



# Training & development, career development, and organizational commitment as the predictor of work performance

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## ARTICLE INFO

### Keywords:

Hotel industry  
Social exchange theory  
HR practices  
Work performance  
Frontline employees

## ABSTRACT

This study aims to justify the mediating effect of organizational commitment in the association between training and development, career development, and work performance. Data was collected from 362 frontline hotel employees through a survey by random sampling technique. The analysis methodology comprises descriptive statistics, measurement, and structure models through SPSS 23 and Smarts PLS 3.0. This study significantly examined the correlation between training and development and work performance, career development, and work performance. Moreover, organizational commitment in the hotel sector is significantly associated with work performance. Furthermore, the significant correlation between training and development and work performance career development among hotel personnel is mediated by organizational commitment. Owners and managers should know the necessary policies to enhance employees' work performance and organizational commitment and consider appropriate behaviour. Besides, all required facilities for enhancing career development and training and development should be implemented to strengthen hotels' present and future demands. It is furthered by the study's explanations of the results and their limitations, which also included suggestions for future research possibilities. This research filled the gap in the hotel industry in Bangladesh, where study works into wide-ranging training and development, career development practices, organizational commitment, and work performance were rare.

## 1. Introduction

One of the organisation's most worthwhile resources is human capital, which enhances results and continues to give it a challenging edge [1–4]. In addition, justifying work performance among hotel employees is one of the significant research issues among researchers in developing countries like Bangladesh in the highly competitive business era because hotel performance sharply drops down [4,5]. In this case, the average occupancy rate is reduced to 50 % because of poor performance [6]. Bangladesh received only 1 million international tourists; on the other hand, India received 18 million international tourists. Furthermore, Sri Lanka received 2.3 million international tourists, and Nepal received 1.2 million in 2019 [7]. That means the work performance of hotel employees could be more satisfactory in Bangladesh. As a result, hotel employee work performance needs to be justified [5]. [8] HRD comprises organisational development, career development, and training and development. Besides, the present investigation prioritises training

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<https://doi.org/10.1016/j.heliyon.2023.e23903>

Received 21 October 2023; Received in revised form 12 December 2023; Accepted 15 December 2023

Available online 18 December 2023

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and development among hotel personnel, career development among hotel employees, organisational commitment of frontline, and work performance of hotel workers.

Untrained employees fail to meet the guest requirements because of handling various categories such as elderly, babies, drunk, young, male, female, and hyperactive guests [4,9]. However, when employees get training, they are updated with new transformations such as technology, food quality, service quality, and customer expectations, which help them to provide service according to guest requirements [10]. As a result, they became more productive. Similarly, prior literature found that training and development significantly influence employee performance in various industries, such as the Banking industry [11,12], the health industry [13], the garment industry [14,15]. In addition, the workforce is provided with various facilities with career advancement as it inspires them to enhance or develop strong performance [15]. Besides [16], defines career development as a series of jobs related to the work he or she has held throughout life. As a result, career development facilities can enhance employees' abilities, expertise, and understanding of the workforce. Moreover, previous findings investigated that career development in various organisations such as banking [16], healthcare [17], pharmaceuticals [15], airlines [18] has a significant effect on job performance.

Organizational commitment, a significant component of the hotel industry, significantly affects workforce performance [4,19,20]. Work performance means a combination of the workforce's actions and behaviour supporting organizational aims, such as providing tangible services – check-in and check-out process- and intangible service-customer service [10,21]. In understanding cognitive assessments and emotional assessments of hotel employees, prior hospitality literature focused on work performance [2]. Moreover, prior literature demonstrates that career development and training and development are vital in organizational commitment in their work environment [20,22,23]. Furthermore, previous findings included a significant effect of training on organizational commitment among numerous firm workers [19,24,25]. Similarly, career development is significantly associated with organizational commitment [26–28]. However, prior findings found the mediating role of organizational commitment in a correlation between work performance and organizational justice [29]; employee retention and a positive work environment [30]; employee retention and perceived organizational support [31]. Only a few findings determined the association between training and development, career development, and work performance, as shown in Appendix 1. Prior findings encompass that most investigations were done in multinational organisations and private and educational institutions in developed nations [32–34]. [35] developed a work performance model representing a significant influence of training and development and career development on job performance.

If we critically analyse Appendix 1, less attention has been given to organisational commitment as a mediating variable in the Bangladeshi hospitality industry. Following the gaps, using the assumptions of social exchange theory (SET), this study determined the associations between training and development, career development, and work performance through organisational commitment. The social exchange theory is a significant context, developing a reciprocal gained-sharing work environment with employees, where people intend to repeat actions and are rewarded [36]. Moreover, SET's primary assumption is that human relations developed based on the analysis of subjective benefit. Employees are, therefore, aware that the company is their creation and care about their achievements [37]. A committed hotel workforce is encouraged to attach and stay in Bangladesh [4,20,38,39]. Thus, from a SET perspective, organisational commitment will mediate and enhance employee performance among hotel employees.

