



THE IMPACT OF TRAINING AND INNOVATION ON ORGANIZATIONAL PERFORMANCE IN THE HOSPITALITY INDUSTRY IN MALAYSIA: JOB SATISFACTION AS MEDIATOR

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Abstract:

The present research explores the impact of training and innovation on organisational performance. Additionally, this research scrutinises how job satisfaction partially mediates the impact of training and innovation on organisational performance. Therefore, in order to achieve the objective of this research, the survey procedure using single-stage cluster sampling method is used to develop an in-depth profile, which is gathered from 653 out of 800 formal standardised questionnaires sent to employees who are in the managerial or supervisory level and above at 400 hotels in West Malaysia. For this research, only two questionnaires were distributed to the managers of each hotel. This research employed quantitative methods to produce empirical results and shreds of evidence that fulfil the research questions. The literature scrutinised training, innovation, job satisfaction, and organisational performance to fill the gap and to uncover the significance of training programs and innovation on organisational performance with job satisfaction as the mediator. The analysis shows that training and innovation are statistically significant and has a strong relationship with job satisfaction and organisational performance. Conclusively, the hypothesis depicted that job satisfaction mediates the relationship between training and innovation on organisational performance in the hospitality industry. Thus, the findings of this study could aid as an example to other hoteliers in Malaysia to not presume the impact of training and innovativeness on organisational performance. By embarking on training and being innovative, hotels could rise against all odds, remain productive, and maintain competitiveness.

Keywords: impact of training, impact of training and innovation, organizational performance, hospitality industry

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1. Introduction

Many businesses are confronting adverse economic conditions due to the recession caused by the Covid-19 pandemic. In order to survive and flourish during these times of economic recession, businesses have to achieve perfection in their performance by focusing on innovation (Kanapathipillai & Azam, 2019; Pece et al., 2015; Aghion et al., 2005; Schumpeter, 1912, 1939) and human capitalization through continuous training (Kanapathipillai & Azam, 2020; O'Mahony, 2012; Aghion et al., 2009). The organizational performance is the eventual target of contemporary organisations which warrants its subsistence and success (Asif et al., 2019; Lo et al., 2016; Richard et al., 2009). Therefore, scholars' and business owners' interest in the subject of organizational performance has risen lately.

Training is envisaged as a significant predictor of job satisfaction and organizational performance by many scholars (Kanapathipillai & Azam, 2020; Samwel, 2018; Gobal et al., 2018; Daniel, 2018; Olalere & Adesoji, 2013; Anwar & Shukur, 2015; Okotoni & Erero, 2005; Chiang et al., 2005). Training is a vital factor that helps to enhance an organisation's performance as well as it promotes the index of stability of a business (Colombo & Stanca, 2008). Contrarily, (Baldwin & Ford, 1988; Rouiller & Goldstein, 1993; Montesino, 2002) have discovered in their research that training is unlikely to create positive changes in job satisfaction or organizational performance. These contradicting findings creates a gap in the literature which needs to be further addressed.

Additionally, several prior researches have revealed that innovation contributes significantly to job satisfaction and organisational performance. Several research scholars such as (Kanapathipillai & Azam, 2019; Farhang et al., 2018; Karakas et al., 2017; Tabarsa & Dori, 2014; Luis, 2015; Jafari, 2014; Moustaghfir, 2013; Tajeddini, 2012; Keskin, 2010; Weerawardena et al., 2009) have discovered that innovation is a vital factor for businesses to create job satisfaction and enhance organisational performance. On the contrary based on some prior research innovation does not show a positive relationship to firm's performance. Research conducted by (Atalay et al., 2013; Altuntas & Donmez, 2010 in Karakas et al., 2017) show inconclusive findings. Therefore, these contradicting discoveries creates a gap in the literature which needs further scrutinizing.

To address the aforementioned gaps, the present research objective is to scrutinize the direct and indirect impact of training and innovation on organisational performance. As a result, this present research contributes to the existing literature on training, innovation, job satisfaction and organisational performance. This research utilizes the SEM (Structural Equation Modeling) to uncover essential relationships of the constructs that are studied. This research is able to provide a contextual support as limited studies have been carried out in Malaysia, especially in the hotel industry, scrutinizing the effects of training and innovation on organisational performance. The outcomes of this research will be able to guide hoteliers to improve their hotel performance and also to realize the significance of training and innovation for their business.

2. Literature Review and Theoretical Underpinning

This section provides the literature and the theoretical background with regards to the predictors and predictand significant for this study.

2.1 Hotel Industry in Malaysia

The Malaysian hospitality industry is a mixture of Asian hotel brands and international hotel brands. Although both the brands equally contribute to the tourism industry in Malaysia, the international brand has taken the lead in supplying the rooms/keys. The international brands are offering the number of rooms/keys at almost twice the number compared to the Asian brands. Before the outbreak of the coronavirus, the hospitality industry in Malaysia recorded only moderate growth. However, due to the first movement control order initiated by the government of Malaysia in mid-March 2020 until the beginning of May 2020, the hospitality industry faced a formidable time recording profit. The occupancy rate was affected, and the industry came to a standstill due to the onslaught of the Covid-19 pandemic (MOTAC, 2020).

2.2 Training and Relationship with Job Satisfaction and Organisational Performance

An organisation would be able to realise its potentials when the employees reach job satisfaction and the organisation achieves its desired levels of performance. To acquire the optimum level of job satisfaction and organisational performance the organisation must instil proper training as clarified by (Garavan et al., 2021; Kanapathipillai & Azam, 2020; Kapur, 2018; Rodriguez, & Walters, 2017; Salah, 2016; Mozael, 2015; Kum et al., 2014; Maimuna & Fard, 2013). Moreover, many research scholars have recognised that training is a key component for organisational performance and the success of its executives (McDowall & Saunders, 2010). Training refers to the methods premeditated to repetitively generate wisdom, talents and proficiencies as well as develop logics for the organisation (Blanchard & Thacker, 1999; Vasudevan, 2014; Mozael, 2017; Sri Dhurgah et al., 2018; Huang, 2019). According to research scholars, (Frost, 2019; Dessler, 2010; Cole, 2002), training is a learning activity to attain value, knowhow and intelligence that is requisite to realise organisational tasks. Besides, intellectuals (Garavan et al., 2021; Katz, 2020; Engetou, 2017; Osborne & Hammoud, 2017) remarks that training drives greater performance as well as augments the well-being of the organisations' employees. Additionally, (Vasudevan, 2014; Singh and Mohanty, 2012; Tzafirir, 2016; Nunvi, 2006) cite that, training is the involvement of all in the organisation that is appropriately planned to yield higher organisational performance. In other words, training improves the efficiency of everyone in the organisation and ultimately produces organisational performance (Garavan et al., 2021; Alnawfleh, 2020). Contrarily, there are findings that indicate that when training is provided in an organisation, time is just exhausted. The outcome is an adverse effect whereby the employees undergo great stress and struggle after the completion of the training (Lerman et al., 1999; Billikopf, 2003). To further support these findings, (Baldwin & Ford, 1988; Rouiller & Goldstein, 1993; Montesino,

2002) have also discovered in their research that training is unlikely to create positive changes in job satisfaction or organizational performance. This belief is contradicted by (Garavan et al., 2021; Kanapathipillai & Azam, 2020; Samwel, 2018; Gobal et al., 2018; Daniel, 2018; David et al., 2005; Jenks et al., 2007) who clarified that employee can increase their intelligence, adeptness and aptitude through training programs that are well designed. Moreover, the training programs impart knowledge that could be shared by all trainees' which would lead to job satisfaction (Gobal et al., 2018) and ultimately enhance organisational performance (Karim et al., 2019). Therefore, the need for training programs in the hospitality industry is to create a shift in the employees' satisfaction (Sri Dhurgah et al., 2018; Huang, 2019). According to (Varshney, 2019; Karakas et al., 2017) training programs conducted in the hospitality industry not only generates awareness of the hoteliers' visions but also produce an appreciation towards the hotel's efforts to achieve high standards of performance. Moreover, training programs that are well thought out also breed positive thinking and incites hoteliers to introduce changes to conquer the difficulties faced in the volatile business environment (Karim et al., 2019; Swaminathan et al., 2019; Sandamali et al., 2018).

