

The impact of Training and Development in enhancing entry level Staff Performance: A Mediating Role of Organizational Commitment and Employee Engagement

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ABSTRACT

The aim of this study is to investigate the impact of training and development on employee performance in the hospitality sector. Training and development are critical aspects of human resource management and the primary instrument for improving employee performance and engagement. The investigation used a quantitative technique, with 387 respondents completing a standardized questionnaire. The data gathered were evaluated using structural equation modeling (SEM), to analyze the relationship among entry level training and development, employee performance, organizational commitment, and employee engagement. The results demonstrated a significant relationship between training and development and employee performance, as well as increased both organizational commitment and employee engagement. The results add to the body of literature on training and development programs, with possible management implications to improve employee performance.

1. Introduction

Training has a unique function in reaching an organizational goal by merging the interests of the company and the workforce (Karim et al., 2019). Training and development are critical in today's marketplace for improving employee productivity and performance. Although there are several variables influence employee performance, the most important factor determining employee performance is training (Bahl et al., 2022). Training is vital for increasing employee competencies. Training and development are human resource management activities that seek to bridge the gap between current and projected performance levels. Training and career development are essential for all companies. Employee training is the process of acquiring the essential skills for a particular career. The goal is to attain specific goals, such as understanding how a certain machine

system works. Career development emphasizes general abilities applicable across several situations (Mihailović and Ristić, 2009).

Some firms use "training" and "development" interchangeably to improve workplace performance (Hussain et al., 2016). Well-planned training and development activities provide the intended outcome of improved individual and organizational performance (Nassazi, 2013). Chopra and Meindl (2015) performed research on the value and advantages of training and development for people, groups, companies, and all social sectors. They discovered that training and development had a direct influence on both individual and organizational success.

As a result, to improve both organizational and personnel performance, firms should prioritize training and career

development as an essential feature of their strategy. Employee training and development needs may occur at any level of the organization, including strategic, tactical, and operational (Islam *et al.*, 2022). According to Nassazi (2013), top executives determine strategic needs based on the organization's goals, purpose, and strategy. Middle management oversees identifying tactical needs in coordination with other divisions of the organization. Lower-level leaders identify operational requirements, which are largely concerned with individual performance and departmental difficulties.

Adeyi *et al.* (2018) argued that employee performance is crucial for organizational success, and that training and development (T&D) are beneficial for employees to improve their performance. Factors like work satisfaction, knowledge, and management determine employee performance. However, the premise that successful implementation of Human resources management (HRM) policies is critical to corporate performance is disputed. Therefore, the purpose of this research is to contribute to human capital theory and management knowledge by presenting empirical findings on employees and organizational performance via training and development. Accordingly, the following research question has been developed: How does training and development affect employees' performance in the hospitality industry?

1- Theoretical background of the study

People's talents, knowledge, skills and resources are all important components in creating value (Siriwardena and Morais, 2019). Becker (1993) established the Human Capital Theory in 1993, expanding on Schultz's 1921 work. The Human Capital Theory assumed that ongoing investments in staff development and training lead to workforce enhancement and impartation in terms of knowledge and skill growth, which has a direct impact on the organization's performance as well as workers' performance and career advancement (Becker, 1993). According to the capital human theory,

employees are the most important "means of production" and a necessary source of finance stability. Gunu *et al.* (2013) concluded that properties which conducted a greater financial investment in staff training and development are the most successful properties. This means that the organization will grow and be sustainable in the long run.

According to Shaheen *et al.* (2013), businesses with highly qualified and innovative employees might minimize unnecessary expenditure in order to improve organizational commitment and employee performance. Human resources are the most valuable assets that any business needs; properly provided and training developed, they can generate a considerable amount of money for the firm in both organization and personnel. Ogohi (2018) conducted a survey in Nigeria to determine the effectiveness of training on organizational performance. The research aims to establish the impact of training and development on employee performance, bearing in mind that the aggregate of individual performance will result in organizational performance. The study discovered that employee skills, knowledge, and abilities gained via training and development had a significant impact on productivity.