Theoretically, our study comprises two contributions to the body of existing work. First, our investigation positively contributes to HRD and Hospitality literature by attempting to close the research gap between career development and training and development. Moreover, by enhancing the psychology mechanism, this investigation enhances value to the body of knowledge about frontline employee work performance that shows the correlation between career development, training, and development through organisational commitment. Our research's practical implications help managers better understand the required training and development

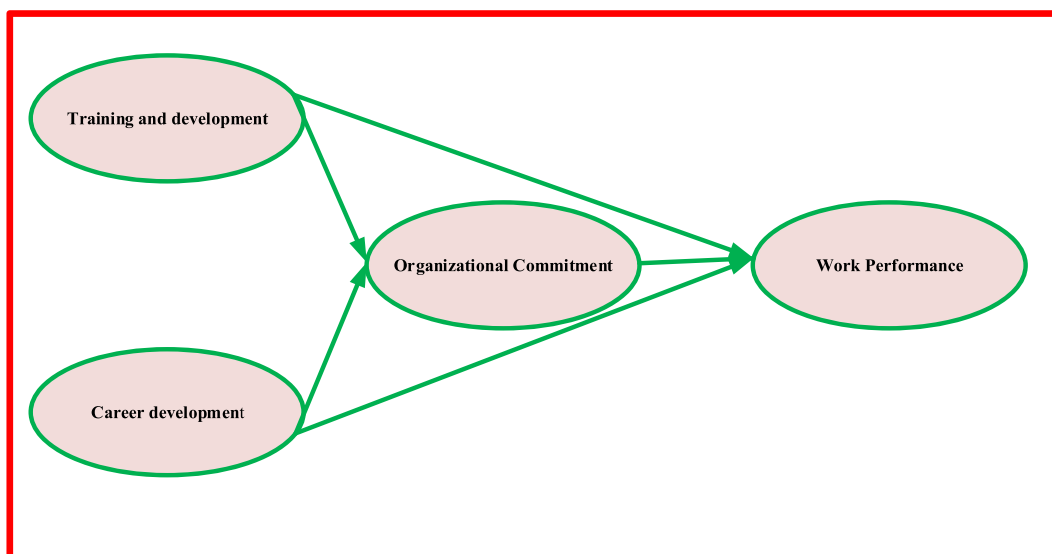


Fig. 1. Theoretical framework.

facilities of hotels' strategies for career development to motivate frontline hotel employees to go beyond their mandated responsibilities. Again, the study will guide managers to adjust employees' career development and training and development to foster industrial harmony and accomplish stated goals.

### 1.1. Theoretical framework development and hypotheses development

Social exchange theory (SET) highlights the importance of theoretical foundation and the associations between training and development, career development, and work performance through organisational commitment [36]. Besides [40], SET describes workplace behaviour built on reciprocal relationships and expectations. Moreover, SET assumes that if organisations meet employees' emotional and social requirements, employees will be more committed to the organisation's goal, so employees' work performance will be increased [41]. According to social exchange theory, hotel workers with training and development facilities that enhance work performance are less likely to enhance emotional attachment and connection to hospitality firms [4]. Our justification is founded on the idea that demonstrating career development activates a psychological process that encourages workers to perform successfully and efficiently [17]. The hotel industry needs this argument as it can significantly enhance organisational commitment to the workforce [20,42]. The assumption of SET enhances employee work performance [12,17]. Moreover, this psychological mechanism inspires employees' inclusion, enthusiasm, and passion to support in achieving company goals [12]. Furthermore, this motivates employees to go above and beyond job responsibility, act more proactively in their roles, waive taking personal initiative to accomplish goals, and enhance their work performance [12,43]. Therefore, employees identify with the company because they help build positive views and commitment to organisations [32]. Committed employees are more attached and have the willingness of organisations to continue their jobs based on organisational requirements (42,31,43). As a result, organisational commitment will positively mediate employee work performance from the SET perspective. Moreover, theoretical framework is drawn in Fig. 1.

