



## The Impact of Employees' Training perceptions on Turnover Intention in Tourism and Hospitality Industries: A mediation moderation model

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### Abstract

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Tourism and hospitality industries are labour intensive, however, it has high turnover rate. Therefore, the current study aims to decrease turnover intention among hospitality and tourism employees via using training in a proposed moderating mediated model. The study aims are threefold, firstly to examine the direct effect of employees' training perceptions on turnover intention, secondly to examine the indirect effect via self-efficacy as a mediator, and finally to examine the moderating effects of both organizational trust and person-job fit between employees' training perceptions and self-efficacy. Data were collected through a questionnaire form that was designed and distributed to a sample of employees at hotels and tourism companies located at Cairo city. Smart PLS was used to analyze the collected data. It was revealed that training perceptions could increase employees' self-efficacy which in turn decreases turnover intention among the employees. The proposed moderators including organizational trust and person-job (P-J) fit could also fortify the effect of training perceptions on leveraging employees' self-efficacy. Consequently, the study recommends enhancing P-J fit via accurate employees' selection in advance to increase training effectiveness and decreasing turnover intention as a result. Additionally enhancing organizational trust increases the likelihood of training effectiveness and hence turnover intention decreases.

### Introduction:

Human capital is an essential and valuable asset. Organization's success not only depends on its traditional assets, such as financial and physical resources, but also on their human assets. Voluntary turnover hinders organizations from attaining their strategic goals, causing harmful consequences for organizations that may be monetary and non-monetary. High labor mobility and employee turnover are significant issues facing the workforce in the tourism industry.

The costs associated with employee turnover include both direct and indirect costs, such as recruiting and selecting new hires and the loss of organizational knowledge when people leave (Yin an et al., 2023). In fact, a great deal of recent study has been done on the effects of staff turnover on firms, and much of it has found a negative correlation between employee turnover and organizational performance. Unfortunately, the hotel industry has the greatest staff turnover rates in the private sector, according to current statistics from the US Bureau of Labor (Dogru et al., 2023).

Certain HRM strategies, notably training, appear to result in more favorable attitudinal and behavioral results in some firms than others. Training satisfaction is one of the most critical elements in predicting an employee's intent to leave (Moreira et al., 2024). Previous research has shown that training contributes to outcomes such as high organizational-based self-esteem, increased organizational commitment, and better participant knowledge, which might eventually benefit employee retention and organizational success. It is also supported that organization need to handle employee training with integrity in order to increase commitments and prevent employees from leaving. (Kadiresan et al., 2019)

In the context of hospitality, training ability to decrease turnover intention was contradictory. For example, Malak et al., (2020); Albtoosh et al., (2022); Islam et al., (2023); Pinnington et al., (2023) found that training had a substantial negative association with employee turnover intention, meaning that if hotels invest in training management, employee turnover intentions will decrease. In contrast to the previous findings, Jehanzeb et al., (2015) claimed that employees who are more satisfied with their organizations' training programs are more likely to leave the organization. A thorough review of the current research on the function of training and its impact on employee turnover intentions yields no significant and conclusive results. Additionally, Dwesini (2019) argued that when employees are trained in many skill areas, turnover increases. As enhancing employee abilities has the potential to motivate and increase employee performance, thereby improving organizational performance, yet it may not decrease the turnover intention rate. In a similar vein, Cao & Hamori (2020) claimed that training may increase turnover intention, depending on the notion that training increases employee confidence in their marketability, which in turn can increase turnover.

Given the harmful consequences related to turnover in the context of hospitality and tourism, in addition to the debate related to training ability to overcome turnover intention. The current study aims to propose a framework including additional tools to support training ability to overcome turnover intention among employees in the context of tourism and hospitality. The current study tries to integrate novel tools including p-j fit, organizational trust and self-efficacy in a moderated mediating model to support training ability to decrease turnover intention.

## Literature Review

### Training:

Training is defined as a set of planned activities on the part of an organization to increase job knowledge and skills or to modify the attitudes and social behavior of its members in ways consistent with the goals of the organization and requirements of the job. Service firms, such as those in the hospitality industry, engage in skill training to improve employees' abilities to meet clients' complex and changing needs (Johnson, 2020).

Training is a key component of human resource management. It has been regarded as one of the most beneficial human resource activities, significantly contributing to corporate competitiveness. Nowadays, training is deemed as one of the human resource practices that are critical for the development of organizational commitment among employees. Employees are regarded as an organization's most valuable asset. As a result, it is critical for businesses to invest in programs such as training to improve their performance and competences (Kadiresan et al., 2019).

Employees' training perceptions include availability of training, supervisor and coworkers support for training. These criteria have been identified in prior research (Jehanzeb, 2017). According to Jun & Eckardt (2023), supervisors are regarded as the first level of management and are primarily responsible for giving guidance to the employees inside their companies. In their function as capable leaders, role models, and problem solvers, supervisors usually work in tandem with employers to develop, implement, and evaluate organizational policies, including training programs (Bashir and Long, 2015). Employees are more willing to attend training sessions, pick up new skills, and apply them at work when their superiors encourage them to do so. Coworkers who give each other their knowledge, skills, and resources to assist each other with work-related tasks are referred to as offering colleague assistance (Chaeroni et al., 2023).

### **Self-efficacy**

According to Ariff et al. (2022), self-efficacy is the conviction that one can mobilize the motivation and behavioral responses required to satisfy certain situational demands. An individual's sense of how easy or difficult a task is to do, as well as their confidence in their ability to do so, might be indicators of their level of self-efficacy. Consequently, self-efficacy is believed to be an asset that an individual has and a belief in their ability to perform specific tasks (Badrin et al., 2022).

