019) contextual performance comprises volunteering, helping, persisting, and cooperating activities. Furthermore, in this study, contextual performance consists of various activities, namely interpersonal behaviour, effort, discipline, communication, leading, and development.

Training is becoming increasingly important, and businesses use it as a competitive advantage in the market (Scheible & Bastos, 2013). Hotel employees must undergo training to enhance, alter, and acquire new skills in today's changing world (Hülshager et al., 2007). Training opportunities to enhance skills measure how employees perceive the training program organised by the company (Rubel et al., 2021). Training and development, known as a systematic process, enhance knowledge, skills and abilities that enhance food quality and customer satisfaction to fulfil customer expectations (Keltu, 2024; Michael et al., 2023; Singh et al., 2022; Rubel et al., 2021). Additionally, firms provide training facilities for enhancing service quality, food quality and customer satisfaction (Jan et al., 2021). Previous findings explored that green training significantly influences the Palestine education sector's work performance (Aboramadan, 2022; Aboramadan & Karatepe, 2021; Aboramadan et al., 2020). Training facilities in Vietnamese hotel employees significantly affect employee voluntary behaviour (Pham et al., 2019). However, training and development among Mexican financial sector employees do not significantly relate to employee performance (Flegl et al., 2022). So, researchers developed the following hypotheses:

Hypothesis 1: Training and development influence work performance.

Employee engagement and work performance

Based on prior literature, employee engagement is essential for success in various organisations because engaged employees have competitive advantages to organisations (Ahmed et al., 2020; Lakshmi et al., 2010; Kumar & Swetha, 2010). In addition, Kahn (1990) and May et al. (2004) defined *employee engagement* as a psychological experience clarified by the presence of a workforce role. Rich et al. (2010) concurred on the significant impact of work engagement on job performance to achieve organisational goals, which is better than disengaged employees when applying emotional, behaviour, and cognitive energy in the workplace. Engaged employees provide better performance and express better performance (Kim & Jang, 2022; Bindl & Parker, 2010). Engaged workers in several organisations significantly impact work performance (Kim & Jang, 2022; Whittington & Galpin, 2010; Ho et al., 2011). Green behaviour among Palestine University-level employees is influenced by employee engagement (Aboramadan et al., 2020; Aboramadan & Karatepe, 2021; Aboramadan, 2022). Meira and Hancer (2021) concurred that employee engagement is significantly associated with organisational citizenship behaviour. On the other hand, Shimazu et al. (2018) concurred that employee engagement among the various sector employees from Japan has little relationship with job performance. Therefore, researchers developed the following hypotheses to find the influence of employee engagement among service employees on work performance.

Hypothesis 2: Employee engagement influences work performance.

Organisational Commitment and Work Performance

Organisational commitment is defined that staffs have emotional attachment with firms (Meyer et al., 2013). Organisation commitment is crucial to attracting and retaining talented individuals and exceptional people since only committed employees willingly enhance emotional attachment with firms and apply crucial efforts to achieve organizational objectives (Kim et al., 2019). In terms of other definitions, organizational commitment significantly impacts on job performance, firm objectives, and firm goals (Jehanzeb & Mohanty, 2020). Meyer et al. (2013) stated the significance of organisational commitment in determining an individual's psychological condition and possible attitude toward a company. Organisational commitment is typically understood as the degree to which employees see themselves as belonging to the company and are content with that issue (Camilleri et al., 2024; Kim et al., 2019; Meyer et al., 2013). Meyer & Allen (1991) developed a three-component model meaning the relationship between firms and employees based on their desires, needs, and obligations. Moreover, they added organizational commitment means employees who stick with a firm through good times and bad, show up consistently, put in a full day's work (and sometimes more), safeguard the business's assets, support organisational aims, and so on. Three component model consists of affective, continuous and normative commitment (Meyer et al., 1993). Normative commitment has its roots in the values that individuals hold, that is justified by family, culture, society and prior experience of them. These are exogenous in this research, giving priority to influence of human capital transformation on employee commitment to human capital after getting training facilities and employee engagement by the firms (Aladwan et al., 2015). Therefore, this study only includes

affective and continuous commitment. Meyer et al. (2013) state that affective commitment expresses staff emotional and identification relationship with their organisation. Moreover, due to strong feeling of belonging inside the firm, employees with affective commitment have a willingness to stay in organizations (Vong, 2022). Besides, continuance commitment means expense due to employee turnover that may be lost for firm if employees decide to switch new workplace (Meyer et al., 2002).

Researchers have already found Previous literature empirically tested and discovered that organizational commitment has a significant impact on job performance in empirical studies back two decades Cooper Hakim and Viswesvaran (2005). Similarly, Vong (2022) discovered affective commitment among casino employees statistically influences job performance. Furthermore, Kim et al. (2019) justified organizational commitment among hotel employees influences work performance. However, previous finding discovered that organisational commitment among the employees of government firms in Indonesia have a non-significant relationship with work performance (Eliyana & Ma'arif, 2019).

Hypothesis 3: Organizational commitment influences work performance.

Organisational commitment as a mediator

The effect of training and development on organizational commitment is a debatable topic among academics and professionals in the competitive business environment (Alamri & Al-Duhaim, 2017). Based on SET, the employee frequently views firm's investment in training programs as indicating job stability and greater pay (Camilleri et al., 2024; Scheible & Bastos, 2013; Gould-Williams & Davies, 2005). According to Esteban-Lioret et al. (2014),

organisations that offer substantial training programs may produce motivated, talented, and devoted workers. According to (Aladwan et al., 2015; Kadiresan et al., 2015), when an organisation offers employees training, it typically contributes significantly to the organisational commitment. On the other hand, Rawashdeh et al. (2020) discovered that training and development have a non-significant link with organizational commitment among the health sector employees in Jordan. Prior literature depicts that employee engagement positively influences affective organisational commitment (Jena et al., 2017). Moreover, Albrecht and Andretta (2011) concurred that employee engagement among health sector employees has a positive impact on organizational commitment. Karatepe (2013) similarly discovered that employee engagement was a precondition for organizational commitment among the Iranian frontline hotel employees. Additionally, when workers are engaged in their jobs, they frequently go above and beyond what is expected (Whittington & Galpin, 2010). Previous study found that employee engagement significant impact on organisational commitment and organisational citizenship behaviour (Yousf, & Khurshid, 2024; Bhatnagar & Biswas, 2010; Rich., 2010; Whittington & Galpin, 2010; Saks, 2006). However, Albdour and Altarawneh (2014) revealed that employee engagement among banking employees have non-significant association with organizational commitment in Jordan.

Mihardjo et al. (2020) concurred that correlation between training facilities, human capital and reward and job performance is mediated by organizational commitment. In the fast-food brand of Pakistan, the effect of organizational support, supervisor support organizational climate, and employee support towards employee retention mediated by organizational commitment

(Naz et al., 2020). In addition, Jaiswal and Dhar (2017) concluded that organizational commitment mediates the influence of HR practices towards Indian hotel employee performance. Jehanzeb and Mohanty (2020) discovered the intervening influence of organizational commitment on the impact of organizational justice towards service sector employees in Pakistan. Furthermore, organisational commitment mediates organisational justice and work performance (Donglong et al., 2020). Besides, Parveen et al. (2020) discovered organizational commitment mediates the impact of training, performance appraisal, rewards and human behaviour. Garg (2017) concurred mediating influence of organizational commitment on the influence of workplace spirituality on job performance among Indian employees. In addition, Dorta-Afonso et al. (2021) and Chang & Chen (2011) discovered that affective commitment mediates the association between HR practice and employee performance. Therefore, researchers developed the following hypotheses exploring the effect of training and development and employee engagement on work performance. This study focuses on training and development of hotels and employee engagement in hotels affects organizational commitment and work performance. The exact association between every variable in subsequent parts have been justified, the mediating influence of organizational commitment in the impact of employee engagement and training and development on work performance.