According to Siriwardena and Morais (2019), efficient employee training and development for an organization's human resources has benefits that are both short- and long-term. Training and development are essential for increasing performance since they improve both individual and organizational capabilities. It is also vital to identify future growth and development opportunities in order to get a competitive edge.

2.1 The relationship between training and development, organizational commitment, and employee engagement

According to Arulsamy *et al.* (2023), training and development programs may

improve workers' knowledge and abilities, leading to greater job performance and beneficial company results. Such initiatives may help foster a culture of ongoing learning and growth, making a company more inventive and adaptable. The advantages of staff training and development make it more vital for businesses to include these programs into their overall HRM strategies.

According to Younas *et al.*, (2018), employee training and development is an interesting issue right now because of the multiple advantages it provides to firms. Some workers or employees are expected to do routine maintenance and corporate operations. This will only be achievable if employees participate in relevant training and development events. Nebo *et al.* (2015) defined training as the systematic development of information, talents, and attitudes required by people to perform successfully in certain tasks. Employee training and development are regarded as the most important aspect of any efficient management. Employee growth-oriented learning opportunities are known as development. This potential may extend beyond increasing employees' productivity in their existing positions. While training focuses on the short run to fix any competency gaps that may exist today, development prepares workers for future time needs (Bernardin and Russell, 1993). A well-designed training program may lead to increased job satisfaction and production, higher work quality, stronger motivation and devotion, improved engagement and teamwork, and fewer mistakes (Hanaysha and Tahir, 2016). Training and development are two factors that affect both the overall work environment and an employee's degree of job satisfaction.

Organizational commitment also impacts on employee satisfaction and performance. Employees that are deeply committed to their company will always be able to offer the best job outcomes. Henny

(2020) stated that a strong Organizational commitment can have a beneficial consequence, including increased work performance, work motivation, consistency in customer service, and work productivity, and employees are more conscientious in coming to work, thus minimizing absenteeism and decreasing turnover. According to Ramadhooan (2015), The quality of work-life on staff engagement will have a greater or positive effect if the measure of organizational commitment is included as a mediating variable. In other words, if an organization wants to boost employee performance and engagement through quality work life, it has to first develop or improve organizational commitment as an average quality of life. Improve employee engagement and performance". According to Akbar (2017), organizational commitment motivates people to stay employed and provide the outcomes that are expected of them. organizations that are highly committed to their employees will achieve a higher-quality work and have a lower turnover rate.

Employee engagement is important because managers and other leaders give support and encouragement, which increases staff productivity and, as a consequence, employee performance. A study by Norouzinik *et al.* (2022) provided a compelling case for the role of intrinsic motivation in raising employee happiness and influencing work behavior. Some Research suggested that good employee engagement leads to effective organizational objectives (Grošelj *et al.*, 2021). Research Khushk *et al.* (2021) indicated that training programs significantly enhance the competence and job prospects of leaders and employees, leading to decreased turnover rates, lower costs, and increased employee loyalty

Sendawula *et al.* (2018) provided empirical evidence of the considerable impact of training and employee engagement on

performance outcomes. The results demonstrated that training initiatives and employee engagement are significant predictors of employee performance. Othman *et al.* (2019) found that training and development act as a catalyst for employee engagement. Training plays a critical role in addressing important topics including ethics, conflict resolution, stress management, and mistake management.

Vihari *et al.* (2022) emphasized an important aspect of management's concern for engagement and motivation of workers, which impacts their positive attitudes. As a result, studies have shown an increase in employee responsibility for receiving required training, that is, gaining the necessary knowledge and skills (Darvishmotevali and Ali, 2020; Verma and Kesari, 2020). Hence, the following hypotheses are suggested:

H1: Training and Development has a positive effect on Organizational commitment

H2: Training and Development has a positive effect on employee Engagement

2.2 EMPLOYEE PERFORMANCE

The concept of "performance," originating from management, has been variously interpreted by researchers (Campbell *et al.*, 1993). "Employee performance comprises a collection of behaviors aligned with particular work and organizational objectives (Abbasi and Waseem, 2023)". The term "performance" refers to an individual's efforts or achievements (Adey *et al.*, 2018). Employee Performance, in the context of work, denotes the quality and quantity of tasks completed by an employee in accordance with their assigned responsibilities (Bodin *et al.*, 2019). Al Mehrzi and Singh (2016) defined performance as a person's total performance or result over a specified period. Examples include mutually agreed-upon employment standards, goals, or predetermined criteria for

comparing labor time to alternative possibilities.