According to Choi et al. (2022), self-efficacy which depends on employment factors can be considered as a crucial job resource at the individual level. Self-efficacy not only reflects people's perceptions of social and organizational circumstances, but it can also influence creative behavior. Having a pleasant attitude toward coworkers, superiors, subordinates, or the firm can help to increase pro-social behavior by utilizing the positive energy that self-efficacy gives (Ullah et al., 2021).

Bandura identifies four distinct sources of self-efficacy including verbal persuasion, vicarious experience, emotional and physiological states, and mastery experience. According to the mastery experience theory, self-efficacy grows or is reinforced when an individual can acquire the skills and build coping strategies necessary to master the behavior required to do a task successfully (Van Rooij et al., 2019). Vicarious experience occurs when employees observe others successfully completing a task and/or compare themselves to people who have finished a task they need to perform. Verbal persuasion also raises self-efficacy when someone is convinced by word of mouth that they can do a job (Bandura, 1997). Positive emotions like joy and confidence are examples of how an individual's mental and physical states affect an employee's conviction in their ability to finish a task (van Rooij et al., 2019).

## Turnover Intention

Turnover intention refers to an employee's psychological predisposition to leave their current job and the willingness and possibility to find another job. Turnover intention is an essential antecedent variable that predicts employee turnover behavior and can be used to take a proactive approach to employee turnover management. (Pu et al., 2022).

Employee turnover and high levels of labor mobility are important challenges in the tourism business workforce. Employee turnover has both direct and indirect expenses, such as hiring and training new employees, as well as the loss of organizational expertise when employees depart. Decreasing positive attitudes such as job satisfaction and organizational commitment are potential answers to excessive turnover. (Yin a et al., 2023).

Both direct monetary cost and indirect cost have received significant interest among travel agency, hotel managers and scholars, the direct cost employee turnover accounts for just roughly 15-30% of total expenditures connected with lost personnel. The remaining 70-85% are the hidden expenses of customer discontent and staff defection that accompany dissatisfied employees before they leave (Jang and George, 2012).

Despite the fact that turnover is an undesirable scenario for businesses, turnover intention is significant since it is a factor of minimizing the negative impacts on organizational productivity. According to the employee own voices, employee turnover in hospitality is caused by a lack of supervision, a lack of communication, working circumstances that are incompatible with business culture, poor compensation and limited perks, a lack of clear description of roles, and a lack of direction regarding what to do (Emirolua et al., 2015).

Organizations could start retaining people who have cost them a lot of money to retain and also enable for faster returns on those investments by leveraging the training process to draw obvious parallels and enhance new workers' perception of perceived value congruence (Mattera, 2022).

## P-J fit

P-J fit was defined as the alignment of an individual's knowledge, abilities, and talents with the demands of the job (Rajper et al., 2019). According to Stich (2021), P-J fit is the degree to which an employee's preferences align with the requirements of his job. In this instance, P-J fit is viewed from the perspective of individuals seeking specific characteristics or traits in a position (Pudjiarti and Hutomo, 2020).

Sylva et al. (2019), claimed that P-J fit has two dimensions, namely the demands-abilities fit (DAF) and needs-supplies fit (NSF) dimensions. NSF refers to the congruence between personal preferences and the job. However, DAF is more interested in how effectively an individual's knowledge, skills, and abilities (KSA) align with what employers need from them.

P-J fit can be evaluated by doing a job analysis to ascertain the degree of demand for a certain job. The purpose of the job analysis is to determine the responsibilities of the role and whether the applicant possesses the KSA required to fill it (Sekiguchi and Huber, 2011). A variety of measures, including knowledge tests, screening, psychological testing, references, and interviews, can be used to measure KSA. P-J fit is positively impacted by providing proper training (Elsawy and Radwan, 2022). According to theory, an employee's personality influences the elements that determine their aptitude (Tannenbaum & Schmidt, 2017). Therefore,

incorporating personality factors into the hiring process helps to improve the p-J fit of the workforce.

### **Organizational Trust**

Trust can be described as employee's willingness to be vulnerable to the actions of the organization, whose behavior and actions he or she cannot control. Trust is crucial because there is a great need to comprehend how to foster productive cooperation within businesses and how trust makes cooperation possible (Singh & Srivastava, 2016).

According to Ozyilmaz (2012), there are two ways to view organizational trust: horizontal trust, which lies between coworkers, and vertical trust, which means trust in supervisors. Employees' level of faith in the conduct of their superiors or the companies where they work is known as vertical trust, and their level of trust in the people they work with and their enjoyment of their company is known as horizontal trust. Trust is a variable that affects both ways in the relationship between a supervisor and a subordinate.

Trust between coworkers depends upon the competence, goodness, or dependability of the other party. Employees trust persons who they believe possess the skills, abilities, and qualities necessary to solve problems and achieve the desired results. This type of trust is known as competence-related trust (Jun & Eckardt, 2023). Trust in supervisors pertains to the belief that they aspire to operate in a beneficent manner, devoid of self-serving or self-centered conduct. Believing in the other person shows that you think they are trying to do the right thing and care about other people (Singh & Srivastava, 2016).

### **Hypothesis development**

#### **Employees' training perceptions effect on self-efficacy and turnover intention**

##### **Job Demand-Resource (JD-R) Theory**

A popular paradigm for comprehending the factors influencing employees' well-being and turnover in occupational stress research is the JD-R model. The JD-R model states that every job has different resources and demands. Job resources include social support, autonomy, and opportunities for personal growth. Demands include workload, time limits, and emotional needs. This concept suggests that workers may face stress, burnout, and bad health if high job expectations are not counterbalanced by sufficient workplace resources. Worker motivation, engagement, and general output can all rise when they have adequate resources at their disposal. In order to anticipate and explain workers' well-being and turnover, the JD-R model thus takes a wider view of needs and resources (Demerouti et al., 2001).