Hypothesis 4: Training and development influence organisational commitment.

Hypothesis5: Employee engagement influence organisational commitment.

Hypothesis 6: Organisational commitment as a mediator in the relationship between training and development and work performance.

Hypothesis 7: Organisational commitment as a mediator in the relationship between employee engagement and work performance.

Research Methodology

The mediating impact of organisational commitment is in the influence of training and development and employee engagement towards work performance. The present study measured objective analysis of numerical data using quantitative methods for unbiased interpretation and assessment of a phenomenon. This research largely quantifies employees' opinions, feelings, issues, and behaviour. Instead of human feelings and experiences, the quantitative approach quantifies the components (Bryman, 2017). Nardi (2018) stated that the concept makes precise, structured data and research design by adopting scales to find accurate outcomes (Salamzadeh et al., 2023; Salamzadeh, 2021; Rahman et al., 2022). Additionally, this approach builds a model, counts, and eliminates elements that draw focus away from the main objective and hypotheses that can be confirmed or refuted (Bryman, 2017).

Identify the target population	6000 frontline employees
Measures	Brislin (1970) guidelines
Choose a sampling Technique	Simple random sampling
Estimate the sample size	362 based on the Krejcie and Morgan (1970) formula
Application of the sampling procedure	Questionnaire-based survey

Measurement Scale	Work performance (Koopmans et al. (2015); <i>Training and development</i> (Yavas et al., 2003); <i>Employee engagement</i> (Saks, 2006), <i>organisational commitment</i> , (García-Cruz and Valle- Cabrera, 2021)
Data analysis Plan	Using SPSS 23 and (PLS-SEM 3.0),
SPSS 23 and (PLS-SEM 3.0),	Respondents' profile Hypotheses Testing

Figure 2. Research Framework (Source: authors)

Measures

This study used English and Bengali, Bangladesh's native and official languages. Blue-collar workers are poorly educated and cannot understand English, so translation into the native language is required. Brislin's (1970) guidelines Following Brislin's recommendations (1970), the questionnaire's original English form was translated into Bengali.

Research instruments

The variables, created after a thorough literature assessment, included training and development, employee engagement, organisational commitment and work performance. This study measured latent constructs by five-point Likert scale, where 1= strongly agree and 5= strongly disagree. In this case, the items for each latent variable were gathered from earlier research. Based on the prior research, the study only considered items that were examined using procedures widely accepted in academia (Table 4). Additionally, to justify reliability and validity of variables, this study applied (CFA) in analysis and finding's part. The sources of chosen items are displayed in Table 2 for this study variable.

Table 2. The scale of measurement (Source: authors)

Variable	Statement	Cronbach's alpha	Reference		
Work performance	I took on extra responsibilities.	.789	(Koopmans et al., 2015)		
	I started new tasks myself, when my old ones were finished.				
	I took on challenging work tasks, when available.				
	I worked at keeping my job knowledge up-to-date.				
	I worked at keeping my job skills up-to-date.				
	I came up with creative solutions to new problems.				
	I kept looking for new challenges in my job.				
organisa-tional com-mitment	I actively participated in work meetings	.779	(García-Cruz & Valle-Cabrera, 2021)		
	The hotel considers the employees' problems to be its problems.				
	The hotel is a big family of which the employees are a part.				
	The hotel creates an emotional bond with its employees.				
	For the hotel, the employees have a great deal of meaning.				
	The hotel provides the employees a strong sense of belonging to the hotel.				
	The hotel has few options for replacing employees when they decide to leave.				
	For the hotel, one of the few negative consequences of employees leaving is that there is a scarcity of available alternatives.				
	One of the major reasons why the hotel tries to retain its employees is because if they left, it would be very hard to find a replacement (with workers of the same proficiency).				
	Employees in this hotel receive continued training to provide good service.				
Training and development	Employees in this hotel receive extensive customer service training before they come into contact with customers.	.778	Yavas et al., 2003		
	Employees of this hotel receive training on how to serve customers better.				
	Employees of this hotel are trained to deal with customer complaints.				
	Employees of this hotel receive training on dealing with customer problems.				
	I really "throw" myself into my job.			0.878	(Saks, 2006)
	Sometimes I am so into my job that I lose track of time.				
This job is all consuming; I am totally into it.					
My mind often wanders and I think of other things when doing my job.					
Employee Engagement	I am highly engaged in this job.				

Sampling

This study selected full-time frontline employees from three-, four- and five-star hotels. Employees who work at least 40 hours a week at a hotel are called full-timers, whereas part-timers work only a few hours. Due to the existence and relation of the human system, researchers understand that

choosing survey respondents from across the industry is ideal for assessing the relational system-relate hypothesis (Hair et al., 2012). Applying simple random techniques (Rahman et al., 2022), this study selected 362 samples found in ROA software shown in (<http://www.raosoft.com/samplesize.html>). This phenomenon is common throughout all organisations. To ensure the generalizability of this study, we considered the sample size 362 (the 10-time rules), which is sufficient for PLS-SEM (Barclay et al. (1995) and CB-SEM (Kline, 2005; Rahman, 2023; Radovic Markovic et al., 2019; Yakubu et al., 2022; Dana & Salamzadeh, 2024). Applying a structured questionnaire, the researcher visited various hotels in several cities, including Sylhet, Cox's Bazaar, Chattogram, and Dhaka, to gather data. Researchers approached the human resource department to get approval. Getting approval verbal consent was gained from the respondents before sending the questionnaire to collect responses. Data gathering only included respondents willing to participate in the study freely.

A survey instrument was distributed to personal contacts who were eligible (employed) to participate after being requested. The confidentiality of respondents promised to participants throughout data collection has not been compromised. The respondent was also requested to answer that structure question honestly.

Data analysis Plan

Using SPSS 23 and (PLS-SEM 3.0), this study analysed, scored and conduct data of this study. To justify the demographic characteristics, researcher applied SPSS 23. To predict the correlations between variables, assess both observed and unobserved variables, and find the model error, (PLS-

SEM) known as a multivariate statistical modelling technique was used (Chin, 2010). For justifying research hypothesis, PLS-SEM method is applied to examine the direct and indirect effects. Following the rule of thumb of Hair, present study applied PLS-SEM to test research hypothesis (Hair et al., 2012).

Respondents' profile

The demographic profile explains the respondents of the present studies, which SPSS analyzed. 86.5% were male and 13.5% were female in this survey. The age group of 40-49, 30- 39, 20- 29 was 1.9%, 16% and 82% subsequently. The highest number of employees was 20-29 age. The number of divorced, married and single was .8%, 48.9% and 50.3% respectively. The number of food and beverage, security, housekeeping, front office, sales and marketing employees in the case of the department was 46.5%, 18.5%, 21.0%, 7.5% and 6.6%, respectively. In the case of experience, 16-20, 11-15, 6-10, and 1-5 were 2.8%, 27.6% and 65.5%, which is the highest percentage of experience.