Employee performance refers to an employee's willingness to complete their duties and responsibilities satisfactorily (Darvishmotevali and Ali, 2020). Employee performance may be measured using job results, efficiency, quality, initiative, and attitude (Berger *et al.*, 2019; Bodin *et al.*, 2019). Effective employee performance may help firms achieve their objectives. Poor employee performance may lead to greater unsucccess in meeting organizational goals, and the company experiences losses (Sitopu *et al.*, 2021). Organizations have substantial obstacles in enhancing employee performance in many sectors as identified by Pinzone *et al.* (2019). Poor employee performance might lead to customer loss, decreased productivity, and increased operational expenditures. In contrast, developed employee performance may help a firm to improve the quality of its goods or services (Dianovi *et al.*, 2022; Rohmalimna *et al.*, 2022), and increase customer happiness and improve the company's reputation. Employee performance is becoming more crucial in an era of globalization and intense competition (Atatsi *et al.*, 2019; Egwim *et al.*, 2021).

Companies must utilize the potential of their employees to provide value and achieve company goals (Yong *et al.*, 2020). Thus, it is vital for firms to use effective training and development approaches to Improve employee performance, workplace productivity and efficiency.

2.3 Impact of employee engagement and organizational commitment on employee performance

Afsana *et al.* (2016) claimed that workers are an organization's most valuable asset since they have a direct influence on profitability and performance. Baten (2018) suggested that training and development activities may inspire and improve worker

performance. Darmawi *et al.* (2019) argued that the government's investment in human resource skills, education, and economic development has a significant and good impact on community engagement. Siriwardena and Morais (2019) discovered that successful human resource training provides both short- and long-term advantages to firms. Training improves performance for both people and businesses. To gain a competitive advantage, it is critical to discover prospective growth and development possibilities. Staff members are exposed to cutting-edge technology via instructional programs, which helps them acquire strong competencies and abilities for dealing with new technologies. Training enables workers to readily update their abilities, which fosters commitment, well-being, and a feeling of belonging to the organization, boosting the company's competitiveness (Gina, 2016).

According to Mamy *et al.* (2020), training and development are more important in today's environment, with an emphasis on developing the particular skills and talents necessary for each worker to do their present job while growing. Improving attitudes and behaviors directly improves employee performance inside a firm. It is clear that successful training programs must be developed in order to provide workers with the knowledge, skills, and qualifications they need to perform well on the job. These programs may also have an impact on employee engagement (Mdhlose, 2020; Utete *et al.*, 2022).

Training is an excellent way to not only improve the employees' skills but also improve motivation and overall workplace productivity. Training improves the workplace by displaying the organization's commitment to its employees and alerting them of the importance of investing in their future (Gina, 2016). Training and professional development are a certain method to keep your employees

satisfied, in good health, and excited to come into the workplace every day. Training is an excellent investment, both in terms of increasing employee morale and refining the skill set of your personnel. Nonetheless, many firms do not spend enough money and effort to get the full benefits of training (findcourses, 2022).

Caucci (2021) claimed that organizations that devote time and resources to establishing specialized employee training programs see a considerable increase in profitability and staff retention, both of which are crucial for long-term company success. Therefore, the research suggests the following hypotheses:

H3: Organizational commitment has a positive effect on employee performance

H4: Employee engagement has a positive effect on employee performance.