In the lens of JD-R theory, it's suggested that employees training perceptions may be considered as a tool that benefit employees in form of increasing their resources including self-efficacy to buffer job demands. Employees in return tend to reciprocate this favor in form of increasing their engagement to the organization consequently decreasing their intent to leave.

According to Silic & Lowry (2020), Self-efficacy is the belief in one's own ability to carry out actions and accomplish specific objectives based on his belief of possessing the skills and knowledge needed to perform well. One key indicator of how well training sessions are working is self-efficacy (Abraham & Chengalur-Smith, 2019). Prior research on the effectiveness of training systems has suggested that when users perceive the systems as more helpful and

satisfying, they will perceive themselves as having more knowledge, accomplished their training objectives, and become more proficient in their tasks (Al-Fraihat et al., 2020).

Therefore, it is anticipated that employee contentment with the training and the perceived value of training programs will both raise employees' beliefs that they can adopt good information. As a result, the following theories are put forth:

H1: *Employees' perceptions of training affect their self-efficacy positively.*

Higher self-efficacious employees are more inclined to set ambitious objectives and are more likely to stick with a task until it is completed (Khan et al., 2023). Employees with lower levels of self-efficacy, on the other hand, are less likely to put their ideas into practice and are more prone to give up when things get tough. Previous studies revealed that employees who feel more confident about their future will also be in better psychological and physical health, have higher expectations for themselves, and be less likely to feel discouraged (De Simone et al., 2018). Employees with higher levels of self-efficacy are strongly motivated to overcome obstacles or meet innovative goals, which lead to good performances with a lower intention to leave, while those with lower levels of self-efficacy are less accountable for handling issues (Albrecht and Marty, 2020). High levels of employees' self-efficacy are related to increased work commitment and hence low turnover (Guarnaccia et al., 2018). The Affective Commitment is defined as an organizational dimension in which workers accept and promote the values and objectives of the organization and have the desire to maintain an affiliation with the organization itself (Töre, 2020). Thus, the following hypothesis is put out in this study:

H2: *Employees' self-efficacy affects turnover intention negatively.*

H3: *Employees' self-efficacy mediates the effect of employees' perceptions of training on turnover intention.*

### **The moderating roles of organizational trust and P-J fit**

#### **Conservation of Resources theory (COR)**

A useful framework for examining the connection between resource availability or scarcity and employees behavior is provided by the COR theory (Hobfoll et al., 2018). The COR hypothesis states that individuals use the resources at their disposal (such as relationship with supervisors and coworkers) to safeguard themselves from negative stressors, and to acquire more of the things they value (Hobfoll, 2014). Employers must create "resource caravan passageways" for employees to use in order to maintain and enhance their well-being, especially through the actions of their managers and supervisors (Halbesleben et al., 2014). COR will be utilized to illustrate the effects of trust and P-J fit as job resources that can buffer job demands in collaboration with training.

Trust is a crucial element of relationships in organizations, because it promotes cooperative behavior (Buvik and Tvedt, 2017). Building trust is a prerequisite for behavior exchanges that can result in productive partnerships that encourage knowledge exchange and ongoing learning. Increased creativity and team learning may result from trust, which encourages transparency, mutual support, and communication (Singh & Srivastava, 2016). Teams need trust to stay together, and a stable team is essential to fostering creativity and learning. The culture of the team must prioritize trust in order to foster the ongoing cooperation that is necessary for team learning (Shagholi et al., 2010). Employee trust in supervisors can foster free communication and

the exploration of novel concepts, which promotes team learning (Boies et al., 2015). Based on the notion that training effectiveness depends heavily on the communication process among employees and their supervisors in addition to their coworkers. Hence employees' perceptions of training that affect their self-efficacy may be affected by organizational trust in coworkers and supervisors. Hence, it can be hypothesized that:

H4: *Organizational trust moderates the effect of employees' perceptions of training on their self-efficacy.*

Employee skills are acquired through training, enabling them to carry out job-related tasks effectively and competitively accomplish company goals. Organizations cannot succeed in attaining their objectives unless they recruit and hire workers who have the necessary knowledge and abilities P-J fit (Kristof, 1996). But training won't make a difference in employees' performance if the wrong person was chosen for the correct position. The HR axiom, "Good training will not make up for bad selection, suggesting that training will only have a beneficial impact on performance when the proper candidate is chosen for the position. Enterprises employ their assets to create a good match between individuals and occupations, as they believe that certain vocations are more suited to certain people than others (Bhat, 2014). Since self-efficacy is considered as a result of proper training and given that training is affected by having P-J fit. Therefore, it can be assumed that:

H5: *P-J fit moderates the effect of employees' perceptions of training on their self-efficacy.*