#### 1.1.1. Training and development and work performance

Training and development mean a systematic process that enhances employee knowledge, skill, attitude, and expertise to finish regular tasks to achieve organizational goals successfully [4]. Moreover, training sessions enhance employees' skills and capacity to carry out a specific task [44]. A section dedicated to specialist training is found in various businesses. Training assists firms in keeping their workforce current and equipping them with the necessary information, skills, experiences, and competencies [11,12] Gavino et al., 2021). Moreover, the previous finding mentions that training and development are significantly associated with work performance among government employees [43]. Furthermore, a prior study found that training and development significantly impact Uganda's workforce work performance in the health sector [13]. [4,14] highlighted the significant influence of facilities in firms on employee performance. However, training and development negatively affect work performance [45,46].

**H1.** Training and development have a significant association with work performance

#### 1.1.2. Career development and work performance

[47] mentioned that career development minimises the gap between organisational requirements and employee career needs. Moreover, career development is the systematic process of developing employees to take on new and high roles in the work environment. Furthermore, career development facilities enhance employees' required skills for organisational development [48]. Therefore, career development facilities can improve employee skills, knowledge, and comprehension. Career development significantly influences work performance, as evidenced by improvements in work quality, punctuality, initiative, and capability [17]. [16] mentioned that career development facilities positively improve job performance among bank staff in Pakistan. Similarly, previous findings highlighted that career development is significantly associated with firm performance in the pharmaceutical industry [15]. Furthermore, a similar outcome is found in healthcare [17] and airlines [18]. However [49], noted that career development is significantly associated with work performance. Therefore, it was hypothesized that.

**H2.** Career development has a significant association with work performance

#### 1.1.3. Training and development and organisational commitment

When companies offer employees the required training, observable in psychological contracts, it can significantly increase organizational commitment [50]. Appreciating the organization's efforts to enhance employees' abilities, skills, and experiences gives them opportunities for further development at all levels in the hospitality industry [38]. Employees exhibit reciprocal behaviour and attitudes toward organizational development [43]. highlighted the importance of training for human capital development strategy to develop employees for organizational sustainability. For instance, training provides them with cutting-edge tools and approaches, enhances their abilities, and significantly raises organizational commitment [22,23]. Similarly, prior investigations documented the effect of training and development on organizational commitment [24,25]. However [51], mentioned that training does not influence organizational commitment. Similarly, prior findings found similar results [52]. So, it was hypothesized that.

**H3.** Training and development have a significant association with organisational commitment

#### 1.1.4. Career development and organisational commitment

[47] found that the statistical test data analysis demonstrated that career development, mainly as reflected in the career management dimension (career management), significantly influences organizational commitment. Moreover [53], outlined that career

development is significantly related to organizational commitment. Various literature found that career development in various organisations is significantly associated with organizational commitment [26–28]. However [54], noted the negative effect of training and development on organizational commitment. As a result, it was hypothesized that.

**H4.** Career development have a significant association with organization commitment

#### 1.1.5. *Effects of organizational commitment on work performance*

Organisational commitment improves businesses as it impacts job performance among various level personnel in the banking, insurance, and health sectors [32,55]. They added that rewards, training, empowerment, and teamwork influence employee commitment [38]. discovered that organisational commitment is the one of the significant factors in enhancing employees performance to provide best service according to guests requirements in the hospitality industry [31,43]. noted that organisational commitment among the Pakistani restaurant workforce is associated with work performance. Authors and academics have employed various techniques to establish a correlation between affective commitment and superior work performance [29]. A negative effect of organisational commitment on employee performance was mentioned in prior findings [56,57]. As a result, it was hypothesized that.

**H5.** Organisational commitment has a significant association with work performance

#### 1.1.6. *The mediating role of organisational commitment*

Prior literature documented that organisational commitment significantly influences the operation of local government and the performance of government employees [47]. [19] suggested that organisational commitment is a significant component in the hospitality industry to reduce turn over intention and increase job performance. SET suggested that in the workplace, the opinions of coworkers and supervisors influenced employee's identification, willingness, and affective commitment [42,58]. Organisational commitment among restaurant workers mediates the relationship between Pakistan's work environment and employee retention [31]. [29] noted that organisational justice among the SME workforce affects employee performance mediated by work performance in Franch. Moreover, organisational commitment mediates the significant effect of workplace spirituality and Indian firm performance [33]. Furthermore [42,59], proved that the significant association between facilities of internal mobility, job security, work-life balance, training facilities, participation, and Spanish hospitality employee performance mediates by organisational commitment. The previous study found that the complex relationships between each construct have been covered in parts [32,60]. They further proved the significant association between Rewards, Human capital, and training and Takaful industry SRP mediates by organisational commitment in South Asian countries [56]. revealed that organisational commitment did not mediate work climate and supervisor performance. From the discussion, the hypothesis is given below.