Training programs are so important to novice hoteliers who are unaware of the required performance level in their hotels. Through training programs, the hoteliers will be able to attain unlimited understanding of strategies to build their strengths in specific areas which will eventually generate job satisfaction and organisational performance (Kapur, 2018). Thus, hoteliers will be able to manage their business more competently. The hotel will then be able to achieve performance in terms of profits and excellence The well-trained staff of the organisation will exhibit job satisfaction (Tzafir, 2016; Huang, 2019) which will then lead to high levels of performance (Nassazi, 2013; Sandamali et al., 2018; Swaminathan et al., 2019). Therefore, training has a significant impact on job satisfaction and organisational performance. Thus, training could be deemed as a crucial factor that significantly impacts job satisfaction and organisational performance. Hence, based on the literature review and the conceptual framework proposed in Figure 1, the hypothesis is developed as follows:

H₁: Training significantly enhances job satisfaction.

H₂: Training significantly enhances organisational performance.

2.3 Innovation and Relationship with Job Satisfaction and Organisational Performance

According to (Schumpeter, 1939) the causative factor in change is "innovation," which is defined as doing things differently in the realm of economic life. Generally, any innovation denotes doing new things or doing things already being done in a new approach to creating social benefit (Baregheh et al., 2009; Tidd & Hull, 2003). Research generates knowledge, whereas innovation creates things that work, and which could be traded. Innovation is founded on applying knowledge formed by research (Baker, 2001), but it may also be independent of research. Research and innovation hinge on different abilities. Innovation requires information about markets, copyrights and management,

which does not have much to do with research. However, innovation may unlock the research path (Kanapathipillai & Azam, 2020; Karakas et al., 2017; Tuncel, 2012).

Innovation creates new opportunities for organisations to function with their present or latest competencies to exceed customers' expectations. The creation of a conception needs to be of marketable value to categorise it as an innovation. In other words, a creation needs to be initiated as a novel product to the marketplace or utilised in the new production process (Kaygisiz, 2015; Evan, 1993). Therefore, innovation is not about coming out with new ideas but is also realising the ideas generated.

All organisations face problems because they operate in a turbulent environment, and the same goes for the hospitality industry as hotels compete for customers. The rapid changes in the environment must be monitored, and the hoteliers must take quick action to stay ahead of the competition and achieve organisational performance. Therefore, innovation is crucial for hoteliers because it creates a sustainable competitive advantage (Tabarsa & Dori, 2014; Hazlett et al., 2005).

Several scholars have discovered that innovation significantly leads to organisational performance and job satisfaction (Asif et al., 2019; Tatiana et al., 2019). Based on the research conducted by (Nieves, 2014) on 109 hotels in Spain, innovation is crucial for organisational performance. Additionally, (Moustaghfir, 2013) has found that innovation significantly impacts a firm's performance. This can be further supported by (Koay & Muthuveloo, 2021; Tajeddini's, 2012) study in Malaysia, which has indicated that augmented innovation and disruptive innovation positively impact organisational performance. According to (Keskin's 2010), research in Turkey on the effect of innovation on firm performance has proved that innovation positively impacted organisational performance. Contrarily, the findings of (Atalay et al., 2013; Adegbesan & Ricart, 2007) have found that innovation shows a negative relationship to a firm's performance.

Several studies have discovered that innovation is a critical component of job satisfaction in terms of innovation and job satisfaction. Research conducted by (Taalbi, 2017; Mahnaz et al., 2015) shows that innovation positively correlates to job satisfaction. To support this, another study conducted in the U.S. by (Park et al., 2016) also displays that innovation is significant for employees' job satisfaction in an organisation. To support this, a recent study conducted by (Asif et al., 2019) have proved that innovation is significant for job satisfaction. On the contrary, research conducted by (Bryson et al., 2009) displays a negative relationship between innovation and job satisfaction. Though there are contradictory findings, it could still be argued that innovation significantly and positively impacts job satisfaction and organisational performance. Thus, based on the literature review presented and the conceptual framework suggested in Figure 1, the hypothesis is developed as follows:

H₃: Innovation significantly enhances job satisfaction.

H₄: Innovation significantly enhances organisational performance.

2.4 Job Satisfaction

The topic of job satisfaction has always fascinated organizational and behavioural research scholars. The positive and negative feelings an employee has about his or her work is job satisfaction (Cherif, 2020; Kanapathipillai & Azam, 2020; Abuhashesh et al., 2019; Brohi et al., 2019; Robbins & Judge, 2013). Based on (Fontova-Almato, 2020) employees' completion and success of the tasks given by the organization is contemplated as job satisfaction. When an employee is satisfied with their job, it leads to recognition, promotion and higher wages which ultimately builds a sense of contentment (Zalk et al., 2016; Anwar & Shukur, 2015). Job satisfaction is the enviable or unenviable feeling that an employee has about his or her career according to (Varshney, 2019). A mutual characteristic that links these definitions is that job satisfaction is concerned with what employees feel about their total job. Additionally, (Vasudevan, 2014; Tzafrir, 2016; Huang, 2019) explicate that training defines personnel satisfaction which augments efficacy and consequently lowers displeasure in work. Latif (2014) uncovered that for a business to reach high level of organisational performance, it has to commence the vital phases that raise the job satisfaction of employees in a firm. Gazioglu & Tansel (2006) clarified that the most effective mode is through training which lead to satisfaction in one's job. Moreover, to strengthen this account, a study undertaken in U.S. by (Community Banker, 2001) denotes that training amplified the proficiencies and motivation of the workers. Subsequently, this augmented the job satisfaction of employees in the firm. Furthermore, based on a research conducted in Europe by (Siebern-Thomas, 2005) revealed that there is a positive association between training and job satisfaction. Additionally, a Jordanian study conducted by (Abuhashesh et al., 2019) further disclosed that the relationship between training and job satisfaction is positive. This finding is strengthened by (Vasudevan, 2014) who illuminated that training intensifies job satisfaction of employees. On the contrary, a research conducted by (He et al., 2015) elucidate that there is a weak relationship between training and job satisfaction. Another negating finding was a research conducted by (Yi An, 2016) in the U.S. who revealed that there was inadequate substantiation to ascertain that there is a significant relationship between training and job satisfaction.

Additionally, innovation is seen as a significant factor to increase job satisfaction. Based on (Mahnaz et al., 2015) innovation is positively correlated to job satisfaction. To strengthen this finding (Park et al., 2016; Asif et al., 2019) revealed that innovation substantially augments job satisfaction. Contrarily, a research conducted by (Bryson et al., 2009) exhibits a relationship which is negative between innovation and job satisfaction. Even though, (Park et al., 2016) has found that innovation has a positive impact on job satisfaction, but it impacted negatively on the job satisfaction of females and older employees.

Several scholars (Ahmad & Raja, 2021; Sharma & Biswakarma, 2020; Brohi et al., 2018; Shah et al., 2018; Chan et al., 2000; Koys, 2001; Ellinger et al., 2002; Chandrasekar, 2011; Mafini & Pooe, 2013; Latif, 2015; Qureshi et al., 2019) have discovered a positive relationship between job satisfaction and organisational performance. On the contrary,

some scholars have only found insignificant relationship between job satisfaction and organizational performance such as (Mohr & Puck, 2007; Daily & Near, 2000). In a research conducted by (Ostroff, 1992) has discovered that organisations comprising more employees who are satisfied tend to create an organization with higher performance compared to organisations which have dissatisfied employees. According to (Harter et al., 2002) findings a positive relationship between job satisfaction and profits, productivity, customer satisfaction, employee's turnover and accidents which are all measures of organizational performance became concrete. From these studies it is vivid that the relationship between job satisfaction and organizational performance remain vague. All these evidences insinuate that the relationship between job satisfaction and organizational performance is intricate and inadequately studied.

2.5 Organisational Performance

Organisations, big or small, use the organisational performance gauge to measure the achievement of their objectives. According to (Rehman et al., 2019; Zehir et al., 2016; Cania, 2014), organisational performance is a significant indicator of all organisations' successes or failures.