Results

PLS path modelling is applied for less complexity and more theoretical parsimony, recognised as component-based structural equation modelling (Ramayah et al., 2016; Rahman et al., 2020; Akter et al., 2017). Memon et al. (2017) and Akter et al. (2020) suggested that present study will surpass the drawbacks of covariance-based SEM by applying PLS path modelling for the inside expectation with a path-withing. As a result, this study will not have any typical SEM flaws, such as characteristics of distributions, size of sample, identifications' lack and level of measurement. In addition, nonpragmatic

bootstrapping examined the estimated standard errors for this research (Ramayah et al., 2016). Following the rule of thumb of (Henseller et al., 2012), researchers used discriminant validity and convergent reliability for this study. Furthermore, this study ensured that all outer loadings had at least a threshold of 0.60 to guarantee the validity of each item (MacCallum et al., 1999) in Table 3.

Table3. Measurement Model (Source: authors)

Construct		Indicators	Loading	Composite Reliability	AVE
Work Performance	Perfor-	WP1	0.887	0.943	0.675
		WP2	0.797		
		WP3	0.769		
		WP4	0.803		
		WP5	0.873		
		WP6	0.851		
		WP7	0.816		
		WP8	0.771		
Training and Development	De-	TD1	0.719	0.874	0.581
		TD2	0.786		
		TD3	0.687		
		TD4	0.807		
		TD5	0.806		
Employee Engagement	En-	EN1	0.946	0.962	0.837
		EN2	0.937		
		EN3	0.893		
		EN4	0.933		
		EN5	0.863		
Organisational Commitment		OC1	0.674	0.878	0.549
		OC2	0.696		
		OC3	0.609		
		OC4	0.806		
		OC5	0.809		
		OC6	0.825		

(WP=Work Performance, OC= Organisational Commitment, TD= Training and Development and EE= Employee Engagement)

Measurement Model

This study employed convergent reliability and discriminant validity measuring model as part of a two-step methodology (Anderson & Gerbing, 1988). Researchers applied the two-step approach methodology. Measurement model consists of discriminant validity and convergent reliability in this research. Henseler et al (2012) suggested that loading of convergent validity is more than 0.5, composite reliability is not less than 0.7 (Gefen et al., 2000), and the average variance extracts are more than 0.5 (Fornell and Larcker, 1981). Due to the weak outer loading (less than 0.60), one training and development (TD) item, TD_6, two organizational commitments (OC), OC_7, and OC_8 items were eliminated from the analysis. It is confirmed in Table 3 that the value of AVE is more than 0.5 (Hair et al., 2010). Moreover, this analysis confirmed internal consistency in this study because Table 3 confirmed the composite reliability is at least 0.60 (Hair et al., 2017).

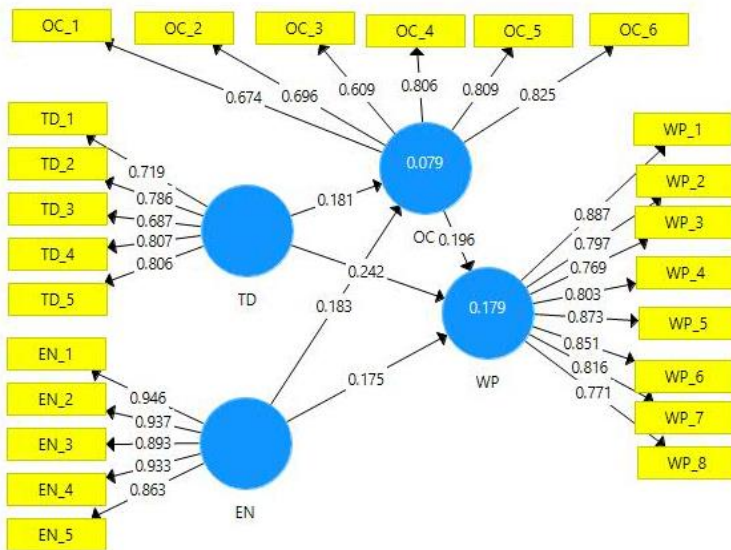


Figure 2. Measurement model (Source: authors)

Table 4. Measurement model. Discriminant validity (Source: authors)

	Fornell-Larcker Criterion				Heterotrait–monotrait ratio (HTMT)			
	EN	OC	TD	WP	EN	OC	TD	WP
EN	.915							
OC	.218	.741			.245			
TD	.193	.216	.762		.208	.250		
WP	.264	.287	.318	.822	.271	.315	.332	

This study determined discriminant validity by following Fornell and Larcker criteria and HTMT (Fornell & Larcker, 1981; Henseler et al., 2015). Moreover, Duarte and Raposo (2010) stated that discriminant validity refers to how distinct a given latent construct is from others. Sekaran & Bougie (2016) suggested that two constructs do not have a relationship and scores are different from empirical outcomes. Table 4 shows that effect of constructs is low compared to square root of AVE, so factor’s discriminant validity meets the requirement for this investigation (Hair et al., 2017). Besides, HTMT is applied to justify discriminant validity (Henseler et al., 2015). To assess discriminant validity and compare expected threshold, present research applies HTMT. When HTMT value is more than predetermined threshold value that shows no discriminant validity. The most restricting threshold of 0.85 is below every HTMT ratio in Table 4 (Henseler et al., 2015). Thus, this provides an overview of a sound discriminant validity property.

Structure Model

Measurement model ensured validity and reliability; thus, this study used a structure model to analyse and test variables. Five hypotheses of this investigation are accepted in Table 5. Thus, training and development influence work performance with frontline hotel employees because ($\beta = 0.242$, $t = 4.525$, and $P = 0.000$). Moreover, influence of employee engagement is on

work performance because ($\beta= 0.175$, $t= 3.582$ and $p= 0.000$). Organisational commitment has a positive influence work performance ($\beta =0.196$, $t= 3.870$ and $p= 0.000$). Similarly, training and development significantly impact on organisational commitment with frontline hotel employees as beta value, t-value, and p-value are 0.181, 3.500, and 0.001, respectively; this relationship is statistically significant. Employee engagement has a significant impact on organisational commitment as β , t and p are 0.183, 3.467, 0.001, consecutively.

Table 5. Structural Model (Source: authors)

Hypothesis	Std β	Standard Error	LL	UL	T Statistics (O/STDEV)	P Values	Decision
TD -> WP	0.242	0.053	0.143	0.345	4.525	0.000	Accepted
EN -> WP	0.175	0.049	0.078	0.268	3.582	0.000	Accepted
OC -> WP	0.196	0.051	0.104	0.295	3.870	0.000	Accepted
TD -> OC	0.181	0.053	0.086	0.287	3.500	0.001	Accepted
EN -> OC	0.183	0.052	0.083	0.285	3.467	0.001	Accepted

Mediation analysis

Organisational commitment has a mediating influence on influence of training and development towards work performance as β value is 0.036, t value is 2.650, p value is 0.008, UL value is 0.065 in Table 6. Similarly, organisational commitment has a mediating influence on the impact of employee engagement on work performance as β value is 0.036, t value is 2.482, p-value is 0.013, and UL 0.06.