**H6.** Organisational commitment mediates the association between training and development and work performance

**H7.** Organisational commitment mediates the association between career development and work performance

## 2. Methodology

The present research aims to determine the mediating role of organisational commitment on the association between training and development, career development, and work performance. This study adopts a quantitative research method to measure objective and analyse numerical data for an unbiased examination and interpretation of a phenomenon. This study quantifies employee views, emotions, problems, or behaviour. The quantitative method quantifies the components rather than human emotions and experiences [61–63]. Additionally, this method creates a model, count, and remove aspects that might divert attention from the research's intended goal and purpose. Moreover, this method generates hypotheses to be proven or disproven [63]. [64] pointed out that the concept clarifies pre-determined research objectives, pre-structured data, a structured design, and measures through the appropriate scale to be more accurate for this study and the measure with the correct scale to produce more relevant results.

### 2.1. *Sampling*

Participants of this study were frontline hotel employees across the 3-star, 4-star, and 5-star Bangladesh hotels. Researchers recognize that the industry-wide selection of survey participants is particularly appropriate for evaluating the relational system-relate hypothesis because every human system is relational and exists everywhere [65]. This phenomenon frequently happens in all organisations. As a result, information from the hotel industry was obtained to ensure the research's generalizability. A self-administered instrument was used for gathering data from respondents. We visited various hotels in different locations to collect data. We approach the organisations to get approval from the human resource department. Before delivering the questionnaire to get responses, verbal consent was obtained from respondents. Only participants willing to participate voluntarily were used for collecting data in this investigation.

The survey questionnaire was personally sent to qualified participants in this research. No data that can identify the respondent has been taken to maintain the anonymity of the respondents, which was guaranteed to participants during data collection. The respondent was also told there was no right or wrong way to answer any question, and they were requested to be truthful in their responses. This study's population is 6000 permanent frontline hotel employees from 43 registered hotels in Bangladesh. Specifically, the researchers cannot sample the entire population of 43 selected hotels. By applying a random sampling technique, this study's sample size was 362 from the ROA software (<http://www.raosoft.com/samplesize.html>), available online. Using a survey method, researchers collect data

from the population.

## 2.2. Measures

This study was carried out in Bangladesh, where Bangla is English's national and official language. Other than that, blue-collar employees are not highly educated and are unable to understand English, so it is necessary to translate into their native language. Following the rule of thumb of [66], the instrument was translated into Bangla from English. The certified professional interpreter translated this instrument to English to Bangla. The question's opening statement requested demographic data, so the respondent feels like revealing that information. Below is a more detailed explanation of each construct used.

### 2.2.1. Measurement procedure

**2.2.1.1. Work performance questionnaire.** The researcher used 8 items to measure work performance (WP) tool developed by Ref. [21] to meet the objectives example I started new tasks myself, when my old ones were finished. This updated WP features a five-point Likert-type scale (Strongly agree to strongly degree) that assess the work performance of frontline staff.

**2.2.1.2. Organisational commitment questionnaire.** The researcher used 8 items to measure organisational commitment (OC) developed by Ref. [58] were used to assess the mediating variable in this study. This updated organisational commitment future a five-point Likert-scale (Strongly agree to strongly degree) that assesses organisational commitment. Example: The hotel considers the employees' problems to be its own problems.

**2.2.1.3. Training and development.** The researcher used six items from [44] to evaluate training and development facilities offered by hotels to improve work performance in order to fulfil the objectives with validity. This updated training and development include six items on a five-point Likert-type (Strongly agree to strongly degree) scale to assess the training and development of frontline employees. Example: Employees in this hotel receive continued training to provide good service.

**2.2.1.4. Career development.** In order to meet the objectives, the researcher selected 5 items to employ a career development developed by Ref. [67] to assess hotels' management-supported employee work performance. This updated career development contains a five-point Likert-type scale (Strongly agree to strongly degree) with five items that assess the work performance of frontline staff. To exemplify: A formal process to attain career development is important to me.

### 2.3. Data analysis plan

This study used (PLS-SEM) Partial Least Square Modelling 3.0 and SPSS 23 to execute several data analyses and score data. In this investigation, SPSS 23 was applied to analyse the demographic profile. Due to its flexibility in predicting relationships between constructs, ability to measure unobserved and observed variables, and capacity to justify model errors, the researchers applied (PLS-SEM) as a multivariate statistical modelling method [68,69]. PLS is viewed as an exploratory methodology that organizes the prediction-oriented objectives of researchers. Additionally, PLS can produce meaningful relationships in populations even with small sample sizes and does not require a normal distribution [70]. PLS-SEM was applied to justify both direct and indirect effects to test hypotheses. This study adopted the PLS-SEM approach, which followed the rules of thumb of Hair to test the hypothesis model [65]. Typically, distributed data is not mandatory for this approach.