**Based on the aforementioned discussion, the study model will be as following:**

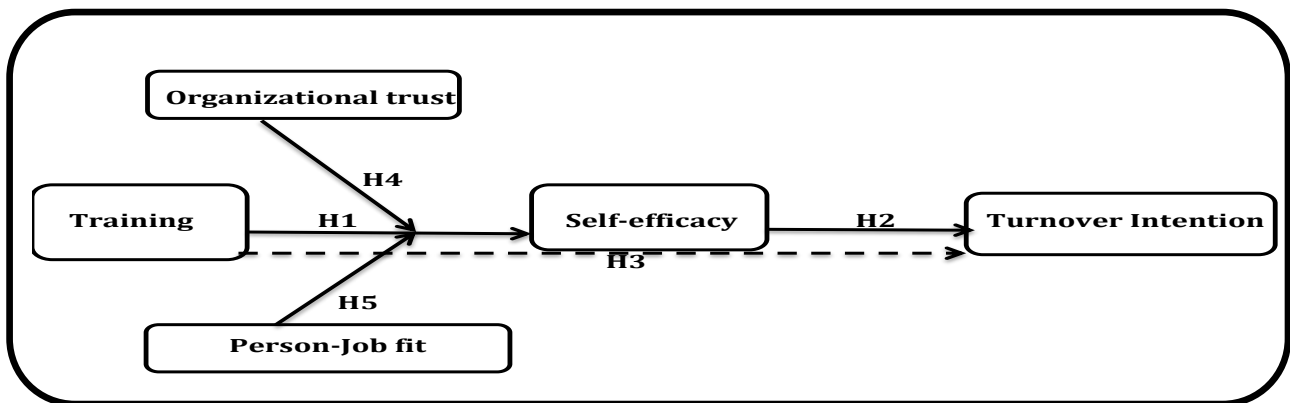


Figure (1): The study model

## 4. Materials and Methods

### 4.1. Measurement development

A questionnaire was developed to test the study's hypotheses, and the study's measures were extracted from a previous study. The three sub-dimensions of training perception were evaluated using 12-items derived from Jehanzeb (2022), (availability of training (AT) (4 items), supervisor support for training (SST) (5 items), and coworker support for training (CST) (3 items). The "employees' self-efficacy" was operationalized using the 5-items scale suggested by Rigotti et al. (2008). The P-J fit (FJF) was evaluated using the 3-items scale proposed by Weng (2010). The turnover intention (TL) variable was operationalized using the 3-items scale suggested by

Mobley et al. (1978). Finally, five items from Robinson and Rousseau (1994) were used to measure organizational trust (OT). A Likert scale of 5 points was used where one refers to "strongly disagree" and five means "Strongly agree."

#### 4.2. Participants and process of data collection

The questionnaires were directed to employees of five-star hotels and category (A) tourism companies in Cairo during April 2024 using convenience sample technique. The research team shared the online questionnaires with managers in hotels and tourism companies to help us in collecting data. 17 of the 354 gathered questionnaires were discarded because they lacked sufficient responses. As a result, 337 questionnaires (177 employees of hotels and 160 employees of tourism companies) were found to be valid. Participants were informed that their agreement to participate in the survey meant that they had signed an informed consent form and could either take part in the survey or skip it. All respondents were assured that the results of their participation in the survey would be kept private. As for the sample size, some researchers have explained that what is important is not the total number of the sample, but rather the ratio of the study questions to the number of questionnaires. They have determined a ratio of 1:10, meaning that each question in the study questionnaire corresponds to 10 survey responses (Nunnally & Bernstein, 1994). For example, our survey questionnaire contains 28 questions, thus, the appropriate number is 280 questionnaires. Additionally, the independent sample test was conducted to ensure that there were differences between the study samples (samples collected from hotels and tourism companies), and it was found that there were no significant differences, so the samples were treated as one sample.

### 5. Data Analysis

This study operated and employed "Structural Equation Modeling" (SEM) with the "Partial least squares" (PLS) approach to evaluate the justified hypotheses with SmartPLS version 3.0. program. The developed model was evaluated with a two-step sequential methodology endorsed by (Leguina, 2015).

#### 5.1. Assessment of outer Measurement Model

The study looked at discriminant and convergent validity, internal consistency, and composite reliability to evaluate the outer model. Cronbach's alpha ( $\alpha$ ) and composite reliability (CR) are presented in Table 1; they range from 0.888 to 0.956 and 0.931 to 0.962, respectively, which indicate proper reliability.

**Table 1. Outer model evaluation statistics.**

Variables	Loading	VIF	$\alpha$	C_R	AVE
<b>Employees' training perceptions</b>			0.956	0.962	0.676
<b>Availability of training</b>			0.903	0.932	0.775
AT1	0.894	3.107			
AT2	0.891	3.046			
AT3	0.874	2.611			
AT4	0.862	2.410			
<b>Supervisor support for training</b>			0.917	0.938	0.751
SST1	0.812	2.363			
SST2	0.881	3.204			



SST3	0.897	3.437			
SST4	0.876	3.561			
SST5	0.865	3.010			
<b>Coworker support for training</b>			0.888	0.931	0.817
CST1	0.914	2.630			
CST2	0.899	2.535			
CST3	0.899	2.545			
<b>Employees' self-efficacy</b>			0.937	0.952	0.799
ESE1	0.899	3.832			
ESE2	0.883	3.564			
ESE3	0.914	4.035			
ESE4	0.889	3.947			
ESE5	0.884	3.690			
<b>P-J fit</b>			0.935	0.959	0.886
PJF1	0.947	4.316			
PJF2	0.951	4.940			
PJF3	0.924	3.427			
<b>Organizational Trust</b>			0.917	0.938	0.753
OT1	0.909	3.849			
OT2	0.896	3.516			
OT3	0.865	3.232			
OT4	0.897	3.912			
OT5	0.763	1.668			
<b>Turnover intention</b>					
TI1	0.924	3.261	0.913	0.945	0.852
TI2	0.913	2.858			
TI3	0.934	3.456			

Second, all standardized factor loading (SFL) scores were greater than 0.60 (Henseler et al., 2009), indicating that the factors had satisfactory reliability. The average variance extracted (AVE) scores were greater than the threshold value of 0.50, evidence for a proper convergent validity (Henseler et al., 2009). Finally, three criteria were checked to test the discriminant validity: cross-loading, Fornell-Larcker criterion, and Heterotrait–Monotriat ratio of correlation (HTMT) (Leguina, 2015). Outer-factor loading for each latent observed variable (bolded) was greater than cross-loading in Table 2.