Organisational performance is an element that concludes how well a business achieves its planned and desired goals (Suhag et al., 2017; Venkatraman & Ramanujam, 1987; Henri, 2004; Hamon, 2004; Richard et al., 2009; Abu-Jarad et al., 2010; Mahapatro, 2013; Tomal & Jones, 2015). Organisational performance is not an individual factor that indicates the success or failure of an organisation. It is a sum of different components. The sum of the outcome of innovation (Karakas et al., 2017; Jafari, 2014; Tajeddini's, 2012; Yavuz, 2010), employee training (Nassazi, 2013; Sandamali et al., 2018; Swaminathan et al., 2019), market performance (Kaygisiz, 2015; Moustaghfir, 2013), production performance (Kaygisiz, 2015) and financial performance (Tabarsa & Dori, 2014; Yavuz, 2010) are some of the vital components of organisational performance.

Training is a vital component for the hospitality industry to attain organisational performance. A well-designed training program leads to a high level of organisational performance (Daniel, 2018). Training provided to the employees is transferred into organisational performance through employee satisfaction and employee performance (Nassazi, 2013; Imran & Tanveer, 2015). Additionally, (Kanapathipillai & Azam, 2020; Huang, 2019; Kapur, 2018) has asserted that training encompasses designing and learning actions that produce a preferred level of organisational performance. Therefore, organisational performance can be measured using training as indicated by (Kanapathipillai & Azam, 2020; Kapur, 2018; Rodriguez, & Walters, 2017; Salah, 2016; Mozael, 2015; Kum et al., 2014; Maimuna & Fard, 2013; Osborne & Hammoud, 2017; Osborne & Hammoud, 2017; Vasudevan, 2014; Singh and Mohanty, 2012; Tzafrir, 2016; Nunvi, 2006).

Innovation which is divided into product innovation (Alegre et al., 2006), process innovation (Bogers, 2009; Hall & Andriani, 2002) and organisational innovation (Angel et al., 2013), leads to organisational performance and are crucial to the hospitality

industry. Additionally, (Alegre et al., 2006) elucidated the significance of product innovation: the engagement of new or improved products or services that drive organisational performance. Moreover, (Brown & Frame, 2004) has highlighted the importance of process innovation, which creates vital changes to equipment, techniques, and software that drive organisational performance. Likewise, organisational innovation, which implements unique organisational processes, produces high organisational performance levels according to (Thakur et al., 2012). Thus, organisational performance can be measured using innovation as denoted by (Tabarsa & Dori, 2014; Moustaghfir, 2013; Tajeddini's, 2012; Hazlett et al., 2005).

Based on research conducted by (Sharma & Biswakarma, 2020; Miah, 2018; Bakotic, 2016; Ouedraogo & Leclerc, 2013; Chandrasekar, 2011; Ostroff, 1992; Ryan et al., 1996; Harter et al., 2002; Gould-Williams, 2003; Evans & Jack, 2003; Schneider et al., 2003; Zohir, 2007) job satisfaction of employees of an organisation has a positive impact on organisational performance. Additionally, the reverse impact of organisational performance on job satisfaction was scrutinised by (Cole & Cole, 2005). The findings indicated a strong correlation between organisational performance and job satisfaction. This indicates that organisational effectiveness and employee happiness are in sync. On the other hand, the findings of (Daily & Near, 2000; Mohr & Puck, 2007) were contradictory as they have uncovered an insignificant relationship between job satisfaction and organisational performance. Therefore, in summary, job satisfaction significantly impacts organisational performance. Thus, based on the literature review presented and the conceptual framework suggested in Figure 1, the hypothesis is developed as follows:

H₅: Job satisfaction significantly enhances organisational performance.

2.6 Mediating Role of Job Satisfaction

Employees of an organisation would gain new knowledge, skills, and abilities after undergoing training programs. The new knowledge, skills, and abilities will enable employees to upgrade their personal performance and organisational performance. As the employees' personal performance and organisational performance increase, the employees would feel satisfied with their tasks (Kanapathipillai & Azam, 2020). According to (Judge et al., 2001), who states, (Locke's, 1970), expectancy theory elucidated that job satisfaction precedes organisational performance. Additionally, training can impact intrinsic and extrinsic job satisfaction (Buckley & Caple, 2004). Intrinsic job satisfaction results from achieving assignments properly or utilising the knowledge, skills, and abilities acquired from training; it permeates a sense of personal development and increased organisational performance. Extrinsic job satisfaction is a result of additional remunerations that emerges from superior organisational performance achieved, the capability to execute jobs, utilising the knowledge, skills, and abilities. Thus, training develops organisational performance due to the satisfaction gained by the employees (Paposa & Kumar, 2019; Faridi, 2017; Basir & Wahjono, 2014; Latif et al., 2013).

Innovation is a crucial factor for business survival and growth (Asif et al., 2019; Ho, 2011; Rogers, 2003; Tushman & Nedler, 1986). In the modern age, the ability of an organisation to innovate is the most significant factor which impacts organisational performance, according to (Hurley & Hult, 1998). Additionally, based on (Marsick & Watkins, 2003), employees who are satisfied with their jobs are more eager to get involved and contribute to innovation, leading to organisational performance. These findings can be further supported by (Asif et al., 2019; O'Reilly et al., 1991), who mentioned that innovation is vital to enhancing productivity, which is a factor of organisational performance. Furthermore, (Talke et al., 2011) elucidate that businesses that can carry out innovative endeavours would have the capacity to impact organisational performance. Besides, by being innovative, the employees become extraordinarily competent, highly motivated, and more sophisticated, which precedes high satisfaction level and thus enhances organisational performance (Asif et al., 2019; Hurley and Hult, 1998; Damanpour et al., 2009). Therefore, it can be deemed that training and innovation impacts organisational performance through job satisfaction. As a result, based on the literature review presented and the conceptual framework suggested in Figure 1, the hypothesis is developed as follows:

H₆: Job satisfaction mediates the relationship between training and organisational performance.

H₇: Job satisfaction mediates the relationship between innovation and organisational performance.

2.7 Proposed Conceptual Framework

From the literature assessment, it was conceded that training and innovation are vital determining factors of organisational performance with job satisfaction as a mediator. Moreover, based on the literature, this research was created to explore how training and innovation (independent variable) significantly impact organisational performance (dependent variables) via job satisfaction (mediating variable). Hence, to attain the results of this research, the following conceptual framework shown in Figure 1 based on literature is recommended.

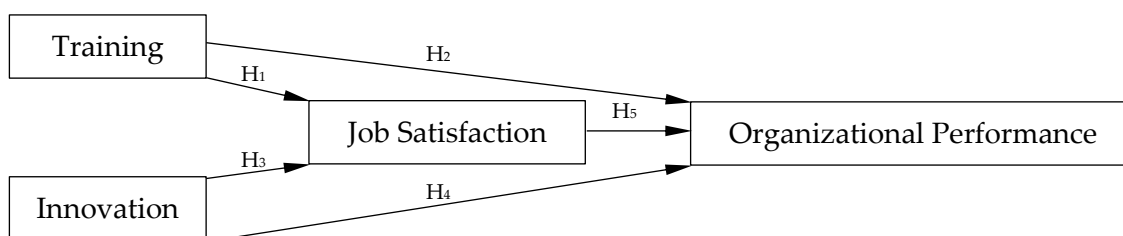


Figure 1: Recommended Conceptual Framework

3. Methodology

This research intended to collect the responses from the managers in the hospitality industry in Malaysia. This research was performed to obtain further knowledge if the factors such as training and innovation influence organizational performance with the mediating role of job satisfaction. Hence, this research applied the quantitative method to examine the managers from four hundred hotels concerning employees' training and innovation strategies that influenced organizational performance with job satisfaction as the mediator. The relationships between the independent variables training and innovation and the dependent variable, organizational performance, with the mediating variable job performance were assessed using the survey technique by employing self-administered structured questionnaires. This research will comprise a substantially large population sample of only managerial staff who are more well versed with their organization's policies, procedures, innovation strategies and training plans. A substantially enormous volume of data will be processed and analyzed. Therefore, considering these characteristics, the most apt philosophical paradigm to satisfy the research questions and achieve the research goal would be the post-positivist paradigm. The post-positivism paradigm aids in predicting results, investigating theories, and uncovering the connections between the variables studied in this research, as stated by (Pham, 2018). The survey research was applied as a suitable methodology to collect data. A total of 800 self-administered structured questionnaires were distributed to the managers of the four hundred hotels. Only two questionnaires were given to the managers of each hotel. To meet this research's intent and generate a comprehensive profile, 653 questionnaires were accumulated from the hotel managers or owners out of eight hundred formal standardized questionnaires sent. The response rate was 81.63%. The data collected were coded and processed using the statistical packages SPSS Version 26 and SPSS AMOS Version 26. Data screening was performed when a manager or owner did not answer or has excluded a section in the questionnaire. The questionnaire was then returned to the manager or owner of the hotel before the data is recorded. As the questionnaire was self-conducted, the validity test was done. Some specialists validated the questionnaire in the field of management to test its content validity. The committee included five hotel managers and two academics who acceded with minor revision in the questionnaire's constructs. The pilot study was conducted with eighty questionnaires distributed to the managers or owners of the hospitality industry. The feedback facilitated revising the questions and the questionnaire's design. When the reliability test was conducted, the questionnaire showed internal consistency with the Cronbach's Alpha values between $0.7 < \alpha < 0.8$. The analysis was presented using the following methods. For data reduction to test the validity of measures, Factor Analysis was used. To further check the validity and reliability of the factors, Confirmatory Factor Analysis was done. For examining the Common Method Bias, Harman's One Factor Test was utilized. Pearson's Correlations was performed to test the association between the quantitative variables. To test the relationship between the quantitative variables, the