### 2.4. Ethical approval

Present investigation involving human participations where justified by Ethic Committee For Research Involving Human Subject at Universiti Putra Malaysia (JKEUPM), number -2021-231. The respondent of this study are given written consent to voluntary response the questionnaire.

## 3. Result

### 3.1. Preliminary analysis

#### 3.1.1. Demographic analysis

The demographic characteristics breakdown, which SPSS in this study analyses, is the percentage of males and females (86.5 % and (13.5 %), respectively. In the case of age range, the number of respondents- 20–29, 20–39,20-39,40–49 were (82 %), (16 %) and (1.9 %) respectively. Regarding the age group, the highest range is 20–29 among the frontline employees. The married, single, and divorced numbers were 48.9 %, 50.3 %, and 0.8 %, consecutively. Most of the employees were from the food and beverage departments (46.5 %), but others were from the front office (18.5 %), housekeeping (21.0 %), sales and marketing (7.5 %), and security (6.6 %). Height number of experiences was 1–5 years, which is (65.5 %), while 6–10, 11–15, and 16–20 were (27.6 %) and (2.8 %), respectively, in this study.

### 3.2. Inferential analysis

#### 3.2.1. Estimation of measurement model

By applying Smart-PLS 3.9, construct reliability evaluated the proposed hypothesis model in Fig. 2 [71]. This investigation tested factor loading in the WP model. Besides [72], MacCallum et al. (1999) cited at least outer loading 0.6 is acceptable in the measurement model. So, TD\_6 and OC\_2 were removed from the initial WP measurement model because of low factor loading. Moreover, in Fig. 2, the final WP Measurement Model provided beneficial results that fit the data.

Moreover, this study's final WP Measurement Model indicator results in factor loading of all items of constructs, composite reliability, and AVE shown in Table 1.

Besides, Hair et al. (2010) documented that the least acceptable threshold value was 0.05 for the average variance (AVE). Besides, this study meets the internal consistency requirement for data because the threshold value is composite reliability, and Cronbach Alpha is 0.7 [71]. Moreover, the external consistency of data was also estimated by discriminant validity. Based on the association between latent constructs, they are compared with the square root of AVE [71]. The findings demonstrated that, as shown in Table 2, the associations between factors are not more than AVEs with the diagonal. Table 2 demonstrates that discriminant validity met the requirement in this study.

#### 3.2.2. Structure model

The bootstrapping method calculated the t-value and beta value to justify this study's path and regression coefficients [71]. Five direct and two indirect model hypothesized relationships were tested in the present study. Table 3 shows that five direct hypotheses are supported in this study.

Table 3 shows that direct hypotheses H<sub>1</sub>, H<sub>2</sub>, H<sub>3</sub>, H<sub>4</sub>, and H<sub>5</sub> have t-values > 1.96 and P < .05, which is why five direct hypotheses are supported in this study. Moreover, Table 3 further shows that indirect hypotheses H<sub>06</sub> and H<sub>07</sub> have t-values > 1.96 and P < .05, which is why two indirect hypotheses are supported in this study. The outcome highlighted that organisational commitment is mediating in strengthening the link between training and development and work performance. Similarly, organisational commitment can mediate the career development statistic link with work performance. According to the R-square result, all constructs tend to influence 23.1 % of changes in the dependent variable.

3.2.2.1. Effect size. The effect sizes of TD on WP, CD on WP, and OC on WP are 0.030, 0.103, and 0.030, respectively, as shown in Table 4. Moreover, the effect size of TD on OC and CD on OC is 0.035 and 0.021, respectively. According to Cohen (1988), the effect size is significant if  $f^2 = 0.35$ , large effect,  $f^2 = 0.15$  moderate effect, and  $f^2 = 0.03$  small. The findings show that all independent