2.4 Impact of Training and Development on staff's performance

Susmitha *et al.* (2021) highlighted that developing staff development programs might be very beneficial to companies. Businesses that implement a thorough staff training and development program will benefit from market earnings while also maintaining their competitiveness in the labor market. A well-planned development program with additional resources may substantially assist a company in maintaining its most valuable human capital, especially highly trained employees. Oluwaseun (2018), on the other hand, investigated staff training and development as a model for organizational performance and effectiveness. The OP indicated that there is a statistical relationship and a positive correlation between EP and efficacy. Jha and Kumar (2016) conducted conceptual study on the benefits of an employee T&D program, concluding that T&D is only a tool to aid people in attaining their full potential. It eventually improves the workplace's

effectiveness. Consequently, corporations are increasingly investing more in training and development programs.

Landa (2018) indicated that there is a substantial beneficial relationship between employee performance and training. Sasidaran (2018) considered employees training as an important instrument for improving an organization's performance and accomplishing its objectives. According to Afroz (2018), training and development is an organization's strategic tool for improving employee performance by acquiring pioneering knowledge and skills, as well as the proper organizational mentality through best practices, allowing workers to complete tasks within the intended goals and objectives. Kenny and Nnamdi (2019) mentioned that training is the major element that most significantly predicts an employee's performance since it boosts their skills, capabilities, and competencies, as well as their feeling of achievement for their work. This leads us to explore the following hypotheses:

H5: Training and development has a positive direct effect on employee performance.

Additionally, several mediators' variables can assist in explaining the indirect effect sizes across studies. Therefore, the research suggests the following:

H6: Organizational commitment has a mediating effect on the relationship between training and development and employee performance.

H7: Employee engagement has a mediating effect on the relationship between training and development and employee performance.

2.5 Conceptual Framework

The conceptual framework in figure1 developed based on Human Capital Theory, explaining how training and development influences employee performance and both employee engagement and organizational commitment. In addition, employee

engagement and Organizational commitment play an important role in predicting employee performance.

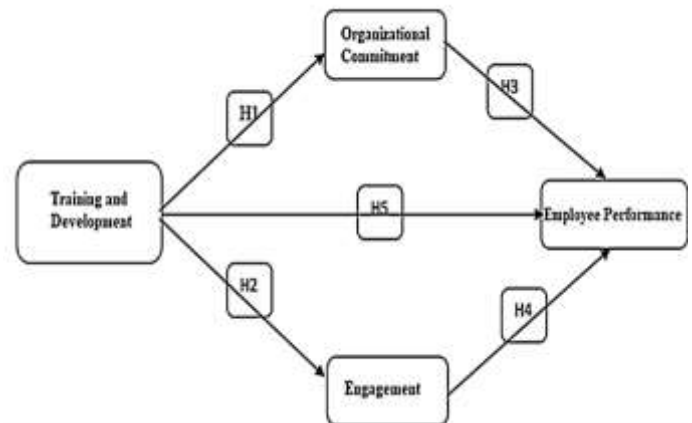


Fig 1: Conceptual Framework

3. RESEARCH METHODOLOGY

3.1 Instrument development

This study used quantitative techniques in order to attain its objectives. The suggested model was validated using a survey questionnaire with reliable and valid components modified from previous studies. Four (4) items to measure the impact of employee training and development were derived from Abdul Ghafoor *et al.* (2011), six questions relating to staff performance were derived from Matos and Krielow (2019), six items (6) that measure staff engagement adopted from Mallik *et al.* (2019), and seven items related to employee performance were adapted from (Triansyah *et al.*, 2023). Each variable was assessed using a five-point Likert scale that ranged from (1) "strongly disagree" to (5) "strongly agree".

Preliminary study was used to assess the content validity and reliability of the research constructs according to (Ikart, 2019). The questionnaire was pretested by three academics and three hotel business leaders (DeMaio and Landreth, 2004; Ikart, 2019). Academics and industry specialists made modest changes based on their opinions and viewpoints. According to Dikko (2016), the

pilot study aimed to verify the validity and reliability of the measuring indicators for each construct, resulting in a loading of only 23 items (4 for training and development, 6 for increased employee engagement, 6 for organizational commitment, and 7 for employee performance). The questionnaire was changed to generate the final version of the main survey.