regression procedure was used. To discover the impact and the role of training and innovation towards organizational performance with job satisfaction as a mediator in the hospitality industry, Structural Equation Modelling (SEM) was utilized.

3.1 Control Variables

In order to eliminate misleading results, two variables were considered as controlled variables. The controlled variables are the academic qualification of the managers or top management and the number of years the hotel was established. The relationship or significance of these two variables to organisational performance is presented in the findings.

3.2 Population and Sampling

Based on Saunders et al., (2003), population is the total group of data that is of concern and target population is an assortment from which the sample is taken. As it was impractical to gather data from all the 3,403 (Malaysian Association of Hotels, 2020) lawfully registered hotels in Malaysia, a sample, which represents the population, was drawn from the managers of the hospitality industry. Based on that, the target population are 400 hotels in West Malaysia and each hotel was given 2 questionnaires, which totalled to 800 questionnaires. The population comprised of only managers or owners of the hotel as they are the decision-makers and are well versed with the operations, strategies, and direction of their respective hotel in West Malaysia.

An important characteristic of perfect sampling is that the majority of the participants within the population must have an equal probability of being included in the sample. Although there are many different sampling approaches which could be considered, the researcher has deemed single stage cluster sampling method (Ahmed, 2009) as the most suitable sampling method for this research.

Additionally, to establish a suitable sample size for this study from the population, the (Krejcie and Morgan, 1970) population and sample size tabulation was utilized. Based on the tabulation of (Krejcie and Morgan, 1970) the alpha value is 0.05 and the degree of accuracy is 0.05. Hence, no computations are necessary when determining the sample size for this research. As the population of legally registered hotels in Malaysia are 3,403 units (Malaysian Association of Hotels, 2020) thus, according to (Krejcie and Morgan, 1970) tabulation, the sample size representative of the hotels is 346. Therefore, a sample size of 400 hotels is deemed fit for this research by the researcher.

4. Findings and Interpretation

The following sections present the results obtained from the research on the relationship between training as well innovation and organisational performance with job satisfaction as the mediator in the hospitality industry in Malaysia.

4.1 Demographic Profile of Hotel Managers/Owners

The profile of the hotel and its managers/owners studied is presented in Table 1.

Firstly, the demographics survey of the hoteliers shows that the majority of the hotel managers are males (65.2%). In terms of ethnicity, the majority are Chinese hotel managers (46.6%). Academic wise the majority of the hotel managers have an undergraduate qualification (71.7%). A majority of (49.5%) of the hotel managers have been working as a hotelier for more than 5 years. The sample comprised a majority of (58.8%) of the hotel employee who held the manager position.

Table 1: Hotel and its Employee Profiles

Demographics	Numbers	Percentage
Gender		
Male	426	65.2%
Female	227	34.8%
Ethnicity		
Malay	239	36.6%
Chinese	304	46.6%
Indian	92	14.1%
Others	18	2.76%
Academic Qualification		
SPM/STPM (Secondary)	26	4.0%
Undergraduate	468	71.7%
Postgraduate	159	24.3%
Tenure		
< 1 year	6	0.9%
1 – 3 years	83	12.7%
3 – 5 years	241	36.9%
> 5 years	323	49.5%
Current Position		
Director	37	5.7%
General Manager	96	14.7%
Manager	384	58.8%
Assistant Manager	136	20.8%
Years of Establishment		
< 1 year	8	1.2%
1 – 5 years	34	5.2%
6 – 10 years	214	32.8%
> 10 years	397	60.8%
No of Employees		
< 20	41	6.3%
20 – 50	162	24.8%
50 – 100	259	39.7%
> 100	191	29.2%
No of Rooms		
10 – 50	39	6.0%
51 – 100	401	61.4%
> 100	213	32.6%
Hotel Ranking		
5 Star	26	4.0%

4 Star	236	36.1%
3 Star	42	6.4%
2 Star	148	22.7%
1 Star	153	23.4%
None	48	7.4%

Secondly, the hotel business's demographic survey indicates that a majority of (60.8%) of the hotels have been in operation for more than 10 years. Next, in terms of the number of employees, a majority of (39.7%) of the hotels have 50-100 staffs. A majority of (61.4%) of the hotels have a total of 51-100 rooms. Based on the survey, a majority of (36.1%) of the hotels have a 4-star rating.

4.2 Mean, Standard Deviation and Normality Analysis

Table 2: Descriptive Statistics

Factors	Mean	SD	Skew	Kurtosis	Min	Max
Train (T)	4.2461	0.2635	-0.254	1.625	1.62	4.87
Inno (I)	4.2254	0.3419	-0.388	1.614	1.76	4.61
J Satis (J)	3.2638	0.3654	-0.246	1.736	1.68	4.32
Orgn Perf (P)	4.5752	0.2154	-0.483	1.008	1.59	5.02

The descriptive statistics in Table 2 shows the mean, standard deviation (SD), skewness and kurtosis values of this research. From Table 2, organisational performance shows the highest mean value of 4.5752 ± 0.2154 . The lowest mean value is job satisfaction, 3.2638 ± 0.3654 . The normality test shows that the skewness and kurtosis values have a threshold of ± 2 which means that the data are distributed normal as elucidated by (Hoyle, 1995; George & Mallery, 2010; Chinna & Yuen, 2015; Gravetter & Wallnau, 2014).

4.2 Factor Analysis

The critical variables that explains the structure of relationships within a group of variables can be established by using factor analysis. Factor analysis is often employed to reduce data to catalogue a small number of variables that explain the variance in a higher number of visible variables (Hair et al., 2006). In other words, factor analysis has an array of functions viz to assess the causal relationships in the data, and it replaces the original variables with smaller number of new significant variables (Johnson & Wichern, 1992). Table 3 offers the factors and its identification, the items as well as factor loading of each item utilized in this study. Based on Table 3 all the factors loaded adequately.

The structural equation model (SEM) was also used to confirm the validity and reliability of the factors presented in Figure 2.

Table 3: Factor Analysis

Factor ID/Code	Factors & Items	Factor Loading
Training ID/Code	Training	
T1	1. All employees in each division of my hotel will undergo training programs on a continuous basis.	0.781
T2	2. Formal training programs are provided to fresh recruits to enhance their skills to accomplish in their jobs.	0.826
T3	3. The training needs are beneficial, pragmatic and in line with the hotel's vision, mission, and objectives.	0.849
T4	4. My hotel performs prodigious training programs for its employees in all fields. (management/non-management)	0.875
T5	5. Training in the hotel contributes to a large extent in improving the confidence and commitment of the employees.	0.762
T6	6. The training conducted in the hotel contributes to improving the overall performance of the hotel.	0.654
Innovation ID/Code	Innovation	
I1	1. The hotel has lately introduced new services or significantly changed its services.	0.887
I2	2. The employees of the hotel initiated the most recent service innovation.	0.861
I3	3. The management of the hotel initiated the most recent service innovation.	0.728
I4	4. The hotel collaborated with higher educational institutions to develop the most recent innovation.	0.873
I5	5. The hotel collaborated with the government to develop the most recent innovation.	0.876
I6	6. The most recent innovation was completely or partially funded by the top management.	0.782
I7	7. The innovation implemented in the hotel has elevated employees' motivation.	0.589
I8	8. Overall the hotel has improved its competitive position in the hospitality industry due to its latest innovations.	0.871
I9	9. The innovation implemented in the hotel contributes to improving the overall performance of the hotel.	0.885
Job Satisfaction ID/Code	Job Satisfaction	
J1	1. Based on job evaluation the employees are satisfied with their current job in this hotel.	0.848
J2	2. According to job evaluation the employees are passionate about their job most of the time.	0.857
J3	3. Most of the employees need to be coerced to be present at work or undertake tasks most of the time.	0.651
J4	4. Based on the job evaluation the employees consider their job uninteresting and repulsive.	0.854
J5	5. Based on the job evaluation most of the employees are satisfied with the changes and challenges in the hotel most of the time.	0.862
Organisational Performance ID/Code	Organisational Performance	
P1	1. Return on assets (ROA %) of my hotel is well above the industry average.	0.759
P2	2. Value added per employee of my hotel is well above the industry average.	0.877
P3	3. Return on investment (ROI %) of my hotel is well above the industry average.	0.764
P4	4. The net profits of my hotel is well above the industry average.	0.891