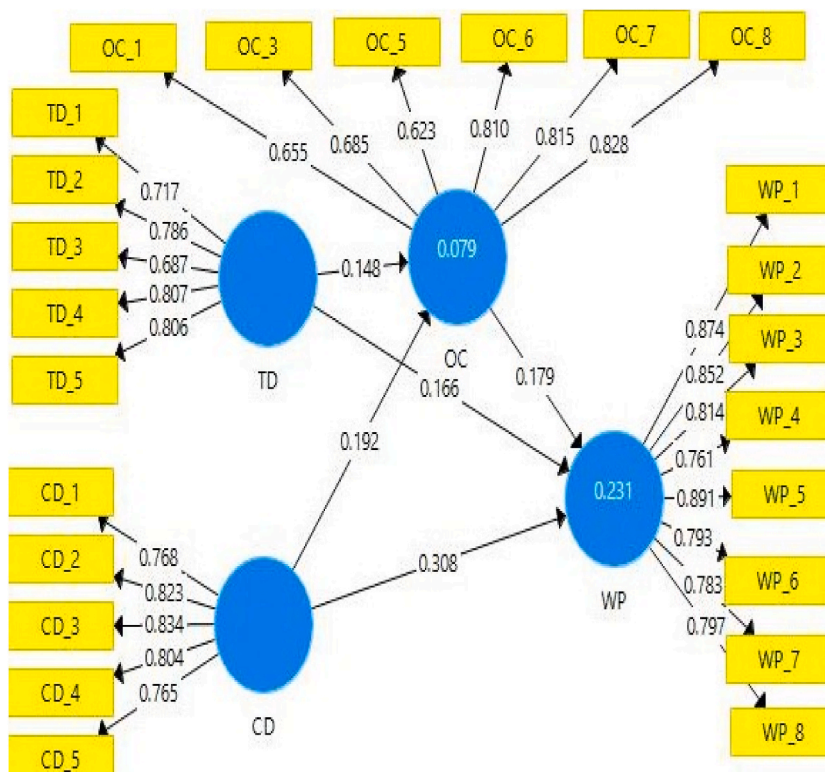


Fig. 2. Final WP measurement model.

**Table 1**  
Measurement model.

Latent variable	Items	Loading	Cronbachs alpha	Composite reliability	AVE
Training and Development	TD_1	0.717	0.823	0.874	0.581
	TD_2	0.786			
	TD_3	0.687			
	TD_4	0.807			
	TD_5	0.806			
Career Development	CD_1	0.768	0.859	0.898	0.639
	CD_2	0.823			
	CD_3	0.834			
	CD_4	0.804			
	CD_5	0.765			
Work Performance	WP_1	0.874	0.931	0.943	0.675
	WP_2	0.852			
	WP_3	0.814			
	WP_4	0.761			
	WP_5	0.891			
	WP_6	0.793			
	WP_7	0.783			
	WP_8	0.797			
Organisational Commitment	OC_1	0.655	0.831	0.878	0.548
	OC_3	0.685			
	OC_5	0.623			
	OC_6	0.810			
	OC_7	0.815			
	OC_8	0.828			

Note. AVE = average variance extracted, WP= Work Performance, TD = Training and Development, CD= Career Development, OC Organisational Commitment.

**Table 2**  
Discriminant validity of the variable.

	CD	OC	TD	WP
CD	0.799			
OC	0.246	0.741		
TD	0.366	0.218	0.762	
WP	0.412	0.290	0.318	0.822

Note. WP= Work Performance, TD = Training and Development, CD= Career Development, OC = Organisational Commitment.

**Table 3**  
Summary of hypothesis testing.

S/n	Hypothesized	P Valu	SE	T Value	Decisions
1.	TD- > WP	0.001	0.056	3.407	Supported
2.	CD- > WP	0.000	0.056	6.119	Supported
3.	TD- > OC	0.005	0.053	2.809	Supported
4.	CD - > OC	0.002	0.061	3.159	Supported
5.	OC- > WP	0.000	0.047	3.772	Supported
6	TD- > OC- > WP	0.015	0.014	2.439	Supported
7	CD- > OC- > WP	0.023	0.012	2.283	Supported

Note. SE= Standard Error, WP= Work Performance, TD = Training and Development, CD= Career Development, OC = Organisational Commitment, P Value > .05.

constructs have a high effect size on dependent constructs. Moreover, although career development has a significant effect size (0.35) on organisational commitment, training and development have a medium effect size (0.021).

**3.2.2.2. Predictive relevance of the model.** The blindfold test was outlined to justify predictive relevance of model in this investigation [71] (Hair et al., 2014). They added that Q2 stands for predictive relevance, which is applied to justify estimated parameters and explain model quality. The structural model of Q2 is higher than zero to have predictive relevance, according to the requirement for Q2 of endogenous constructs. The outcome taken from the Q2 output of PLS in this study is shown in Table 5 by cross-validated

**Table 4**  
Effect size F2.

	CD	OC	TD	WP
CD		0.035		0.103
OC				0.038
TD		0.021		0.030
WP				

Note. SE= Standard Error, WP= Work Performance, TD = Training and Development, CD= Career Development, OC = Organisational Commitment.

redundancy.