**Table 2. Cross loading results.**

	<b>AT</b>	<b>CST</b>	<b>ESE</b>	<b>OT</b>	<b>PJF</b>	<b>SST</b>	<b>TI</b>
<b>AT1</b>	<b>0.894</b>	0.730	0.454	0.396	0.225	0.772	-0.217
<b>AT2</b>	<b>0.891</b>	0.646	0.449	0.334	0.218	0.769	-0.080
<b>AT3</b>	<b>0.874</b>	0.636	0.415	0.298	0.173	0.695	-0.153
<b>AT4</b>	<b>0.862</b>	0.662	0.440	0.328	0.218	0.764	-0.048
<b>CST1</b>	0.747	<b>0.914</b>	0.439	0.451	0.343	0.775	-0.149
<b>CST2</b>	0.673	<b>0.899</b>	0.339	0.359	0.215	0.659	-0.180
<b>CST3</b>	0.635	<b>0.899</b>	0.370	0.465	0.343	0.678	-0.105

ESE1	0.540	0.491	<b>0.899</b>	0.607	0.521	0.475	-0.444
ESE2	0.465	0.344	<b>0.883</b>	0.544	0.491	0.392	-0.341
ESE3	0.425	0.349	<b>0.914</b>	0.518	0.485	0.358	-0.359
ESE4	0.422	0.351	<b>0.889</b>	0.573	0.501	0.364	-0.332
ESE5	0.360	0.344	<b>0.884</b>	0.547	0.495	0.378	-0.319
OT1	0.369	0.456	0.581	<b>0.909</b>	0.611	0.358	-0.519
OT2	0.404	0.454	0.539	<b>0.896</b>	0.613	0.397	-0.464
OT3	0.252	0.394	0.466	<b>0.865</b>	0.632	0.284	-0.440
OT4	0.223	0.343	0.534	<b>0.897</b>	0.687	0.238	-0.522
OT5	0.403	0.384	0.574	<b>0.763</b>	0.710	0.470	-0.364
PJF1	0.264	0.342	0.568	0.727	<b>0.947</b>	0.322	-0.441
PJF2	0.203	0.299	0.509	0.696	<b>0.951</b>	0.270	-0.445
PJF3	0.199	0.299	0.496	0.699	<b>0.924</b>	0.291	-0.436
SST1	0.821	0.669	0.385	0.326	0.175	<b>0.812</b>	-0.093
SST2	0.784	0.618	0.405	0.295	0.257	<b>0.881</b>	-0.057
SST3	0.724	0.696	0.425	0.385	0.320	<b>0.897</b>	-0.166
SST4	0.665	0.661	0.339	0.335	0.286	<b>0.876</b>	-0.122
SST5	0.695	0.737	0.365	0.426	0.322	<b>0.865</b>	-0.180
TI1	-0.113	-0.150	-0.365	-0.522	-0.467	-0.117	<b>0.924</b>
TI2	-0.147	-0.143	-0.369	-0.483	-0.408	-0.161	<b>0.913</b>
TI3	-0.132	-0.151	-0.388	-0.475	-0.423	-0.118	<b>0.934</b>

Table 3 demonstrates that the bolded scores of the AVEs on the diagonal line exceed the correlation coefficient between the research variables, which supports discriminant validity (Henseler et al., 2009). Also, some studies examined the Heterotrait–Monotriat ratio of correlation (HTMT) test to confirm the discriminant validity. Table 4 also shows that the discriminant validity is appropriate because all HTMT values are <0.90 (Leguina, 2015). Accordingly, the results demonstrated that the structure model has sufficient discriminant validity. In this way, the results from the outer measurement model were adequate to move forward with the structural model evaluation.

**Table 3. Discriminant validity criteria (Fornell-Larcker Criterion)**

	AT	CST	ESE	OT	PJF	SST	TI
Availability of training	<b>0.880</b>						
Coworker support for training	0.760	<b>0.904</b>					
Employees' self-efficacy	0.499	0.425	<b>0.894</b>				
Organizational Trust	0.386	0.470	0.626	<b>0.868</b>			
P-J fit	0.238	0.334	0.559	0.753	<b>0.941</b>		
Supervisor support for training	0.853	0.781	0.444	0.408	0.314	<b>0.866</b>	
Turnover intention	-0.142	-0.160	-0.405	-0.534	-0.468	-0.143	<b>0.923</b>

**Table 4. Discriminant validity criteria (HTMT)**

	AT	CST	ESE	OT	PJF	SST	TI
<b>Availability of training</b>							
<b>Coworker support for training</b>	0.845						
<b>Employees' self-efficacy</b>	0.538	0.459					
<b>Organizational Trust</b>	0.418	0.519	0.669				
<b>P-J fit</b>	0.256	0.364	0.594	0.810			
<b>Supervisor support for training</b>	0.899	0.863	0.474	0.440	0.338		
<b>Turnover intention</b>	0.155	0.178	0.434	0.583	0.507	0.156	

## 5.2. Assessment of the Structural Model

After testing and guaranteeing that the employed scale has adequate convergent and discriminant validity, the inner structure mode (the structural model) was evaluated regarding the structure inner model's predictive and explanatory power (Hair et al., 2016). The VIF values for all the observed variables vary from 1.668 to 4.940 (Table 1). These numbers are lower than the recommended threshold of 5.0, which shows that there is no multicollinearity in the structural inner model. Chin (1998) suggested a minimum  $R^2$  value of 0.10 for adequate GoF. As shown in Table 5, the  $R^2$  values for the employees' self-efficacy variable ( $R^2 = 0.575$ ) and Turnover intention ( $R^2 = 0.164$ ) are adequate. Additionally, the Stone-Geisser  $Q^2$  evaluation demonstrated that the employees' self-efficacy and turnover intention variables values were higher than zero (Table 5), indicating a proper predictive power of the structural inner model (Hair et al., 2014).