Table 6. Path Coefficient for Indirect Effects (Source: authors)

Hypothesis	Beta (β)	T Statistics (O/STDEV)	p-value	97.5%CI	Report
H6 TD -> OC -> WP	0.036	2.650	0.008	0.065	Accepted
H7 EN -> OC -> WP	0.036	2.482	0.013	0.068	Accepted

Discussions of the findings

In the context of the hotel business among frontline hotel employees, this study examined the statistical and empirical impact of training and development on work performance and the effect of employee engagement on work performance. This study concurred that training and development statistically influence work performance (i.e., responsibilities, tasks, knowledge, abilities, and attitude), confirming the social exchange theory (SET) (Zoller & Muldoon, 2019). This means that employees in the hotel industry get training and development facilities, and their effort and discipline are high; thus, they perform better and provide the best service to various categories of guests, enhancing customer satisfaction in the hotel industry. This study was supported by (Michael et al., 2023; Singh et al., 2022; Rubel et al., 2021). Similarly, this result aligns with (Keltu, 2024. Aboramadan, 2022; Aboramadan & Karatepe, 2021 Aboramadan et al., 2020), who found that training and development among the education sector employees have a significant link with work performance in Palestine; in contrast, the outcome diverse form (Flegl et al., 2022) observed a non-significant relationship between training and development and work performance among Mexican government employees. Moreover, the present study of employee engagement of hotel employees has a significant impact on work performance in Bangladesh, consistent with previous literature (Kim & Jang, 2022; Bindl & Parker, 2010)

who reported that employee engagement has a significant impact on work performance among several workplace but the outcome of this study radiated with Shimazu et al. (2018) who observed that there is a non-significant link between employee engagement and work performance among the Japanese workforce.

The present research observed that organizational commitment empirically and statically affects work performance. Committed employees escalate hotel benefits, and as a result, customers are satisfied with the food quality and service quality of hotels. This finding aligns with Vong (2022), who explored affective commitment's significant effect on employee performance. Similarly, Kim et al. (2019) discovered that organizational commitment among service sector employees impacts job performance. However, the result of this study is inconsistent with that (Eliyana & Ma'arif, 2019), which discovered that in Indonesian firms, organisational commitment does not have a significant link with work performance.

This study found that training and development statistically influence organizational commitment among hotel employees in Bangladesh. Moreover, trained employees have emotional connections and feelings with hotels, always focusing on customer satisfaction, service quality, and revisit intention. Similarly, previous literature observed that training and development have a significant link with organisational commitment in various organisations (Rubel et al., 2021; Mihardjo et al., 2020). However, the outcome of this study differs from (Rawashdeh et al., 2020), who found an adverse relationship between training and development and organisational commitment among the health sector employees. On the other hand, the outcome is that employee engagement has a statistical impact on organizational commitment

among hotel employees in Bangladesh, supported by previous findings (Yousf & Khurshid, 2024; Albrecht & Andretta, 2011; Jena et al., 2017) but the outcome of this research disagrees with (Albdour & Altarawneh, 2014) who found employee engagement have a non-significant correlation with organisational commitment among banking employees in Jordan.

This study concurred that the impact of training and development on work performance is partially mediated by organizational commitment among hotel employees. Besides, present research discovered that organizational commitment partially mediates the effect of employee engagement on work performance. These outcomes align with previous findings (Dorta-Afonso et al., 2021; Garg, 2017; Chang & Chen, 2011), who discovered that organizational commitment mediates relationships in various contexts. These findings are crucial in understanding specific intervening mechanisms in this link, which consists of more theoretical contributions than direct relationships (Vong, 2022).

Theoretical Contribution

This study extends knowledge about human resource development, organizational psychology, hospitality sector employee behaviour to work performance, and the result of employee engagement and training and development in the context of the hotel industry of Bangladesh by applying the Tamkin work performance model and SET. SET predicted that if an employee is appreciated, he will repay the benefit positively, including engagement in organizational citizenship behaviour and providing quality outcomes. The fundamental principle is that it increases the chances of fulfilling self-interest

in social situations. Tamkin's work performance model was initially developed to justify organizational performance through work performance in the context of the service industry. This study also increases theoretical and empirical knowledge about work performance.

Moreover, training and development facilities and employee engagement facilities are key factors to enhance work performance. The present investigation sheds new light on SET propositions explaining that people apply their resources to preserve their social resources to survive negative situations; the findings support the hypothesis that organizational commitment is best realized by those who get training and development and have engagement. Therefore, this study offers a horizontal, relationship-based explanation to help readers comprehend why and the mechanisms by which employee engagement training and development significantly affect work performance. The effect of organizational commitment on work performance significantly contributes to the literature on hospitality since earlier researchers recommended that additional research is required to fully comprehend tipping behaviour from the employees' perspective using a quantitative research technique (Rubel et al., 2021). In addition, SET supported the significant influence of employee engagement on work performance and training and development on work performance by empirical justifications (Blau, 1964; Zoller & Muldoon, 2019), which explains that employee engagement improves work performance. Besides, this study enhances knowledge about the mediating influence of organizational commitment on the effect of training and development towards work performance and employee engagement towards work performance (Keltu, 2024). The present research also improved

knowledge about employee engagement, training and development, and organizational commitment by testing the Tamkin Work Performance Model and the Social Exchange Theory in the context of HRD. Finally, this study enhances knowledge in the HRD field by extending Bangladesh's hospitality literature.

Practical Contribution

The present study comprises various practical and interesting practical contributions. First, previous finding shows that training and development and employee engagement boost organizational commitment and employee performance (Alamri & Al-Duhaim, 2017; Scheible & Bastos, 2013; Esteban-Lioret et al., 2014). thus, managers and high authority of hotels should introduce various capacity development programs to robust organizational commitment and work performance.

Second, our mediation analysis demonstrated that hotel managers must comprehend the significance of interactions that facilities of training and development, level of employee engagement and organizational commitment foster if they want to enhance their employees' work performance. As a result, intervention programs should be implemented, as they have been shown to foster friendships, positive affect, and socialization among frontline workers (Harter et al., 2003). For example, pre-shift meetings are an excellent place to establish clear roles for each employee and specific goals for each shift. Employees who meet all the objectives will receive formal recognition through an award. Additionally, managers can reduce the possibility that one employee's complaints will negatively impact the standard of work performance by providing a safe space to confidentially voice their complaints or

recommendations (such as a suggestion box or electronic complaint form) and promptly respond to such comments. Hotels provide training facilities and facilities for employees and a workforce to develop high levels of commitment and work performance in the service sector.

Conclusions

This study determined the impacts of training and development on work performance and employee engagement on work performance among the workforce. Organizational commitment mediates the effect of training and development on work performance and employee engagement on work performance. The findings of this study examined the outcome factor, which comprises employee engagement and training and development. Developing work performance in the case of his research, the curtail factors are training facilities and employee engagement

Limitation and future directions

Though the present investigation has various contributions, it also has several limitations. The following restrictions should be acknowledged, notwithstanding the study's contributions. Firstly, it is difficult to generalize the conclusions because data was collected only from Bangladesh's three-, four-, and five-star hotels. Second, the current study's results confirmed that training and development significantly influence work performance mediated by organizational commitment, and employee engagement statically impacts work performance through organizational commitment. Moreover, this study uses only quantitative and cross-sectional methods to collect data for a single time. To increase generalizability, further studies should examine numerous budget

hotels, one-star hotels, motels, and restaurants in other nations. Moreover, future researchers are urged to concentrate on other potential mediators (such as career adaptability, P-O fit, organization identification, organizational support, and social support) to investigate the mechanism underlying the relationship further. Besides, further study will apply qualitative research methods to describe the phenomenon deeply and longitudinal study methods for further justification.