#### 4. Discussion

From the data analysis, this investigation found that training and development among hotel employees in Bangladesh are significantly related to work performance. In addition, prior literature outlined that in Uganda, training and development are related to work performance in the health sector [13]. Similarly [11,14], mentioned that training facilities in the service sector of Bangladesh, such as the Bank and garment sectors, significantly affect employees' knowledge, skills, and attitudes. It means if hotel employees get training and development facilities, they provide quality service according to customer requirements, and tourist numbers also increase compared to other countries. Besides, this research outlined that career development has a statistically significant association among hotel employees with work performance in Bangladesh. Moreover, previous findings outlined that career advancement in numerous organisations affects employee performance [16,48]). Similarly, previous literature supports this result in the service industry [15,18].

This research outlined that training and development among hotel employees in Bangladesh are related to organisational commitment. Moreover [22], revealed that mentoring among nurses is related to organisational commitment in the healthcare sector. Prior literature highlighted similar findings [23–25,50]. This study found that career development in the Bangladeshi hotel industry statistically correlates with organisational commitment among employees in the hotel sector. Similarly [47], outlined that career development facilities are statistically associated with organisational commitment. Previous literature found similar findings [26–28, 53]. Besides, this study shows that the organisational commitment of hotel employees significantly correlates with work performance. Similarly, Prior literature found that affective commitment has a significant association with work performance in various firms affective commitment and work performance [29,31,32].

Furthermore, the significant and statistical relationship between training and development and hoteliers' work performance is mediated by organisational commitment. Besides, this study justified statistics and the positive association between career development and work performance through organisational commitment [59]. discovered that the significant association between facilities of high-performance work systems and work performance mediates by organisational commitment in the hospitality sector in Spain. The significant association between Rewards, Human capital, and training and the Takaful industry's SRP is mediated by organisational commitment [32,60].

#### 5. Conclusions

The study aimed to mediate the role of organisational commitment in the association between career development, training and development, and work performance in the hotel industry of Bangladesh. Our finding justified the outcome factor, including interceding and regulating career development, training, and development. The significant association between career development, training and development, and work performance among hoteliers is mediated by organisational commitment. The dedication of frontline employees, training and development, and career development are crucial factors for work performance among the frontline staff.

##### 5.1. Theoretical implication

This investigation advances knowledge about organisational behaviour, employee psychology to work performance, the

**Table 5**  
Results of the predictive relevance of the mode.

Total	SSO	SSE	Q <sup>2</sup> =(SSE/SSO)
CD	1810.000	1810.000	
OC	2172.000	2084.510	0.040
TD	1810.000	1810.000	
WP	2896.000	2477.756	0.144

Note: WP= Work Performance, TD = Training and Development, CD= Career Development, OC = Organisational Commitment, SSO = sum squares of observations, SSE = sum squares of prediction errors, Predictive Relevance = Q2.



consequences of career development, and the outcome of training and development based on the Bangladeshi service industry by applying SET and Tamkin Work performance model. Moreover, career development enhances work performance, and training and development foster work performance. Social exchange theory and Tamkin work performance model support the findings of this study. Moreover, staff will be developed higher levels of organisational commitment by returning by being expressively engaged at workplace if hotels adopt various training and development facilities programs and career development programs which are beneficial for workforce. The findings of present study confirmed that the assumptions of social exchange theory and Tamkin work performance model were comprised with previous literature. Furthermore, present findings enhance our knowledge about mediating effect of organisational commitment in the relationship between training and development and career development and work performance. Additionally, the result showed that outcome of training and development and career development in enhancing organisational commitment increase work performance. Besides, the correlation between training and development and career development was mediated by organisational commitment. Moreover, this study tested SET and Tamkin work performance based on HRD context. Researchers applied social exchange theory and tamkin work performance model to enhance employee knowledge, skills, attitudes, training and development, career development, and organisational commitment. Finally, this study enhances the field of HRD by enhancing the value of hospitality literature in Bangladesh.

### 5.2. Practical implication

Practically, the study's findings imply that when frontline staff receive training and development and career development that enables them to contribute to the critical part of decision-making, their commitment to the hotels as a whole while performing better on the job. Due to this, hotel owners and top management should remember that it is crucial to consider employee satisfaction and empowerment while taking steps to enhance frontline staff's work performance and dedication. Again, managers should adopt the proper training facilities, support systems, and career opportunities to improve frontline hotel employees' work performance and dedication. By constructing a strategic plan that lessens the influence of the hotel sector, a required training program should be designed to enhance frontline staff's required knowledge, abilities, and attitude. It will encourage the frontline workforce to be more dedicated to the hotel industry's direction. After all, if they keep enhancing their performance, they might believe that the future is promising. The study undoubtedly has some implications for HRD practitioners who want to motivate and alter their organisations so that their most critical human resources remain dedicated to lowering high employee turnover and increasing productivity by going beyond their regular duties. Understanding the HRD strategy is crucial for managers in the hospitality industry to motivate staff to go beyond expectations and contribute to goal achievement. Committed frontline employees contribute to achieving organisational goals and work successfully and efficiently.