3.2 Sampling and data collection

The survey included 420 senior and middle managers from six hotel companies in Cairo and Alexandria, Egypt. The data collection process included distributing questionnaires to human resources managers, training managers, and top and middle-level managers, as participants were expected to have the necessary knowledge to respond to questions about the critical impact of employee training and development on their performance. Random sampling was used to distribute questionnaires and gather data (El-Khatib, 2022). An online survey form was utilized to gather data from the management of these hotel companies. The questionnaire explained the study's aims and the nature of entry level employee performance. 387 (92.14%) of the 420 questionnaire recipients returned their replies. Meanwhile, after reviewing the data set, 387 surveys were deemed full and legitimate for further data analysis.

Table 1 shows the participants' characteristics and the businesses they covered. Overall, 76.2% of survey participants were men, while 23.8% were women. Approximately 57.6% of survey respondents had experience that extended from more than five to less than ten years. In contrast, 13.5% of respondents have experience ranging from 10 to 15 years, while 28.9% have experience ranging from one year to less than five years. Executive management accounted for 14.2%

of the hotel managers who completed the study, while 85.8% were at the mid-level.

Table 1: Respondents' characteristics

Variable	Frequency	Percentage%
Gender		
Male	295	76.2
female	92	23.8
Total	387	100%
Experience		
From 1 year to less than 5	112	28.9
From 5 to less than 10	223	57.6
From 10 to over 15 years	52	13.5
Total	387	100%
Job level		
Executive Management (e.g., division head, executive of operation)	55	14.2
Mid-Level management (e.g., Department Head, Supervisor)	332	85.8
Total	387	100%

3.3 Data analysis techniques

The assessment of the model involved evaluating its internal reliability, discriminant validity, and convergent validity. Factor loadings, composite reliability (CR), and average variance were obtained prior to the implementation of structural equation modeling (SEM). This study performed a confirmatory factor analysis to validate the measurement model as a reliable tool for its objectives. Cronbach's alpha, composite reliability, and average variance extracted (AVE) were employed to evaluate the reliability of the model. Chin (2010) and Ringle *et al.* (2015) suggested that AVE and Cronbach's alpha values serve as indicators of reliability when they surpass 0.70.

Figure 2 presents the measurement model, which confirms its validity through goodness of fit indices, demonstrating that the overall study model is well-fitted. The chi-square statistics were significant, as the ratio of the chi-square value to the degrees of freedom was below 3 ($1.682 = 329.660$, $df = 196$). The model demonstrates a good fit, as indicated by a χ^2/df value of 1.682, which is below the threshold of 3. (Kline, 2016). The

estimated Root Mean Square Error of Approximation (RMSEA) was 0.065, which is much less than the 0.08 standard that Browne and Cudeck (1993) propose. Multiple fit indices indicate the model's adequacy: comparative fit index (CFI = 0.927), Tucker-Lewis index (TLI = 0.914), normal fit index (NFI = 0.92), relative fit index (RFI = 0.90), adjusted goodness-of-fit index (AGFI = 0.86), and incremental fit index (IFI = 0.928) (Hair *et al.*, 1998). All standardized factor loadings demonstrated statistical significance ($p < .001$).