P5	5. Return on equity (ROE %) of my hotel is well above the industry average.	0.843
P6	6. Productivity of the employees of my hotel are much higher than industry average.	0.881

Based on the structural equation model (SEM 1) in Figure 2, the values presented in Table 3 is similar to the values in SEM 1. Table 4 shows that the value of chisq/df value is less than 3 (2.154), as suggested by (Hair et al., 2010). The acceptable model fit values of GFI (0.942), AGFI (0.917), CFI (0.896), TLI (0.961), and NFI (0.903) must be greater than 0.9 according to (Kline, 2005; Hooper et al., 2008). The RMR (0.036) and RMSEA (0.051) values are below 0.08 as recommended by (Hair et al., 2010). This indicates a suitable model fit.

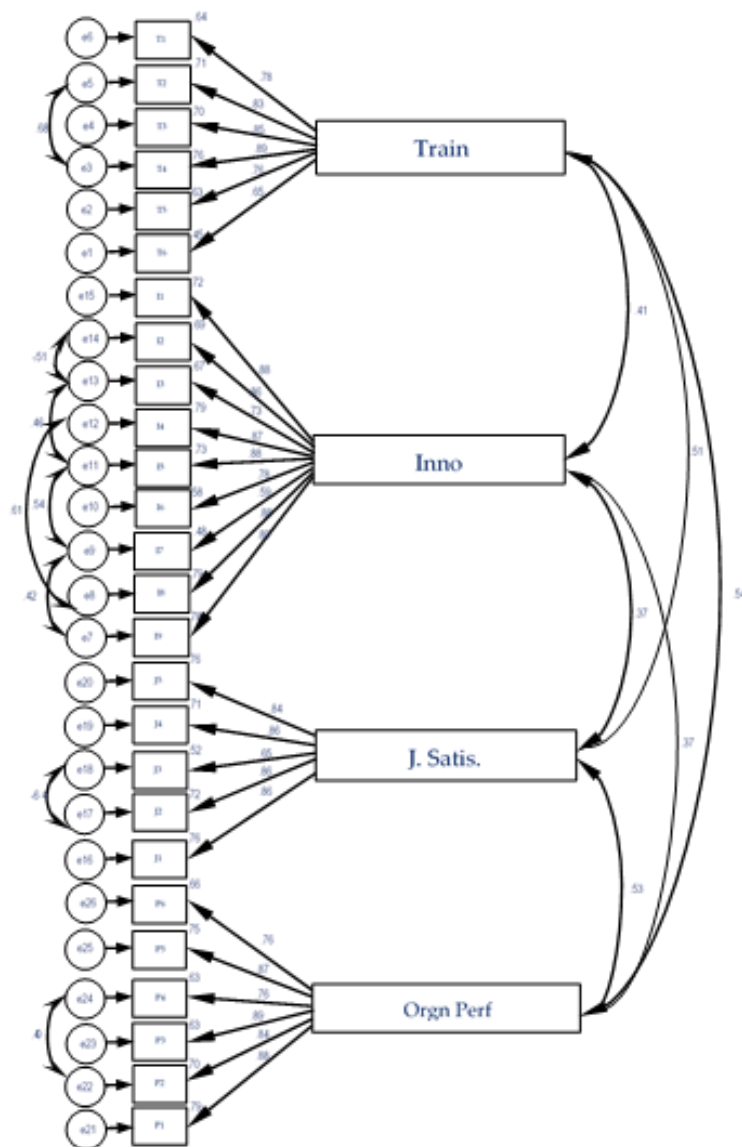


Figure 2: SEM 1

4.3 Convergent Validity, Discriminant Validity and Composite Reliability Analysis

Table 4: Correlation Matrix of Variables

VAR.	AVE.	C.R.	Acad Qual	Yrs Estb	Train	Inno	J Satis	Orgn Perf
Acad. Qual.	-	-	1					
Yrs. Estb.	-	-	0.086	1				
Train.	0.712	0.847	0.064	0.243	0.844			
Inno.	0.643	0.926	0.315	0.438**	0.427**	0.802		
J. Sat.	0.635	0.889	0.072	0.236**	0.386**	0.361**	0.797	
Orgn. Perf.	0.765	0.861	0.411**	0.375**	0.416**	0.489**	0.464**	0.875

Note: ** significant at level ($p < 0.01$); Square root of AVE values in bold.

Table 4 highlights the convergent validity, discriminant validity and composite reliability of the factors in this research. Firstly, according to (Hair et al., 2010), the convergent validity or (AVE) Average Variance Extracted value must be greater than 0.5. Based on Table 4, The convergent validity shows values larger than 0.5. This proves that all the factors in this research have sufficient variance. Secondly, in terms of the discriminant validity or the (Average Variance Extracted) to describe the distinctive variation in the specific construct and ensure they do not overlap, the value must be more than 0.7 (Hair et al., 2010). From Table 4, the values of the discriminant validity are all greater than 0.7. Thirdly, the composite reliability (CR) was analysed. According to (Nunnally & Bernstein, 1994), the composite reliability value ought to be higher than 0.7 to express the consistency and the reliability of the items in the research. From Table 4, it is evident that the composite reliability (CR) values are all more than 0.7 indicating excellent consistency and reliability of the items.

4.4 Common Method Variance (CMV)

In order to identify and manage CMV, Harman's post hoc single-factor analysis, known as common method bias, was used to test if the variance in the data is principally attributed to one factor (Chang et al., 2010; Kock, 2015). The bias generated by CMV, known as common method bias (CMB), appears when the expected relationship between one construct and another might be overestimated; in other words, CMV generates a methodical covariation above the true association between the scale items (Malhotra et al., 2017). As an outcome, the transformed values of the observed correlations and other associated indicators could lead to either erroneous estimates of the reliability and convergent validity constructs in research or flawed parameter estimates related to the degree and the weight of the relationships between constructs (Podsakoff et al., 2012). The analysis discovered that the first factor accounted for only 31.86%, which is lower than 50 percent, and four factors provided an eigenvalue of more than 1. This affirmed that the common method bias (CMB) did not jeopardise the validity of the findings in this research.

4.5 Correlation Analysis

Using SPSS version 26, the Pearson’s correlation was conducted, as shown in Table 4. It was evident that there were several significant relationships between the variables examined in this study. First, it was established that there is a significant relationship between training and organisational performance ($r = 0.416$; $p < 0.01$). Second, a significant relationship was evident between innovation and organisational performance ($r = 0.489$; $p < 0.01$). Third, a significant relationship existed between job satisfaction and organisational performance ($r = 0.464$; $p < 0.01$). The fourth significant relationship found was between training and job satisfaction ($r = 0.386$; $p < 0.01$). The fifth variables with a significant relationship discovered was between innovation and job satisfaction ($r = 0.361$; $p < 0.01$). The last significant relationship exposed was between training and innovation ($r = 0.427$; $p < 0.01$). From the findings, it could be established that multi-collinearity did not exist as all the values were below 0.80.

4.6 Structural Equation Models (SEM)

In this section, the structural equation models using SPSS AMOS were presented to illustrate the impact and significance between the variables examined in this study.