### 5.3. Limitation

This study relied on volunteer participants' self-reported memories of the concept indicators and used a survey method to consider the association between variables. The sample of this investigation is probably limited to a specific population with similar demographic traits (e.g., males of relatively high cognitive ability).

### 5.4. Further research direction

The future study must rely on diverse sources and objective indicators to address the constraints above. Further study should give priority to the design of the longitudinal research approach. Additionally, further research in various industries representing various demographic cohorts is required to improve the generalizability of the current findings. More specifically, the outcomes may change depending on the generations' varying levels of education. It is advised to conduct more research on various educational backgrounds. Third, although the data was gathered from several hotels in Bangladesh, multiple-level analysis was not done in this investigation. The researchers consider other mediating variables such as organisational support, leader-member exchange (LMX), job satisfaction, and organisational culture.

### Data availability statement

Data will be made available on request to correspondent author.

### CRediT authorship contribution statement

**Sharif Hosen:** Writing – original draft, Visualization, Validation, Software, Resources, Methodology, Investigation, Formal analysis, Data curation, Conceptualization. **Siti Raba'ah Hamzah:** Supervision, Project administration. **Ismi Arif Ismail:** Supervision. **Siti NoormiAlias:** Supervision. **Mohd Faiq Abd Aziz:** Supervision. **Md Mizanur Rahman:** Writing – review & editing.

### Declaration of competing interest

The authors declare that they have no competing interests.

## Appendix 1. Literature-Matrix to find out the gap

NO	Article type	Dependent variables	Independent variables	Mediating	Theory	Country	Unit of analysis	
1	Rubel et al., 2021	quantitative	organizational commitment, organizational citizenship behavior, and employee retention	selective hiring, training and development, participation, promotion opportunity, teamwork, and reward and recognition	N/A	SET	Bangladesh	Hotel employees
2	Ali et al. (2019)	quantitative	Work performance	succession planning	career development and performance appraisal	SET	Pakistan	permanent banking employees
3	Balozzi et al. (2018).	quantitative	Knowledge sharing behaviour	career advancement and job characteristics	subjective norms	SET	Tanzanian	healthcare professionals
4	Otoo et al. (2019)	quantitative	organizational performance	Performance appraisa, Career development, Training and development	employee performance		Ghana	Pharmaceutical employees
5	Gavino et al. (2021)	quantitative	Customer Commitment, turnover intentions, in-role and extra-role behaviors, and performance, organizational citizenship behaviors	training, pay for performance, developmental opportunities, performance management, selection, promotional opportunities, and decision-making	Perceived Organizational Support, Engagement	SET, OST	U.S.	Municipality employees
6	Dorta-Afonso et al. (2021)	quantitative	“ job performance”	employment security” “training” “internal mobility”, “results-oriented appraisal” “work–life balance” “clear job description” and “participation”	Organizational Commitment, Motivation, and Job Satisfaction	N/A	Spain	hotel workers of Tenerife
7	Mihardjo et al., 2020	quantitative	service recovery performance	human capital, training and rewards)	Organizational Commitment,	(RBV) theory	Malaysia and Indonesia	Bank Employee
8	Gould-Williams, & Davies, (2005).		Work perform nce	HRM practices, Organizational commitment, Empowerment, Work constraints, Intention to remain	N/A	SET	UK	public sector workers
9	Naz et al. (2020);	quantitative	Employee Retention	supportive work environment	(OC) and person–organization fit	SET	Pakistan	Restaurant employees
10	Swalhi et al. (2017).	quantitative	Employee performance	organizational justice	organizational commitment	SET	French	SMEs employ

## Appendix 2. shows the scale of measurement

Variable	Statement	Cronbach's alpha	Reference
Work performance	I took on extra responsibilities. 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.	.789	(Koopmans et al., 2015)
organisational commitment	I actively participated in work meetings The hotel considers the employees' problems to be its own 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.	.779	(García-Cruz & Valle-Cabrera, 2021)

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(continued)

Variable	Statement	Cronbach's alpha	Reference
Training and development	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.	.778	Yavas et al., 2003
	Employees in this hotel receive extensive customer service training before they come into contact with customers. 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.		
Career development	A formal process to attain career development is important to me. Career development is important to me I understand the need for continuous career development. Career planning tools are essential to support my career development. Career management programs are essential to support my career development	.859	(Pearson & Ananthram, 2008)

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