References

1. Aboramadan, M. (2022). The effect of green HRM on employee green behaviors in higher education: the mediating mechanism of green work engagement. *International Journal of Organizational Analysis*, 30(1), 7-23. <https://doi.org/10.1108/IJOA-05-2020-2190>
2. Aboramadan, M. and Karatepe, O.M. (2021), "Green human resource management, perceived green organizational support and their effects on hotel employees' behavioral outcomes", *International Journal of Contemporary Hospitality Management*, 33(10), 3199-3222. <https://doi.org/10.1108/IJCHM-12-2020-1440>
3. Aboramadan, M., Albashiti, B., Alharazin, H., & Dahleez, K. A. (2020). Human resources management practices and organizational commitment in higher education: The mediating role of work engagement. *International Journal of Educational Management*, 34(1), 154-174. . <https://doi.org/10.1108/IJEM-04-2019-0160>
4. Ahmed, U., Umrani, W. A., Zaman, U., Rajput, S. M., & Aziz, T. (2020). Corporate Entrepreneurship and Business Performance: The Mediating Role of Employee Engagement. *SAGE Open*, 10(4). <https://doi.org/10.1177/2158244020962779>
5. Aladwan, K., Bhanugopan, R. and D'Netto, B. (2015), "The effects of human resource management practices on employees' organizational commitment", *International Journal of Organizational Analysis*, 23(3), 472-492. doi.org/10.1108/IJOA-11-2014-0822
6. Alamri, M. S., & Al-Duhaim, T. I. (2017). Employees perception of training and its relationship with organizational commitment among the employees working at Saudi industrial development fund. *International Journal of Business Administration*, 8(2), 25-39. DOI: 10.5430/ijba.v8n2p25
7. Albdour, A. A., & Altarawneh, I. I. (2014). Employee engagement and organizational commitment: Evidence from Jordan. *International journal of business*, 19(2), 192.

8. Arefin, M. S., Alam, M. S., Islam, N., & Molasy, M. (2020). Organizational politics and work-family conflict: the hospitality industry in Bangladesh. *South Asian Journal of Business Studies*, 9 (3) 357-372 DOI 10.1108/SAJBS-07-2019-01.
9. Baloch, M. A., Meng, F., & Lodhi, R. N. (2019). Information systems capabilities and customer capital: A multiple mediation model. *International Journal of Innovation and Technology Management*, 16(3), 1950022. <https://doi.org/10.1142/S0219877019500226>
10. Baloch, M. A., Meng, F., Xu, Z., Cepeda-Carrion, I., Danish., & Bari, M. W. (2017). Dark Triad, perceptions of organizational politics and counterproductive work behaviors: The moderating effect of political skills. *Frontiers in Psychology*, 8, 1972. <https://doi.org/10.3389/fpsyg.2017.01972>
11. Barclay, D., Higgins, C., & Thompson, R. (1995). The partial least squares (PLS) approach to casual modeling: personal computer adoption ans use as an Illustration.
12. Bhatnagar, J., & Biswas, S. (2010). Predictors & Outcomes of Employee Engagement: Implications for the Resource-based View Perspective. *Indian Journal of Industrial Relations*, 46(2), 273–286. <http://www.jstor.org/stable/41149446>
13. Bindl, U. K., & Parker, S. K. (2010). “Proactive Work Behavior: Forward Thinking and Change Oriented Action in Organizations.” In S. Zedeck (Ed.), *APA Handbook of Industrial and Organizational Psychology 2*. (567–598). Washington, DC: American Psychological Association.
14. Blau, P.M. (1964), *Exchange and Power in Social Life*, Wiley, New York, NY.
15. Camilleri, M.A., Troise, C. and Morrison, A.M. (2024), "Motivations and commitment to work in the hospitality industry: investigating employee psychology and responsible organizational behaviors", *Tourism Review*, 79(1), 85-103. <https://doi.org/10.1108/TR-12-2022-0611>
16. Chang, P. and Chen, S. (2011), “Crossing the level of employee’s performance: HPWS, affective commitment, human capital, and employee job performance in professional service organizations”, *The International Journal of Human Resource Management*, 22(4), 883-901.
17. Chin, W. W. (2010). How to Write Up and Report PLS Analyses. In *Handbook of Partial Least Squares* 655–690. http://doi.org/10.1007/978-3-540-32827-8_29.
18. Cooper-Hakim, A., & Viswesvaran, C. (2005). The Construct of Work Commitment: Testing an Integrative Framework. *Psychological Bulletin*, 131(2), 241–259. <https://doi.org/10.1037/0033-2909.131.2.241>
19. Corbeanu, A., & Iliescu, D. (2023). The link between work engagement and job performance: A meta-analysis. *Journal of Personnel Psychology*. Advance online publication. <https://doi.org/10.1027/1866-5888/a000316>.
20. Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), 874-900. <https://doi.org/10.1177/0149206305279602>.

21. Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of management annals*, 11(1), 479-516. <https://doi.org/10.5465/annals.2015.0099>
22. Dana, L. P., & Salamzadeh, A. (2024). An overview of key issues in entrepreneurship research methods. *Big Questions and Great Answers in Entrepreneurship Research*, 94-108.
23. Dana, L. P., & Salamzadeh, A. (2024). The Role of Culture and Entrepreneurial Opportunities in SME Entrepreneurship: A Systematic Literature Review. *De Gruyter Handbook of SME Entrepreneurship*.
24. Donglong, Z., Taejun, C., Julie, A., & Sanghun, L. (2020). The structural relationship between organizational justice and organizational citizenship behavior in university faculty in China: the mediating effect of organizational commitment. *Asia Pacific Education Review*, 21, 167-179. <https://doi.org/10.1007/s12564-019-09617-w>
25. Dorta-Afonso, D., González-de-la-Rosa, M., Garcia-Rodríguez, F. J., & Romero-Domínguez, L. (2021). Effects of high-performance work systems (HPWS) on hospitality employees' outcomes through their organizational commitment, motivation, and job satisfaction. *Sustainability*, 13(6), 3226. <https://doi.org/10.3390/su13063226>
26. Esteban-Lloret, N. N., Aragón-Sánchez, A., & Carrasco-Hernández, A. (2014). Institutional and competitive drivers on managers' training and organizational outcomes. *BRQ Business Research Quarterly*, 17(4), 242-258. <http://dx.doi.org/10.1016/j.brq.2014.03.003>
27. Garg, S., & Dhar, R. L. (2014). Effects of stress, LMX and perceived organizational support on service quality: Mediating effects of organizational commitment. *Journal of Hospitality and Tourism Management*, 21, 64-75. <https://doi.org/10.1016/j.jhtm.2014.07.002>
28. Gould-Williams, J., & Davies, F. (2005). Using social exchange theory to predict the effects of HRM practice on employee outcomes: An analysis of public sector workers. *Public management review*, 7(1), 1-24. <https://doi.org/10.1080/1471903042000339392>
29. Hair, J. F. J., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2014). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage Publication, Inc. <https://doi.org/10.1016/j.lrp.2013.01.002>
30. Hair, J. F., Hult, T., Ringle, C. M., & Sarstedt, M. (2016). *A primer on partial least squares structural equation modeling Vol. 46 (2nd ed.)*. SAGE.
31. Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing Theory and Practice*, 19(2), 139-152. <https://doi.org/10.2753/MTP1069-6679190202>
32. Hair, J. F., Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the academy of marketing science*, 40, 414-433. <https://doi.org/10.1007/s11747-011-0261-6>