4.6.1 SEM 2: The Impact and Significance of Training and Innovation on Job Satisfaction. Hypothesis H₁ and H₃.

Figure 3 shows the structural equation model (SEM 2) for the relationship between training and job satisfaction as well as innovation and job satisfaction. The value of chisq/df value is less than 3 (2.203), as suggested by (Hair et al., 2010). The acceptable model fit values of GFI (0.913), AGFI (0.906), CFI (0.899), TLI (0.957), and NFI (0.925) must be greater than 0.9 according to (Kline, 2005; Hooper et al., 2008). The RMR (0.042) and RMSEA (0.051) values are below 0.08 as recommended by (Hair et al., 2010). This indicates a suitable model fit.

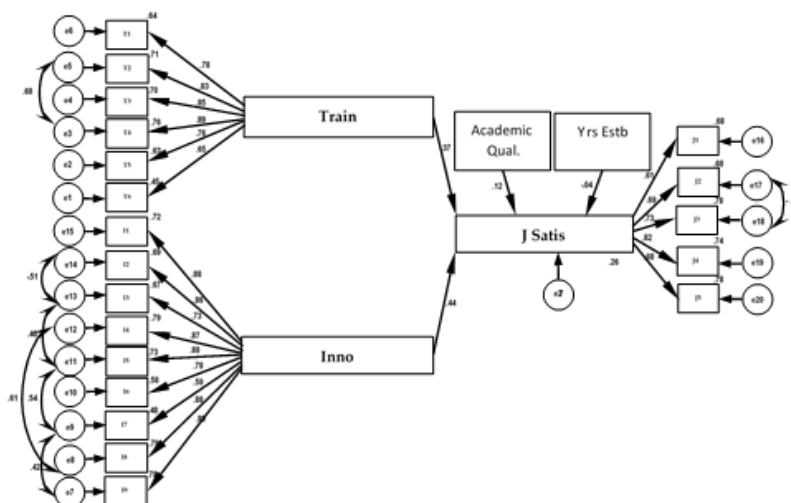


Figure 3: SEM 2

The results showed that training significantly enhances job satisfaction ($\beta = 0.366$; $p < 0.05$) and supports the H1 of this study. Additionally, it was also apparent that innovation significantly enhances job satisfaction ($\beta = 0.435$; $p < 0.05$) and supports H3 of this study. The result also indicates that innovation significantly enhances job satisfaction as equated to training. Furthermore, the control variables academic qualification of managers and years the business is established does not show significance regarding job satisfaction.

4.6.2 SEM 3: The Impact and Significance of Training and Innovation on Organisational Performance. Hypothesis H₂ and H₄.

Figure 4 shows the structural equation model (SEM 3) for the relationship between training and innovation to organisational performance. The value of chisq/df value is less than 3 (2.316), as suggested by (Hair et al., 2010). The acceptable model fit values of GFI (0.926), AGFI (0.914), CFI (0.907), TLI (0.946), and NFI (0.938) must be greater than 0.9 according to (Kline, 2005; Hooper et al., 2008). The RMR (0.040) and RMSEA (0.049) values are below 0.08 as recommended by (Hair et al., 2010). This indicates a suitable model fit.

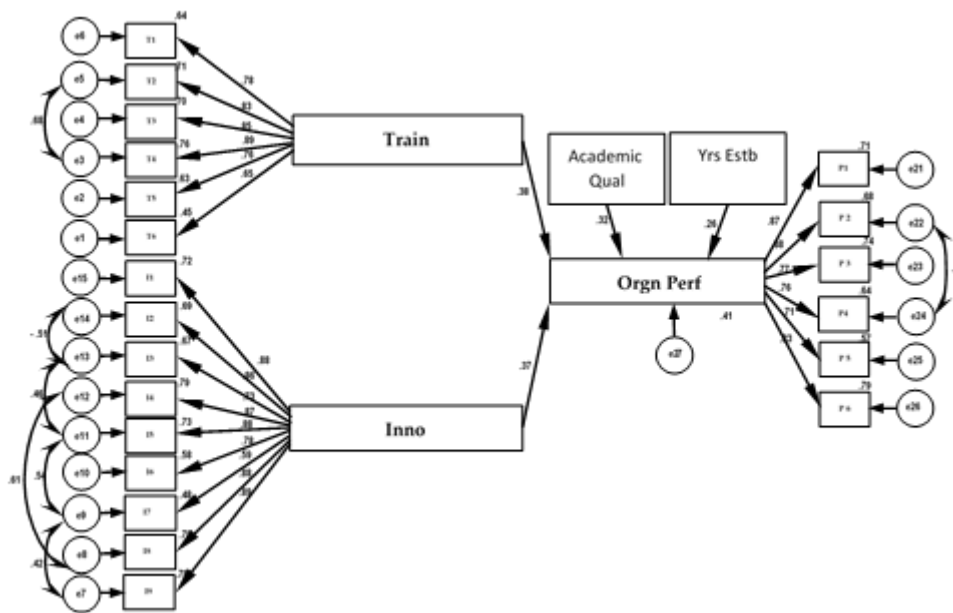


Figure 4: SEM 3

The results showed that training significantly enhances organisational performance ($\beta = 0.378$; $p < 0.05$) and supports H2 of this study. Additionally, it was also apparent that innovation significantly enhances organisational performance ($\beta = 0.367$; $p < 0.05$) and supports H4 of this study. The result also indicates that innovation significantly enhances organisational as compared to training. Furthermore, the control variables academic qualification of managers and years the business is established shows significance regarding organisational performance.

4.6.3 SEM 4: The Impact and Significance of Job Satisfaction on Organisational Performance. Hypothesis H₅.

Figure 5 shows the structural equation model (SEM 4) for the relationship between job satisfaction and organisational performance. The value of chisq/df value is less than 3 (2.731), as suggested by (Hair et al., 2010). The acceptable model fit values of GFI (0.934), AGFI (0.927), CFI (0.896), TLI (0.974), and NFI (0.969) must be greater than 0.9 according to (Kline, 2005; Hooper et al., 2008). The RMR (0.051) and RMSEA (0.063) values are below 0.08 as recommended by (Hair et al., 2010). This indicates a suitable model fit.

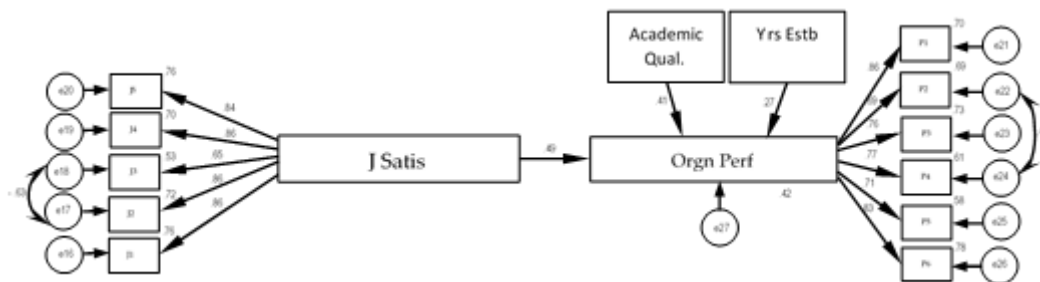


Figure 5: SEM 4

The results showed that job satisfaction significantly enhances organisational performance ($\beta = 0.487$; $p < 0.05$) and supports H₅ of this study. Additionally, it was also evident that the control variables academic qualification of managers and years the business is established shows significance regarding organisational performance.

4.6.4 SEM 5: The Impact and Significance of Training and Innovation on Organisational Performance with Job Satisfaction as The Mediator. Hypothesis H₆ and H₇.