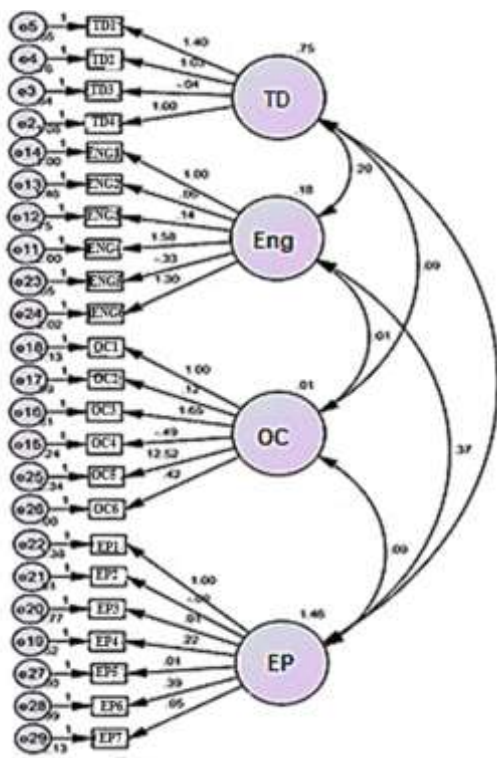


Figure 2: CFA After Modification

A validity test for the model was subsequently conducted. Table 2 demonstrates that convergent validity was initially evaluated through average variance extracted (AVE) values. The proposed threshold of 0.50 was exceeded by the very high AVE values for several constructions, which varied from 0.599 to 0.623 (Fornell and Larcker, 1981). The internal consistency of the measuring items for each construct was further assessed using a composite reliability test. The composite reliability values ranged from 0.918 to 0.857,

exceeding the recommended threshold of 0.60

Construct	Item	Factor loading	Cronbach's Test	AVE	CR
Training and development	TD1	0.790	0.777	0.599	0.857
	TD2	0.770	0.801		
	TD3	0.086	0.779		
	TD4	0.747	0.750		
Organizational commitment	OC1	0.780	0.828	0.623	0.907
	OC2	0.762	0.901		
	OC3	0.743	0.873		
	OC4	0.823	0.892		
	OC5	0.835	0.867		
	OC6	0.787	0.903		
Employee engagement	ENG1	0.780	0.787	0.579	0.890
	ENG2	0.771	0.895		
	ENG3	0.727	0.845		
	ENG4	0.778	0.880		
	ENG5	0.766	0.855		
	ENG6	0.724	0.871		
Employee Performance	EP1	0.707	0.912	0.611	0.918
	EP2	0.780	0.871		
	EP3	0.778	0.941		
	EP4	0.706	0.883		
	EP5	0.802	0.854		
	EP6	0.840	0.907		
	EP7	0.785	0.895		

(Bagozzi and Yi, 1988).

Table 2: Convergent Validity

Moreover, the AVE values surpassed the squared correlations among pairs of constructs. Table 3 demonstrates discriminant validity by showing that each square root of the AVE in the measurement constructs' diagonal exhibits a higher correlation with its respective measurement construct compared to others (Richter *et al.* 2022). As a result, discriminant validity was established (Fornell and Larcker, 1981).

Table 3: Discriminate Validity

Construct	Engagement	Organizational Commitment	Training and Development	Employee Performance
Engagement	0.762			
Organizational Commitment	0.561 **	0.790		
Training and Development	0.588 **	0.658 **	0.773 ⁺	
Employee Performance	0.670 **	0.621 **	0.610 ⁺	0.784

Note: Diagonal values represent the square roots of AVE and below values represent correlation coefficients.

3.4 Structural Equation Modeling

Structural equation modeling was utilized to assess the proposed theoretical model. Table 4 and Fig. 3 illustrate the goodness of fit results, indicating the adequacy of the proposed model in relation to the data ($\chi^2 = 130.659$, $df = 85$ ($p < 0.001$), $RMSEA = 0.051$, $CFI = 0.921$, $IFI = 0.924$, $NFI = 0.909$, $AGFI = 0.892$, $GFI = 0.924$). The suggested theoretical model showed a high degree of predictive power regarding staff development and training contributed to better entry level staff performance. Consequently, the first hypothesis verified that organizational commitment and training and development had a significant relationship ($\beta = 0.201$, $p < 0.05$). The SEM results indicated a significant positive relationship ($\beta = 0.658$, $p < 0.05$) between training and development and employee engagement. This finding corroborates hypothesis 2: There exists a positive relationship between training and development, which is associated with elevated employee engagement.

Employee engagement ($\beta = 0.405$, $p < 0.05$) and organizational commitment ($\beta = 0.261$, $p < 0.05$) positively and significantly have a direct relationship with entry level employee performance, which indicates the acceptance of H3 and H4. The investigation looked at how training and development affects entry level employee performance both directly and indirectly. The research indicated that training and development markedly enhanced entry level employee performance, demonstrating a direct effect on performance metrics ($\beta = 0.558$, $p < 0.05$). Therefore, H5 is accepted.