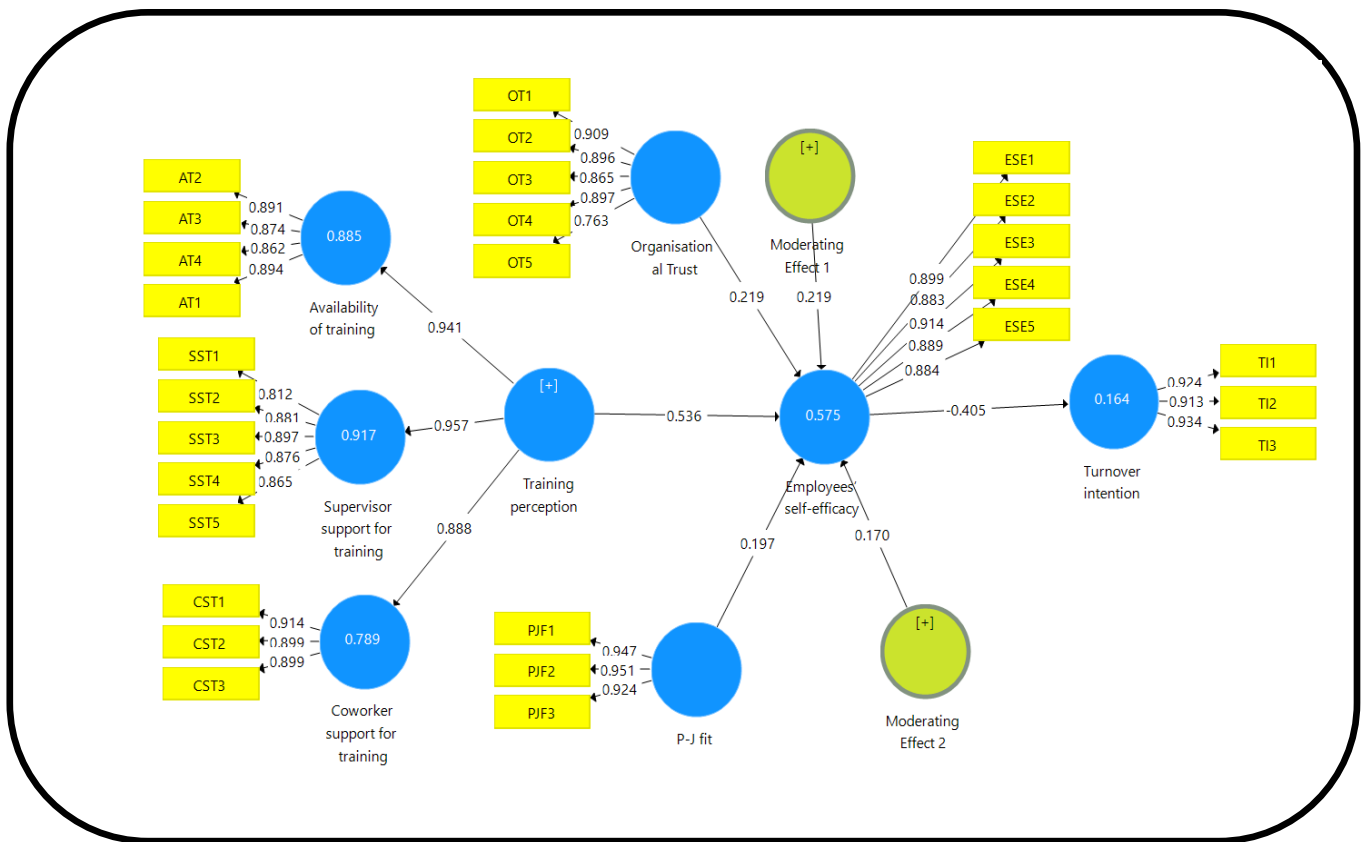
**Table 5. Model GoF.**

Endogenous Latent Construct	( $R^2$ )	( $Q^2$ )
Employees' self-efficacy	0.575	0.418
Turnover intention	0.164	0.132

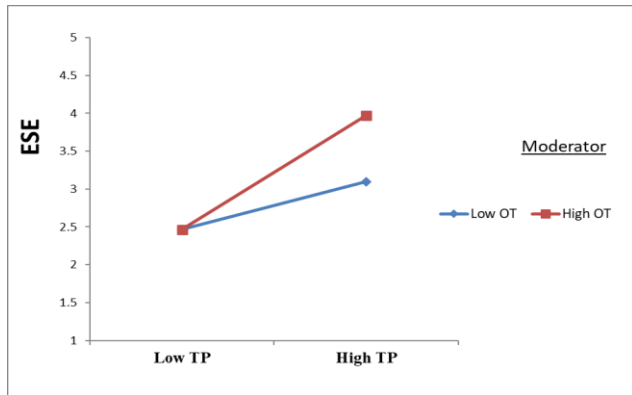
Finally, the direct and moderating effects were examined using the bootstrapping option in the SmartPLS program to evaluate the study hypotheses. All direct, indirect and moderating assumptions were assessed through the path coefficient ( $\beta$ ), significance p-values, and the related t-value (Table 6). Training perception at  $\beta = 0.536$  and  $t = 8.127$ , and  $p < 0.000$  have a significant positive association with employees' self-efficacy; thus, H1 is supported. On the other hand, employees' self-efficacy ( $\beta = -0.405$ ,  $t = 6.984$  with  $p < 0.000$ ) has negative association with turnover intention; thus, H2 is accepted. Regarding the mediation effect, employees' self-efficacy successfully mediated the connection between training perception and turnover intention ( $\beta = -0.217$ ,  $t = 5.996$ , and  $p < 0.000$ ), confirming H3. Similarly, the moderating role of organizational trust and P-J fit in the relationship between training perception and employees' self-efficacy was significant at ( $\beta = 0.219$ ,  $t = 4.234$ , and  $p < 0.000$ ) and ( $\beta = 0.170$ ,  $t = 2.241$ , and  $p < 0.025$ ), indicating that H4 and H5 were confirmed. This indicates that organizational trust and P-J fit strengthen the effect of training perception toward employees' self-efficacy.