33. Hair, J.F., Black, W.C., Babin, B.J. and Anderson, R.E. (2010) *Multivariate Data Analysis*, 7th ed., Prentice Hall, New York
34. Hallberg, U.E., & Schaufeli, W.B. (2006). “‘Same Same’ But Different? Can Work Engagement Be Discriminated from Job Involvement and Organizational Commitment?” *European Psychologist*, 11(2): 119-127. <https://doi.org/10.1027/1016-9040.11.2.119>
35. Harter, J. K., Schmidt, F. L., & Keyes, C. L. (2003). Well-being in the workplace and its relationship to business outcomes: A review of the Gallup studies. In C. L. Keyes, & J. Haidt (Eds.), *Flourishing: Positive psychology and the life well-lived*. Washington, DC: American Psychological Association, 205–224.
36. Henseler, J. (2017). Bridging design and behavioral research with variance-based structural equation modeling. *Journal of Advertising*, 46(1), 178–192. <https://doi.org/10.1080/00913367.2017.1281780>
37. Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). Advances in international marketing. In J. Henseler, C. M. Ringle, & R. R. Sinkovics (Eds.), *New challenges to international marketing*. Howard House.
38. Ho, V. T., Wong, S. S., & Lee, C. H. (2011). “A Tale of Passion: Linking Job Passion and Cognitive Engagement to Employee Work Performance.” *Journal of Management Studies*, 48(1): 26-47. <https://doi.org/10.1111/j.1467-6486.2009.00878.x>
39. Hosseini, E., Sabokro, M., & Salamzadeh, A. (2024). Conceptualizing Employee Voice Within Organizations: A Systematic Literature Review Based on Five Decades' Studies. *Humanizing Businesses for a Better World of Work*, 127-145.
40. Hosseini, E., Saeida Ardekani, S., Sabokro, M., & Salamzadeh, A. (2022). The study of knowledge employee voice among the knowledge-based companies: the case of an emerging economy. *Revista de Gestão*, 29(2), 117-138.
41. Hosseini, E., Tajpour, M., Salamzadeh, A., & Ahmadi, A. (2022). Team performance and the development of Iranian digital start-ups: the mediating role of employee voice. In *Managing human resources in SMEs and start-ups: international challenges and solutions* (pp. 109-140).
42. Hülshager, U. R., Maier, G. W., & Stumpp, T. (2007). Validity of General Mental Ability for the Prediction of Job Performance and Training Success in Germany: A meta-analysis 1. *International Journal of Selection and Assessment*, 15(1), 3-18. <https://doi.org/10.1111/j.1468-2389.2007.00363.x>
43. Jafri, M. H., & Lhamo, T. (2013). Organizational commitment and work performance in regular and contract faculties of Royal University of Bhutan. *Journal of Contemporary Research in Management*, 8(2), 47.

44. Jaiswal, D., & Dhar, R. L. (2017). Impact of human resources practices on employee creativity in the hotel industry: The impact of job autonomy. *Journal of Human Resources in Hospitality & Tourism*, 16(1), 1-21. <http://dx.doi.org/10.1080/15332845.2016.1202035>
45. Jan, G., Zainal, S. R. M., & Lee, M. C. C. (2021). HRM practices and innovative work behavior within the hotel industry in Pakistan: Harmonious passion as a mediator. *Journal of Human Resources in Hospitality & Tourism*, 20:4, 512-541, DOI: 10.1080/15332845.2021.1959803
46. Jehanzeb, K., & Mohanty, J. (2020). The mediating role of organizational commitment between organizational justice and organizational citizenship behavior: Power distance as moderator. *Personnel Review*, 49(2), 445-468. <https://doi.org/10.1108/PR-09-2018-0327>
47. Jena, L. K., Bhattacharyya, P., & Pradhan, S. (2017). Employee Engagement and Affective Organizational Commitment: Mediating Role of Employee Voice among Indian Service Sector Employees. *Vision*, 21(4), 356–366. <https://doi.org/10.1177/0972262917733170>
48. Kadiresan, V., Selamat, M., Selladurai, S., Ramendran, C. and Mohamed, R. (2015), “Performance appraisal and training and development of human resource management practices (HRM) on organizational commitment and turnover intention”, *Asian Social Science*, 11(24), 162-176. : <http://dx.doi.org/10.5539/ass.v11n24p162>
49. Kahn, W. A. (1990). “Psychological Conditions of Personal Engagement and Disengagement at Work.” *Academy of Management*, 33(4): 692-724. <https://doi.org/10.5465/256287>
50. Kalia, N., & Bhardwaj, B. (2019). Contextual and task performance: Do demographic and organizational variables matter? *Rajagiri Management Journal*.13(2), 30-42, <https://doi.org/10.1108/RAMJ-09-2019-0017>
51. Karatepe, O.M. (2012), “Job resources, work engagement, and hotel employee outcomes: a time-lagged analysis”, *Economic research-Ekonomska Istraživanja*,25(3) 644-665. <https://doi.org/10.1080/1331677X.2012.11517527>
52. Kehoe, R. R., & Wright, P. M. (2013). The impact of high-performance human resource practices on employees’ attitudes and behaviors. *Journal of management*, 39(2), 366-391. <https://doi.org/10.1177/0149206310365>
53. Keltu, T. T. (2024). The effect of human resource development practice on employee performance with the mediating role of job satisfaction among Mizan Tepi University’s academic staff in Southwestern Ethiopia. *Heliyon*. 10(8). <https://doi.org/10.1016/j.heliyon.2024.e29821>
54. Kim, M., & Jang, J. (2022). The effect of physical environment of the employee break room on psychological well-being through work engagement in the hospitality industry, *Journal of Human Resources in Hospitality & Tourism*, 21:2, 175-196, DOI: 10.1080/15332845.2022.2031606