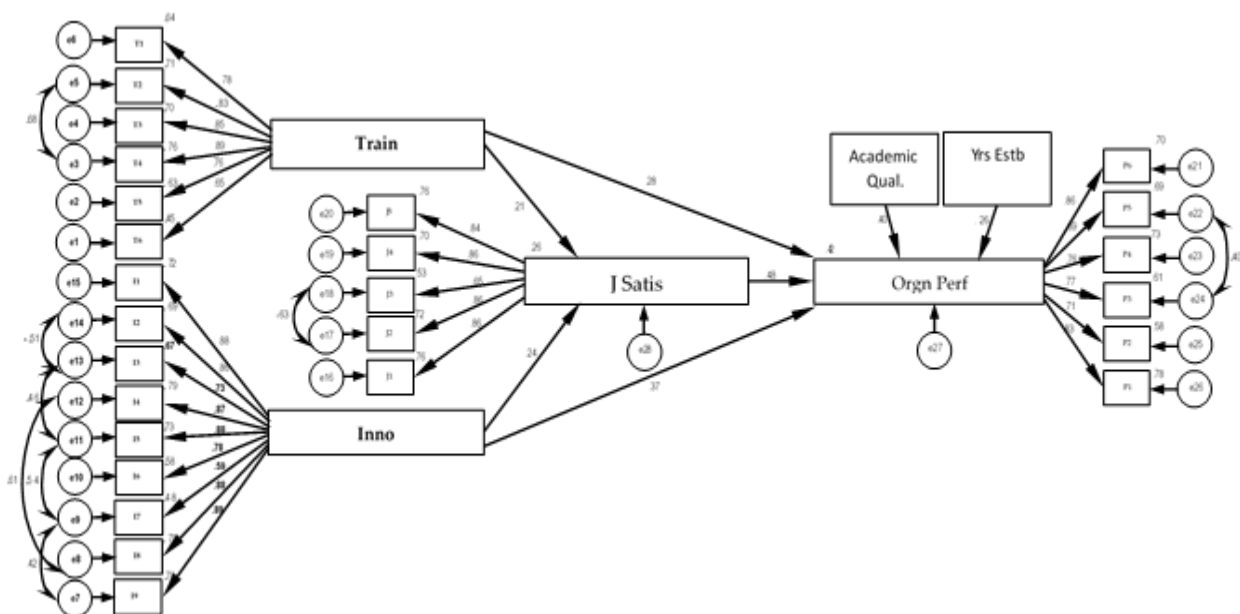


Figure 6: SEM 5

Figure 6 shows the structural equation model (SEM 5) for the impact and significance of training and innovation on organisational performance with job satisfaction as the mediator. The value of chisq/df value is less than 3 (2.237), as suggested by (Hair et al., 2010). The acceptable model fit values of GFI (0.894), AGFI (0.936), CFI (0.906), TLI (0.914), and NFI (0.869) must be greater than 0.9 according to (Kline, 2005; Hooper et al., 2008). The RMR (0.042) and RMSEA (0.053) values are below 0.08 as recommended by (Hair et al., 2010). This indicates a suitable model fit.

Table 5: Indirect and Direct Impact of Training, Innovation, Job Satisfaction, Years Business Established and Academic Qualification of Managers on Organisational Performance

Hypotheses	Indirect Effect	p	Direct Effect	p	Total Effect	p
H1: Impact bet. Tr & J. Satis.	-	-	0.212	0.001	0.212	0.002
H3: Impact bet. Inno. & J. Satis.	-	-	0.237	0.001	0.237	0.006
H5: Impact bet. J. Satis. & Orgn. Perf	-	-	0.476	0.002	0.476	0.001
H6: Impact bet. Tr & Orgn. Perf (mediator: J. Satis.)	0.073	0.003	0.276	0.001	0.349	0.001
H7: Impact bet. Inno & Orgn. Perf (mediator: J. Satis.)	0.241	0.000	0.371	0.003	0.612	0.003
Impact bet. Yrs. Estb. & Orgn. Perf.	-	-	0.257	0.001	0.257	0.001
Impact bet. Academic Qual. & Orgn. Perf.	-	-	0.396	0.002	0.396	0.002
R ² = 0.26						

Upon testing the indirect and direct relationship between training and organisational performance in Table 5. There was a significance in (Indirect: $\beta = 0.073$; $p < 0.05$) and (Direct: $\beta = 0.276$; $p < 0.05$) respectively. Thus, hypothesis H6: Job satisfaction mediates the relationship between training and organisational performance was significant in this study. Upon testing the indirect and direct relationship between innovation and organisational performance, there was a significance (Indirect: $\beta = 0.241$; $p < 0.05$) and (Direct: $\beta = 0.371$; $p < 0.05$) respectively. Thus, hypothesis H7: Job satisfaction mediates the relationship between innovation and organisational performance was significant in this study. Therefore, the findings indicated that job satisfaction was a significant partial mediating factor in this research. Additionally, it was found that the control factors educational qualification of the hotel managers or owners and the number of years the business was established also impacted organisational performance. Furthermore, the R² value shows 26% variance in job satisfaction concerning training and innovation but the other variables explained 42% of the variance in organisational performance via the mediating variable job satisfaction. Thus, it can be construed that innovation is highly significant to enhance job satisfaction and organisational performance. Additionally, the impact of training and innovation in enhancing organisational performance was significant than enhancing job satisfaction.

4.6.5 Parameter Estimates

The parameter estimates in Table 6, Table 7 and Table 8 below shows how the independent variables predict the influence and interaction with the dependent variables.

Table 6: Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std Error				Beta	Tolerance
(Constant)	1.372	0.347		3.954	0.000		
Train (Tr)	0.207	0.039	0.436	5.305	0.000	0.749	1.751
Inno	0.243	0.082	0.312	2.961	0.000	0.688	1.385

Dependent Variable: J. Satis

Table 6, show that the two predictors that significantly enhances job satisfaction of employees in the hospitality industry are training and innovation. All the predictors show a (p-value <0.001). Thus, this implies that there is a significant relationship between the predictors: training and job satisfaction as well as a significant relationship between innovation and job satisfaction.

Based on the unstandardized coefficients in Table 6, firstly, for the predictor training (B=0.207) which indicates that as training session increases by one unit job satisfaction is enhanced by 0.207 units. Secondly, for the predictor innovation (B=0.243), as innovation effort increases by one unit, job satisfaction is enhanced by 0.243 units. Thus, the two predictors do contribute to the job satisfaction of employees in the hospitality industry. Additionally, it was evident that the findings using Analysis of Moment Structures is in line with this result whereby the variables training, and innovation significantly enhances job satisfaction of the employees in the hospitality industry.

Table 7: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std Error				Beta	Tolerance
(Constant)	0.761	0.351		2.105	0.001		
Yrs. Estb.	0.232	0.034	0.383	6.764	0.000	0.692	1.205
Acad. Qual.	0.088	0.038	0.425	2.326	0.000	0.586	1.113
Train	0.722	0.201	0.643	3.589	0.000	0.661	1.104
Inno	0.721	0.158	0.733	5.828	0.000	0.566	1.641
J. Satis.	0.832	0.243	0.563	3.317	0.000	0.623	1.307

Dependent Variable: Orgn Perf

Table 7 shows that the five predictors that significantly enhance organisational performance are years the business was established, academic qualifications of the employees, training, innovation and job satisfaction. All the predictors show a (p-value

<0.001). Thus, this implies that there is a significant relationship between these five predictors and organisational performance.

Based on the unstandardised coefficients in Table 7, firstly, for the predictor years business established (B=0.232), which indicates that as the business establishment increases by one unit (year), the organisational performance is enhanced by 0.232 units. Secondly, for the predictor academic qualification of employees (B=0.088), as academic qualification (qualified employees) increases by one unit, organisational performance is enhanced by 0.088 units. Thirdly, for the predictor training (B=0.722), which indicates that as training increases by one unit, organisational performance is enhanced by 0.722 units. Fourthly, for the predictor innovation (B=0.721), which indicates that as innovation increases by one unit, organisational performance increases by 0.721 units. Lastly, for the predictor job satisfaction (B=0.832), which indicates that as job satisfaction increases by one unit, organisational performance increases by 0.832 units. Thus, the five predictors do contribute to the organisational performance of the hospitality industry. In other words, the significance of the results was determined in Table 7. Additionally, it was evident that the findings using Analysis of Moment Structures is in line with this result whereby the five variables (years established, academic qualifications, training, innovation and job satisfaction) significantly enhance the organisational performance of the hospitality industry.