**Table 6. The structural inner model's findings.**

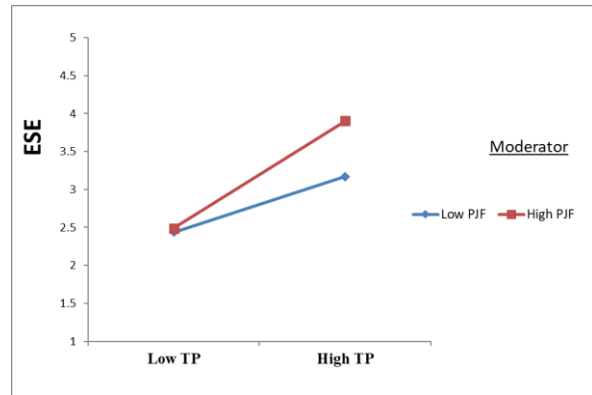
		Beta (β)	T-Value	p Values	Results
H1	Employees' training perception → Self-efficacy	0.536	8.127	0.000	Supported
H2	Employees' self-efficacy → Turnover intention	-0.405	6.984	0.000	Supported
Mediating Effect					
H3	Employees' training perception → Self-efficacy → Turnover intention	-0.217	5.996	0.000	Supported
Moderating Effect					
H4	Employees' training perception * Organizational Trust → Self-efficacy	0.219	4.234	0.000	Supported
H5	Employees' training perception * P-J fit → Self-efficacy	0.170	2.241	0.025	Supported



**Figure 2. The inner and outer model results.**



**Figure 3.** The moderating effect of organizational trust (OT) in the relationship between training perceptions (TP) and employees' self-efficacy (ESE).



**Figure 4.** The moderating effect of person-job fit (PJF) in the relationship between training perceptions (TP) and employees' self-efficacy (ESE).

## 6. Discussion

Employees' turnover in hospitality and tourism context is harmful, however the effect of training on decreasing it is uncertain. Consequently, the current study proposed additional variables that are expected to unlock the nexus between training and turnover intention among employees. Self-efficacy was proposed as a mediator moderated by organizational trust and P-J fit.

Regarding the direct effect of training perceptions on turnover intention, it was revealed that there is a negative significant effect between training and turnover, meaning that having good training perceptions can decrease turnover intention. Additionally, the results indicated that training perceptions increase employees self-efficacy which in turn decreases turnover intention indicating the indirect effect of training perceptions on turnover intention via self-efficacy. These results coincide with previous studies (i.e. Albotoosh et al., 2022 ; Islam et al., 2023 ; Pinnington et al., 2023) confirming the assumptions of JD-R model that consider increasing employees resources in form of self-efficacy via using training can help employees to cope with occupational demands therefore commitment increases and turnover intention decreases as a result.

Considering the studies (i.e. Cao & Hamori (2020); Jehanzeb et al. (2015), and Dwesini (2019) which argued that training may lead to increasing turnover intention due to its ability to increase employees' marketability consequently their tendency to leave after the acquisition of new skills. The current study adopted COR theory based on its premises that employees try to acquire new resources in addition to exerting efforts to keep their current resources. In the light of this theory, the current study proposed two types of resources including organizational trust and P-J fit that may help to unlock the relationship between training and turnover intention. These factors may help to maximize the benefit from training and therefore decreasing the likelihood to quit.

The results indicated that organizational trust moderates the relationship between training and self-efficacy, meaning that training can foster employees' self-efficacy due to organizational trust. Trust in supervisors and coworkers is crucial for training effectiveness and encourages

employees to ask for assistance and therefore skills acquisition becomes easy. This in turn facilitates training effectiveness and self-efficacy as a result.

Furthermore, to increase training perceptions to decrease turnover intention, P-J fit was proposed as a moderator between training and self-efficacy. This assumption was confirmed via the study results, organizations cannot succeed in attaining their objectives unless they recruit and hire workers who have the necessary knowledge and abilities P-J fit (Kristof, 1996). But training won't make a difference in employees' performance if the wrong person was chosen for the correct position. Training will only have a beneficial impact on performance when the proper candidate is chosen for the position. (Bhat, 2014). Since self-efficacy is considered as a result of proper training, and training is affected by having P-J fit.

## **7. Conclusion:**

Due to the harmful effects of turnover within hospitality and tourism context. The current study aimed at proposing a framework through which training perceptions can decrease turnover intention. Two variables were proposed including self-efficacy, organizational trust and P-J fit to act moderating mediating roles between training perceptions and turnover.