55. Kim, S. H., Kim, M., & Holland, S. (2020) (2019): Effects of intrinsic motivation on organizational citizenship behaviors of hospitality employees: The mediating roles of reciprocity and organizational commitment, *Journal of Human Resources in Hospitality & Tourism*, DOI: 10.1080/15332845.2020.1702866
56. Kline, R. B. (2005). *Principles and practice of structural equation modeling*: Guilford Press.
57. Koopmans, L. (2015). *Individual Work Performance Questionnaire instruction manual*. Amsterdam, NL: TNO Innovation for Life – VU University Medical Center and VU University, Amsterdam, The Netherlands.
58. Kumar, D.P., & Swetha, G. (2011). “A Prognostic Examination of Employee Engagement from its historical Roots.” *International Journal of Trade, Economics and Finance*, 2(3): 232-241.
59. Kuvaas, B., Shore, L. M., Buch, R., & Dysvik, A. (2020). Social and economic exchange relationships and performance contingency: differential effects of variable pay and base pay. *The International Journal of Human Resource Management*, 31(3), 408-431. <https://doi.org/10.1080/09585192.2017.1350734>.
60. Lakshmi, M.S., Srinivas, K. & Krishna, K., (2010). “Employee Engagement for Talent Retention concerning the Academicians.” *Review of Business Research*, 10(3): 137-143
61. Li, Y., Liu, Z., Qin, K., Cui, J., Zeng, X., Ji, M., ... & Li, Y. (2021). Organizational trust and safety operation behavior in airline pilots: The mediating effects of organizational identification and organizational commitment. *Journal of Air Transport Management*, 92, 102018. <https://doi.org/10.1016/j.jairtraman.2021.102018>
62. MacCallum, R. C., Widaman, K. F., Zhang, S., & Hong, S. (1999). Sample size in factor analysis. *Psychological Methods*, 4(1), 84–99. <https://doi.org/10.1037/1082-989X.4.1.84>
63. Madanoglu, M. (2018). Theories of economic and social exchange in entrepreneurial partnerships: an agenda for future research. *International Entrepreneurship and Management Journal*, 14(3), 649-656. <https://doi.org/10.1007/s11365-018-0515-6>
64. Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52(1), 397–422.
65. May, D.R., Gilson, R.L., & Harter, L.M. (2004). “The Psychological Conditions of Meaningfulness, Safety and Availability and the Engagement of Human Spirit at Work.” *Journal of Occupational and Organizational Psychology*, 77: 11-37. <https://doi.org/10.1348/096317904322915892>
66. Meira, J. V. D. S., & Hancer, M. (2021). Using the social exchange theory to explore the employee-organization relationship in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 33(2), 670-692.

67. Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human resource management review*, 1(1), 61-89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
68. Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78(4), 538–551. <https://doi.org/10.1037/0021-9010.78.4.538>
69. Meyer, J.P., Kam, C., Gildenberg, I. and Bremner, N.L. (2013), “Organizational commitment in the military: application of a profile approach”, *Military Psychology*, Vol. 25 No. 4, pp. 381-401. <https://doi.org/10.1037/mil0000007>
70. Meyer, J.P., Stanley, D.J., Herscovitch, L. and Topolnytsky, L. (2002), “Affective, continuance, and normative commitment to the organization: a meta-analysis of antecedents, correlates, and consequences”, *Journal of Vocational Behavior*, 61(1), 20-52. <https://doi.org/10.1006/jvbe.2001.1842>
71. Michael, N., Michael, I., & Fotiadis, A. K. (2023). The role of human resources practices and branding in the hotel industry in Dubai, *Journal of Human Resources in Hospitality & Tourism*, 22:1, 1-25, DOI: 10.1080/15332845.2023.2126927
72. Mihardjo, L.W.W., Jermsittiparsert, K., Ahmed, U., Chankoson, T. and Iqbal Hussain, H. (2021), "Impact of key HR practices (human capital, training and rewards) on service recovery performance with mediating role of employee commitment of the Takaful industry of the Southeast Asian region", *Education + Training*,63(1), 1-21. <https://doi.org/10.1108/ET-08-2019-0188>
73. Min, S., & Yoon, B (2021). The role of glass ceiling perception on work engagement and service orientation behavior among female hotel employees, *Journal of Human Resources in Hospitality & Tourism*, 20:4, 497-511, DOI: 10.1080/15332845.2021.1959799
74. Nardi, P. M. (2018). *Doing survey research: A guide to quantitative methods*. Routledge. <https://doi.org/10.4324/9781315172231>
75. Naz, S., Li, C., Nisar, Q. A., Khan, M. A. S., Ahmad, N., & Anwar, F. (2020). A study in the relationship between supportive work environment and employee retention: role of organizational commitment and person–organization fit as mediators. *Sage Open*, 10 (2),1–20. <https://doi.org/10.1177/2158244020924694>
76. Parveen, K., Hussain, K., Afzal, M., & Gilani, S. A. (2020). Determining the association of high-commitment human resource practices with nurses’ compassionate care behaviour: A cross-sectional investigation. *Journal of nursing management*, 28(1), 120-129. <https://doi.org/10.1111/JONM.12904>

77. Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study. *Tourism Management, 72*, 386-399. <https://doi.org/10.1016/j.tourman.2018.12.008>
78. Pic_on, A., Castro, I., & Rold_an, J. L. (2014). The relationship between satisfaction and loyalty: A mediator analysis? *Journal of Business Research, 67*(5), 746–751. <https://doi.org/10.1016/j.jbusres.2013.11.038>
79. Porter, C. M. (2018). Long live social exchange theory. *Industrial and Organizational Psychology, 11*(3), 498-504. <https://doi.org/10.1017/iop.2018.102>
80. Rabiul, M. K., Al Karim, R., & Ahmed, S. U. M. (2023). Task performance of hotel employees: role of ostracism, meaningfulness, and emotional exhaustion. *Journal of Hospitality and Tourism Management, 56*, 314-321. <https://doi.org/10.1016/j.jhtm.2023.07.006>
81. Radovic Markovic, M., Salamzadeh, A., & Vujičić, S. (2019). Selection of organization models and creation of competences of the employed people for the sake of competitiveness growth in global business environment. *International Review, 1-2*.
82. Rahman, M. M. (2023). Sample size determination for survey research and non-probability sampling techniques: A review and set of recommendations. *Journal of Entrepreneurship, Business and Economics, 11*(1), 42-62.
83. Rahman, M. M., Tabash, M. I., Salamzadeh, A., Abduli, S., & Rahaman, M. S. (2022). Sampling techniques (probability) for quantitative social science researchers: a conceptual guideline with examples. *Seeu Review, 17*(1), 42-51.
84. Rahman, M. M., Tabash, M. I., Salamzadeh, A., Abduli, S., & Rahaman, M. S. (2022). Sampling techniques (probability) for quantitative social science researchers: a conceptual guidelines with examples. *Seeu Review, 17*(1), 42-51.
85. Ravichandran, S., Gilmore, S. A., & Strohbehn, C. (2007). Organizational citizenship behavior research in hospitality: Current status and future research directions. *Journal of Human Resources in Hospitality & Tourism, 6*(2), 59–78. doi:10.1300/J171v06n02_04
86. Rawashdeh, A. M., & Tamimi, S. A. (2020). The impact of employee perceptions of training on organizational commitment and turnover intention: An empirical study of nurses in Jordanian hospitals. *European Journal of Training and Development, 44*(2/3), 191-207. <https://doi.org/10.1108/EJTD-07-2019-0112>
87. Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). “Job Engagement: Antecedents and Effects on Job Performance.” *Academy of Management Journal, 53*(3): 617-635.