Table 8: Coefficients

Coefficients Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std Error	Beta			Tolerance	VIF
(Constant)	0.863	0.342		2.524	0.003		
Yrs. Estb.	0.229	0.139	0.354	1.649	0.000	0.463	1.572
Acad. Qual.	0.084	0.012	0.242	5.246	0.000	0.569	1.857
Train	1.653	0.443	0.126	3.735	0.002	0.682	1.252
Inno	0.978	0.621	0.149	1.568	0.000	0.481	1.483
J. Satis.	0.475	0.122	0.368	3.886	0.000	0.732	1.521
J. Satis.<--Train	0.524	0.202	0.368	2.593	0.000	0.644	1.285
J. Satis.<--Inno.	0.438	0.107	0.784	4.079	0.000	0.587	1.173

Dependent Variable: Orgn Perf

Table 8 Coefficients show that the two predictors that significantly enhance the organisational performance of the hospitality industry are the relationships between job satisfaction and training (B=0.524) as well as job satisfaction and innovation (B=0.438). All the predictors show a (p-value <0.001). Additionally, Table 7 has indicated that job satisfaction as a partial mediator was significant (B=0.832) for organisational performance. Furthermore, the magnitude of path coefficient for training increased from (B=0.722) shown in Table 7 to (B=1.653) shown in Table 8 when the mediator job satisfaction was applied. Correspondingly, the magnitude of path coefficient for innovation increased from (B=0.721) shown in Table 7 to (B=0.978) shown in Table 8 when

the mediator job satisfaction was introduced. Additionally, the relationship between job satisfaction and training as well as job satisfaction and innovation show positive outcomes. Thus, these significant outcomes of both relationships show the direct and partial mediating role of job satisfaction's effect on organisational performance.

5. Discussion

This research examined the impact and significance of training and innovation on organisational performance with job satisfaction as the mediator. Although there are various researches conducted to investigate the relationship, impact and significance of training and innovation such as (Kanapathipillai & Azam, 2020; Kapur, 2018; Rodriguez, & Walters, 2017; Salah, 2016; Mozael, 2015; Kum et al., 2014; Tabarsa & Dori, 2014; Maimuna & Fard, 2013; Moustaghfir, 2013) but, research on the effect of training and innovation on the organisational performance within the hospitality industry was not previously conducted in Malaysia. This research attempted to examine the model based on empirical evidence collected from four hundred hotels in Malaysia.

From this study, it can be affirmed that job satisfaction significantly enhances organisational performance of the hospitality industry in Malaysia. Previous study conducted by (Ahmad & Raja, 2021; Sharma & Biswakarma, 2020; Miah, 2018; Bakotic, 2016; Ouedraogo & Leclerc, 2013; Chandrasekar, 2011; Ostroff, 1992; Ryan et al., 1996; Harter et al., 2002; Gould-Williams, 2003; Evans & Jack, 2003; Schneider et al., 2003; Zohir, 2007) also supports this finding.

This research also verifies that training conducted in the hotels for the employees could enhance the hotel's organisational performance as stated by (Garavan et al., 2021; Kanapathipillai & Azam, 2020; Samwel, 2018; Gobal et al., 2018; Daniel, 2018; David et al., 2005; Jenks et al., 2007) in previous studies. Additionally, a hotel that innovates could also amplify its organisational performance as illuminated by (Koay & Muthuveloo, 2021; Asif et al., 2019; Tatiana et al., 2019; Tajeddini's, 2012) that innovation significantly influences and enhances organisational performance.

From this study it was evident that training enhances both job satisfaction and organisational performance of the hospitality industry in Malaysia which supports hypothesis H₁ and H₂ of this study respectively. This is in line with the findings of (Garavan et al., 2021; Alnawfleh, 2020; Katz, 2020; Kanapathipillai & Azam, 2020; Samwel, 2018; Gobal et al., 2018). Furthermore, the findings of this research can nullify previous findings by (Lerman et al., 1999; Billikopf, 2003; Baldwin & Ford, 1988; Montesino, 2002) who mention that training was unlikely to create a positive change in job satisfaction and organisational performance. Thus, closing the gap in the literature.

This study also illustrates that innovation heightens both job satisfaction and organisational performance of the hospitality industry in Malaysia which supports hypothesis H₃ and H₄ of this study respectively. This can be supported by the findings of previous research conducted by (Koay & Muthuveloo, 2021; Asif et al., 2019; Park et al., 2016). Besides, this study can overturn the findings of (Atalay et al., 2013; Bryson et al.,

2009) who claimed that innovation negatively affects job satisfaction and organisational performance. Thus, collapsing the gap in the literature.

This study revealed that job satisfaction is significant in order to enhance organisational performance of the hospitality industry in Malaysia which supports hypothesis H₅ of this study. This finding can be corroborated by (Ahmad & Raja, 2021; Sharma & Biswakarma, 2020; Brohi et al., 2018; Shah et al., 2018) who asserted that job satisfaction strongly contributes to the augmentation of business performance. Moreover, the findings of this research can invalidate previous scholars such as (Mohr & Puck, 2007; Daily & Near, 2000) who found an insignificant relationship between job satisfaction and organisational performance. Thus, narrowing the gap in the literature.

Finally, this research has proven that job satisfaction partially mediates the relationship between training and organisational performance as well as the relationship between innovation and organisational performance which supports hypothesis H₆ and H₇ of this research respectively. These findings validate previous results of (Paposa & Kumar, 2019; Faridi, 2017; Basir & Wahjono, 2014; Latif et al., 2013; Marsick & Watkins, 2003) who professed that training and innovation develops organisational performance due to the satisfaction gained by employees.

6. Conclusion and Managerial Implications

This study was executed to verify if job performance mediates the relationship between training and its outcome which is organisational performance as well as the relationship between innovation and organisational performance. Thus, it can therefore be deemed that the objectives of the study have been realized and the gaps in the literature has been narrowed. The researcher has found out that both training and innovation had an influence on job satisfaction and organisational performance in the hospitality industry which supports the previous findings of (Ahmad & Raja, 2021; Garavan et al., 2021; Sharma & Biswakarma, 2020; Katz, 2020; Kanapathipillai & Azam, 2020). This proves that when employees of the hospitality industry are provided with the necessary training which would equip them with the right competencies, knowledge and sagacity then their job satisfaction heightens which thenceforth enhances organisational performance as elucidated by (Garavan et al., 2021; Alnawfleh, 2020). As such, training should be conducted so that it amplifies job satisfaction which would yield improved operations of the hospitality sector. Additionally, employees should be consistently exposed to new innovations and encouraged to innovate so that they may attain satisfaction in their jobs which will allow them to create a favourable hospitality environment, which leads to inimitability which in turn boosts organisational performance as revealed by (Koay & Muthuveloo, 2021; Asif et al., 2019). Thus, this research has evidenced that both training and innovation influences and is significantly associated with two of the most crucial factors which are job satisfaction and organisational performance. Therefore, training and innovation plays a significant role for the hospitality industry so that it can continue to prosper and subsists in the Malaysian business environment that is volatile.

The managerial implication is to develop managers who are equipped with adequate knowledge through viable training programs which will enable them to swiftly solve problems that may affect the operations of the hotel. Therefore, training that provides knowledge to solve problems will in turn heighten job satisfaction amongst the managers and employees of the hospitality industry. Furthermore, by incorporating continuous innovation efforts the management of the hospitality industry would create a work environment that enhances the job satisfaction of managers and employees which consequently leads to better organisational performance.

Therefore, it is highly significant for the managers to continuously incorporate specific training programs and innovation initiatives as a basis for sustainable and unceasing job satisfaction and organisational performance. Additionally, training and innovation must be integrated into the hospitality industry's policy so that job satisfaction and organisational performance will be at peak constantly.

Finally, it can be deduced that the findings of this study as well as the accompanying literature have contributed to the managers and work force of the hospitality industry and scholars in terms of contributing significant outcomes and facts of why training and innovation is significant to realizing job satisfaction and enhancing organisational performance sequentially creating significant social change.

6.1 Limitations and Future Research

This study only concentrated on the hospitality industry in West Malaysia or the peninsular. Thus, to get a clearer picture of how job satisfaction mediates the independent variable (training and innovation) and the responding variable (organisational performance), a study could be conducted in East Malaysia. This can shed a more in-depth knowledge of the effect of training and innovation on organisational performance throughout Malaysia.

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Conflict of Interest Statement

The author knows of no conflicts of interest linked with this publication, and there has been no significant financial support received for this research, authorship and publication that could have manipulated its results. As the author, the researcher affirms that this manuscript is novel research and has not been published previously, and it is not presently being considered for publication elsewhere.

About the Author

The author is currently a professor in the faculty of business and technology attached to UNITAR International University, a renowned private university in Malaysia. He has been involved in academic and research activities for the past two decades.

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