The current study adds to theory through proposing a moderated mediating model to decrease turnover intention through training perceptions. Drawing on JD-R and COR theories, the current study proposed self-efficacy as a mediator to illustrate the mechanism through which training can decrease turnover. Additionally, to enhance self-efficacy and in the light of COR, organizational trust and P-J fit as moderators were proposed as resources to enhance self-efficacy and decreasing turnover in return.

The study demonstrates that training perceptions congruent with organizational support and P-J fit can bolster employees' sense of fit and linkage, whether formally or in an informal sense, with the organization, works, and other institutions and individuals, thereby reducing turnover. Similarly, the linkage between training perceptions and turnover theoretically implies that employee training should incorporate the hygienic and motivational requirements for achieving congruence between jobs, values, and the work environment; thereby, increasing fitness with organization (Villani and Grimaldi, 2024)

Furthermore, the current study supports training perceptions, and proposes new factors that can enhance it. P-J fit as an antecedent of training perceptions was proposed to prepare employees to get advantage of training. Additionally, organizational trust was proposed to fortify training perceptions.

The results of this study have several practical implications which may help to overcome turnover intention among the employees in the hospitality and tourism context. Drawing on the COR and JD-R theories, we argued that hotel and tourism industry workers having high levels of P-J fit supported with organizational trust ought not to engage in withdrawal behavior because they perceive high self-efficacy.

Increasing the attention of firms' management to the planning and development of strategies utilized in the hiring process by attempting to choose the most qualified candidates in a way that improves person-job fit and raises employee job engagement. A greater interest from management teams in putting the training process into practice more successfully and efficiently across all of its dimensions—identifying training needs, designing training, putting training into practice, and evaluating training—as these are regarded as the main pillars of the process and

help it achieve its goals faster, cheaper, and with less effort. These dimensions' effects are reflected in raising the degree of the person-job fit and the employees' job engagement. The management should create a suitable employment structure with a wealth of information, skills, and personality attributes to carry out such specific responsibilities. An equilibrium between the requirements, skills, demands of the job, and organizational resources of the individual must be treasured. A match like that ensures excellent work output and P-J fit.

Practically, this study offers policymakers a framework for comprehending how perceived organizational trust affects turnover expectations in the hotel and tourism industries. For administrators in the hospitality and tourism industries trying to figure out why people leave their jobs, these results offer insightful case studies. Additionally, this study adds to the labor market for hospitality and tourism and aids HR managers in enhancing staff retention strategies, which is crucial in Egypt and, more generally, in any nation dealing with comparable difficulties.

Our study highlights the practical significance of taking into account both forms of trust when addressing organizational environment and team building. Workers who have faith in their managers and other employees might be happier at work and have a positive impact on the culture of the company (Carmeli et al., 2011). Businesses should focus more on building trust among employees, particularly with colleagues who can foster a positive workplace culture, which is essential for team development.

## 8. Limitation and future studies

This study has theoretical and practical limitations. Since the current study concentrated on examining training effect on turnover intention in addition to integrating organizational trust, P-J fit and self-efficacy (as resources) with training to decrease turnover intention, further studies may examine other resources rather than self-efficacy like resilience and optimism to provide an integrated view. Moreover, other variables rather than P-J fit can be examined as a moderator for example the other variables of person-environment fit can be employed. Regarding the context of application, given that the current study applied to the hospitality and tourism sector, other studies may focus on other sectors rather than service. This may yield different results depending on the differences between various businesses.

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## المخلص باللغة العربية

تأثير توقعات العاملين حيال التدريب في نية ترك العمل في صناعات السياحة و الضيافة:

نموذج وسيط معدل.

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نتيجة لارتفاع معدل دوران العمالة في قطاعي السياحة و الضيافة، بالإضافة إلى التبعات السلبية المرتبطة به. تهدف الدراسة الحالية إلى تقليل دوران العمالة عبر استخدام التدريب من خلال نموذج يضم متغيرات وسيطة ومعدلة. تهدف الدراسة لتحقيق أهداف ثلاثة تتمثل في، أولاً: قياس التأثير المباشر لتوقعات العاملين حيال التدريب في النية لترك العمل، ثانياً: قياس التأثير غير المباشر للتوقعات حيال التدريب في النية لترك العمل من خلال الكفاءة الذاتية، ثالثاً: قياس التأثيرات المعدلة لكل من الثقة التنظيمية والملائمة بين الأفراد و الوظيفة بين التوقعات حيال التدريب ونية ترك العمل. تم جمع البيانات من خلال استمارة استبيان تم تصميمها وتوزيعها على عينة من العاملين بالفنادق وشركات السياحة بمدينة القاهرة. تم استخدام Smart PLS لتحليل البيانات التي تم جمعها. وقد تم الكشف عن أن التوقعات حيال التدريب يمكن أن تزيد من الكفاءة الذاتية للموظفين مما يؤدي بدوره إلى تقليل نيتهم لترك العمل لدى الموظفين. ويمكن للثقة التنظيمية والملائمة بين الأفراد والوظيفة تعزيز تأثير التدريب في خفض نية ترك العمل. وبالتالي، توصي الدراسة بتعزيز التوافق بين الأفراد و الوظائف من خلال الاختيار الدقيق للعاملين مسبقاً لزيادة توقعات العاملين حيال التدريب وتقليل نية ترك العمل نتيجة لذلك. بالإضافة إلى ذلك، يؤدي تعزيز الثقة التنظيمية إلى زيادة احتمالية فعالية التدريب وبالتالي انخفاض نية ترك العمل.

**الكلمات الدالة:** تصورات التدريب، نية ترك العمل، الكفاءة الذاتية، الثقة التنظيمية، ملاءمة الشخص للوظيفة.