The research investigated the role of organizational commitment as a mediator between training and development and entry level employee performance ($\beta = 0.171$, $p < 0.05$), thereby supporting H6. Additionally,

employee engagement was found to mediate the relationship between training and development and entry level employee performance ($\beta = 0.238$, $p < 0.05$), confirming H7.

Table 4: Path Analysis

H	Relationships	Estimate	S.E.	P	Decision
H1	Training and development -> organizational commitment	0.201	0.0553	0.001	Accepted
H2	Training and development -> employee engagement	0.658	0.0379	0.001	Accepted
H3	organizational commitment -> Employee performance	0.261	0.0619	0.001	Accepted
H4	employee engagement -> Employee performance	0.405	0.0539	0.001	Accepted
H5	Training and development -> Employee performance	0.588	0.0378	0.001	Accepted

Table 5: Mediating effects.

H	Relationships	Estimate	S.E.	P	Decision
H6	Training and development -> organizational commitment -> employee performance	0.171	0.042	0.001	Accepted
H7	Training and development -> employee engagement -> Employee performance	0.238	0.037	0.001	Accepted

The results indicated the significance of direct relationships. Training and development exert a more significant influence on entry level employee performance than do indirect relationships. The mediator's effect on employee engagement is more significant than the effect of enhanced organizational

commitment on entry level employee performance.

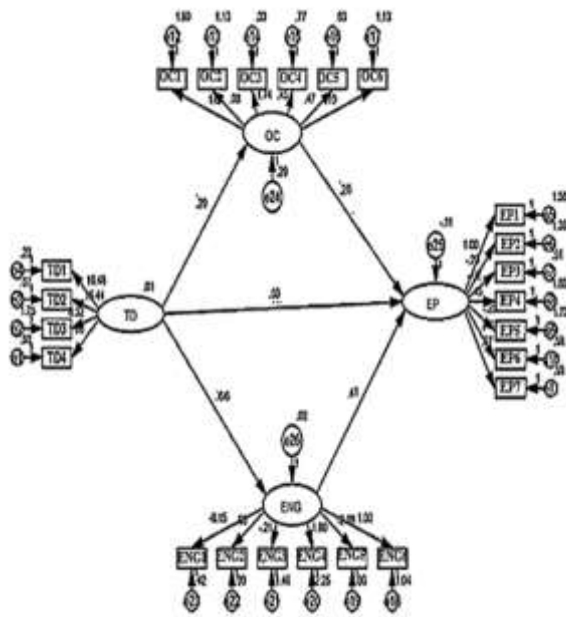


Fig 3: the proposed model

4. Discussion

This study examined six different hotel brands in Egypt, with an emphasis on the Alexandria and Cairo hotel chain. The research employed an online survey questionnaire to gather data from the management of those hotel chains. Furthermore, the research employed Structural Equation Modeling (SEM) to analyze the relationship among entry level training and development, employee performance, organizational commitment, and employee engagement. The survey questionnaire was distributed via email to the director of human resources, the training manager, and the operations executives. The research gathered data from 387 people serving in upper and middle management roles.

The findings of the study indicated that training and development had a direct and significant and positive impact on the entry level employee performance of the hotel chain. This finding aligns with Chaudry *et al.* (2017), who identified that training and development enhance business performance in multiple

aspects. Hotel chains enhance simultaneously with the performance of their employees. Since businesses are made up of employees, as was already established, their performance reflects that of the company's performance. Additionally, employee performance improves with the development of training outcomes such as, job skills, attitudes, abilities, effectiveness, efficiency, consistency, and identical behavior. These results corroborate the findings of Aleem and Bowra (2020) who found that the relationship between training and development and employee performance leads to improvements in efficiency, effectiveness, and productivity, along with operational revenue per employee, exemplify the advantages of enhanced employee performance. These benefits include reduced costs, improved quality and quantity, decreased employee turnover, and heightened social capital.