88. Rubel, M. R. B., Kee, D. M. H., & Rimi, N. N. (2021). High commitment human resource management practices and hotel employees' work outcomes in Bangladesh. *Global Business and Organizational Excellence*, 40.(5), 37-52. <https://doi.org/10.1002/joe.22089>
89. Saks, A. M. (2006). "Antecedents and Consequences of Employee Engagement." *Journal of Managerial Psychology*, 21(7): 600-619.
90. Salamzadeh, A. (2021). How artisans and arts entrepreneurs use social media platforms?. *Journal of Organizational Culture, Communications and Conflict*, 25(2), 1-2.
91. Salamzadeh, A., Rezaei, H., Hadizadeh, M., Yasin, N., & Ansari, G. (2023). The application of strategic foresight in women's entrepreneurship development. *JWEE*, 16-36.
92. Scheible, A. C. F., & Bastos, A. V. B. (2013). An examination of human resource management practices' influence on organizational commitment and entrenchment. *BAR-Brazilian Administration Review*, 10, 57-76. <https://doi.org/10.1590/S1807-76922012005000011>
93. Shimazu, A., Schaufeli, W. B., Kubota, K., Watanabe, K., & Kawakami, N. (2018). Is too much work engagement detrimental? Linear or curvilinear effects on mental health and job performance. *PLoS one*, 13(12), e0208684. <https://doi.org/10.1371/journal.pone.0208684>
94. Singh, R., Singh, A. K., & PS, S. (2022). Journal of human resources in hospitality and tourism: a bibliometric overview, *Journal of Human Resources in Hospitality & Tourism*, 21:3, 441-462, DOI: 10.1080/15332845.2022.2064184
95. Statista Market Insights (2024) <https://www.statista.com/outlook/mmo/travel-tourism/hotels/bangladesh>
96. Suliman, A. and Iles, P. (2000), "Is continuance commitment beneficial to organizations? Commitment-performance relationship: a new look", *Journal of Managerial Psychology*, 15 (5), 407-422. <https://doi.org/10.1108/02683940010337158>
97. Syed, Z. J. W., & Jamal, W. (2012). Universalistic perspective of HRM and organizational performance: meta-analytical study. *International Bulletin of Business Administration*, 13(4), 45-57.
98. Tamkin, P. (2005). The contribution of skills to business performance.
99. Thomas, A., & Gupta, V. (2021). Social capital theory, social exchange theory, social cognitive theory, financial literacy, and the role of knowledge sharing as a moderator in enhancing financial well-being: from bibliometric analysis to a conceptual framework model. *Frontiers in Psychology*, 12, 664638. <https://doi.org/10.3389/fpsyg.2021.664638>
100. Tsui, A. S. (2009). Editor's introduction-autonomy of inquiry: Shaping the future of emerging scientific communities. *Management and Organization Review*, 5(1), 1-14. doi:10.1111/j.1740-8784.2009.00143.x

101. Vong, L. T. N. (2022) Building casino employees' affective commitment: A mediated moderation model, *Journal of Human Resources in Hospitality & Tourism*, 21(4), 649-671, DOI: 10.1080/15332845.2022.2106620
102. Whittington, J.L., & Galpin, T.J. (2010). "The Engagement Factor: Building a High-Commitment Organization in a Low-Commitment World." *Journal of Business Strategy*, 31(5): 14-24.
103. Yakubu, B., Salamzadeh, A., Bouzari, P., Ebrahimi, P., & Fekete-Farkas, M. (2022). Identifying the key factors of sustainable entrepreneurship in the Nigerian food industry: The role of media availability. *Entrepreneurial Business and Economics Review*, 10(2).
104. Yang, H., Sanders, K. and Bumatay, C. (2012), "Linking perceptions of training with organizational commitment: the moderating role of self-construal", *European Journal of Work and Organizational Psychology*, 21(1). 125-149.
105. Yasin, R., Jan, G., Huseynova, A., & Atif, M. (2023). Inclusive leadership and turnover intention: the role of follower–leader goal congruence and organizational commitment. *Management Decision*, 61(3), 589-609. <https://doi.org/10.1108/MD-07-2021-0925> ahead-of-print
106. Yavas, U., Karatepe, O. M., Avci, T., & Tekinkus, M. (2003). Antecedents and outcomes of service recovery performance: an empirical study of frontline employees in Turkish banks. *International Journal of Bank Marketing*. 21(5), 255-265. <https://doi.org/0.1108/02652320310488439>.
107. Yousf, A., & Khurshid, S. (2024). Impact of employer branding on employee commitment: employee engagement as a mediator. 28(1), 35-46. <https://doi.org/10.1177/0972262921101360>
108. Zayas-Ortiz, M., Rosario, E., Marquez, E. and Colón Gruñero, P. (2015), "Relationship between organizational commitments and organizational citizenship behaviour in a sample of private banking employees", *International Journal of Sociology and Social Policy*, 35(1/2), 91-106. <https://doi.org/10.1108/IJSSP-02-2014-0010>
109. Zoghbi-Manrique-de-Lara, P., & Ting-Ding, J. M. (2017). Task and contextual performance as reactions of hotel staff to labor outsourcing: The role of procedural justice. *Journal of Hospitality and Tourism Management*, 33, 51-61. <https://doi.org/10.1016/j.jhtm.2017.09.007>
110. Zoller, Y.J. and Muldoon, J. (2019), "Illuminating the principles of social exchange theory with Hawthorne studies", *Journal of Management History*, 25(1), 47-66. <https://doi.org/10.1108/JMH-05-2018-0026>

Sharif Hosen is currently pursuing his PhD at Faculty of Educational Studies, Universiti Putra Malaysia, Malaysia. His MSc at the UPM was focused on Human Resource Development. He has published articles in several scientific journals and presented papers at numerous international academic conferences. His research interests include the areas of Human Resource Development, Talent management, Organisational Psychology, Sustainability, Hospitality.

Siti Raba'ah Hamzah is an Associate Professor of the Department of Professional Development and Continuing Education, Faculty of Educational Studies, Universiti Putra Malaysia. She had a Bachelor in Social Science (Sociology & Anthropology) from Universiti Sains Malaysia and a Master of Science and Ph.D. in Extension Education (Youth Development) from Universiti Putra Malaysia. She conducts research on youth development, youth and health, volunteerism, leadership, and career development, international and national Human Resource Development. She has published many peer-review articles, she has not limited her writings to academics publications but has directly influenced the field of leadership practice in Malaysia through training modules. Despite her current role as an Associate Professor, she has a passion for helping staff and students in the university to undertake learning and professional experience through mobility and training programs to improved competencies, linked to professional profiles across the countries. She is a production executive for the International Journal of Education and Training.

Ismi Arif Ismail is as UPM Deputy Vice-Chancellor (Academic and International) Dr. Ismi Arif Ismail, 51, holds a PhD (Continuing Education) from the University of Warwick, United Kingdom, a Master's in Extension Education, UPM. He specialises in the areas of extension and continuing education, teaching and learning, youth development, leadership and human resource development. Dr. Ismi is the Executive Editor of the Asia-Pacific Journal of Youth Studies (formerly known as the Malaysian Journal of Youth Studies) and a member of the SAGE Open Editorial Council and Asian Council of Science Editors. In addition, he is a referee for several international journals, including BMC Medical Education, European Journal of Training and Development, Journal of Social Sciences, and Journal of the History of Education Society.

Siti Noormi Alias currently works at the Department of Professional Development & Continuing Education, Faculty of Educational Studies, Universiti Putra Malaysia. Her areas of specialization are community development and organizational development. Currently, her work focuses specifically on corporate social responsibility, performance management systems, ethical decision-making, and work-family conflict.

Faiq Aziz currently works at the Department of Professional Development & Continuing Education, Faculty of Educational Studies, Universiti Putra Malaysia. He received his PhD and MBA in from AHIBS, Universiti Teknologi Malaysia. His areas of specialization are Human Resource Development and Organization Development. Currently, his work focuses specifically on organisational Behaviour, Emotional intelligent, Work Ethics and Human Resource development.