Secondly, the research indicated that staff engagement was more significantly affected by training and development than by organizational commitment. This finding indicates that employees perceive appreciation and recognition when engaged in training sessions. This indicates the hotel's commitment to professional development and its willingness to invest in employee careers. Accordingly, this enhances staff engagement and morale, leading to greater participation and loyalty to the organization. Employee engagement is a primary concern for hospitality management, as it directly influences employee performance and subsequently impacts client satisfaction with the facility (Karim *et al.*, 2019)

Conversely, employee engagement and organizational commitment significantly and directly influence employee performance. However, the impact of employee engagement is significantly greater than that of organizational commitment on employee performance. These results suggest that

organizations that invest in their employees create value for their workforce, despite the potential for such investments to ultimately benefit the organization itself. Organizations offering training and development programs to their employees observe elevated levels of employee satisfaction and reduced turnover rates. Training enhances organizational reliability as employees recognize the commitment their organization is making to their professional development.

The results of the evaluation of the mediating roles of employee engagement and organizational commitment revealed that employee engagement serves as a more significant predictor of employee performance than organizational commitment. This indicated that increased employee engagement within their roles would enhance the relationship between training and development, and overall entry level employee performance. When employees exhibit a strong appreciation for achievement, the relationship between training and development, and employee performance is reinforced. This study's findings reinforce and enhance previous empirical research demonstrating that employee engagement serves as a mediator between training, employee development, and employee performance. Research conducted by (Owotunse, 2018; Younas *et al.*, 2018; Kinisa, 2019; and Samwel, 2018) supports these findings.

The results indicate a strong, significant positive association between training and development and employee performance. This suggests that if the organization has not implemented measures to improve employee performance and organizational commitment, employee performance may be characterized by frustration, potentially resulting in higher turnover rates. The Training and Development Department, integral to any industry, is

responsible for enhancing employee performance and organizational commitment. It is crucial for the management of the Training and Development Department to consider and implement various strategies to improve employee performance, especially regarding training and career development.

4.1 THEORETICAL AND PRACTICAL IMPLICATIONS

This study seeks to advance current understanding by examining the effects of training and development on entry level employee performance. It evaluates two mediating mechanisms, revealing that employee engagement and organizational commitment act as mediators that enhance employee performance. Moreover, the study shows the perspective of academic staff, emphasizing their distinct contributions. The study demonstrates that enhancing employee performance requires hotels to prioritize investment in training and development, which positively influences employee performance, organizational commitment and engagement. In a competitive market, organizations should prioritize training and development strategies to enhance employees' capabilities, thereby significantly impacting the whole organizational performance.

Training and development can lead to improved employee performance and morale, increased commitment and sense of belonging to the organization, faster resolution of conflicts, and a safer, healthier work environment. In contrast, inadequate performance and low morale are characterized by a lack of enthusiasm for the task. This frequently happens when employees perceive their contributions as undervalued, potentially leading to absenteeism and higher staff turnover rates. Moreover, inadequate training and career development can lead to a notable decline in both organizational commitment and employee engagement.

The study's findings are significant as they illuminate the implementation and effectiveness of training and development within the hospitality industry, an essential component of employee performance. The results indicated a positive relationship between training and development, performance, organizational commitment and engagement. The results provide industries with an understanding of the significance of utilizing it to enhance effective employee training across all divisions.

4.2 LIMITATIONS OF THE RESEARCH

This study, similar to other investigations, presents several limitations. The main limitation arises from the exclusive engagement of executives and middle management in the hospitality sector for data collection; future research may uncover valuable insights by incorporating perspectives from other industries and all employee levels. Future research may concentrate on personnel in the hospitality industry. Secondly, the analysis has focused on only three aspects of the impact of training and development; additional research should explore a broader range of these impacts. Additionally, employing a larger sample size in future research may yield deeper and more comprehensive insights into the relationship between employee performance and training and development. This study employed two mediation mechanisms; however, future research could explore additional mediating factors, such as job satisfaction. Future research could assess this concept by examining moderate factors such as leadership style or cultural dimensions.

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