

# “Mediating impact of innovative behavior on the relationship between training and turnover intention: A case study of the hospitality industry in Jordan”

<b>AUTHORS</b>	Omar Maqableh  Che Supian Mohammad Nor   Abdullah Helalat 
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Omar Maqableh, Ph.D. Student, School  
of Distance Education, University Sains  
Malaysia, Malaysia.

Che Supian Mohammad Nor, Ph.D.,  
School of Distance Education,  
University Sains Malaysia, Malaysia.

Abdullah Helalat, Ph.D., Assistant  
Professor, Department of Business  
Administration, Faculty of Business,  
Al-Ahliyya Amman University, Jordan.  
(Corresponding author)



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Omar Maqableh (Malaysia), Che Supian Mohammad Nor (Malaysia),  
Abdullah Helalat (Jordan)

# MEDIATING IMPACT OF INNOVATIVE BEHAVIOR ON THE RELATIONSHIP BETWEEN TRAINING AND TURNOVER INTENTION: A CASE STUDY OF THE HOSPITALITY INDUSTRY IN JORDAN

## Abstract

This study aims to examine the employee intention to leave their organizations and discover how employee training could affect employee turnover intention. Furthermore, this paper intends to determine the relationship between the variables to present the idea of the impact of training on the ability of organizations to retain their employees. The research hypotheses were tested using the data obtained through a questionnaire. The sample included 160 employees working in 20 Jordanian five-star hotels in Amman, Jordan. The collected data were analyzed using the Smart-PLS software, where all necessary statistical techniques were applied. The results showed that training significantly affects the employees' intention to leave their jobs. Moreover, the findings indicated that innovative behavior positively mediates the relationship between training and turnover intention. This requires human resource managers in this category of hotels to enhance investment in training and continue to hold training programs that meet the real needs of employees in addition to providing an environment that stimulates and enhances the innovative behavior of employees in the hospitality sector.

## Keywords

training, attraction, human resource management, work innovation, employee retention, job satisfaction, hotels, Jordan

## JEL Classification

O31, M53, J63

## INTRODUCTION

Despite the progress of technology and computer science, human resources remain the most influential element in ensuring the development and continuity of work (Kotler & Armstrong, 2016). Therefore, training and developing these resources is critical to enable them to carry out their work efficiently and effectively (Dessler, 2020). In addition, providing an environment that stimulates employee innovation contributes significantly to increasing employee effectiveness and contributing to the development of their work performance (Korzilius et al., 2017; Shin et al., 2017; Riaz et al., 2018). Finally, job satisfaction plays a critical role in increasing the engagement of employees and contributes to controlling the challenges facing these resources, including turnover intention (Sinniah & Kamil, 2017).

Among the challenges facing human resources, particularly in Jordan's hotel sector, is the high turnover intention (Jarwan & Ibrahim, 2020). Because this challenge has a significant negative impact on the performance of organizations, many field studies have been conducted

to search for the root causes of this challenge (Al-Zgool, 2015). In addition, many studies are trying to find the best practices to control this rise in turnover intention (Rawashdeh & Tamimi, 2020; Al-Zgool, 2015; Alhelalat et al., 2017; Shi & Luo, 2017; Jahya et al., 2020). Since these studies confirmed that the challenge of the high turnover intention in the Jordanian hotel sector still exists, the current study is of great importance. It provides a different understanding of the impact of training as a human resource management practice in reducing turnover intention. This study also examines the impact of innovative behavior on influencing the relationship between training and the intention to leave work. This study is expected to provide best practices in human resources that are required to retain employees, continue to develop them, and motivate them to practice innovative behavior.

## 1. LITERATURE REVIEW

Human resources are the main valuable assets of any organization and are the critical factor in the success of these organizations; therefore, investing in developing these resources and increasing the ability to retain them is a top priority for these organizations (Kotler & Armstrong, 2016). Among the aspects of this investment is to train these resources and provide them with the knowledge, skills, and competencies they need to carry out their work professionally (Dessler, 2020; Helalat et al., 2019). Stewart and Brown (2019) defined training as an organization's planned effort to help employees learn job-related knowledge and skills. In contrast, Noe et al. (2020) considered that training is no longer just for new employees. However, it is an ongoing process at all organizational levels to ensure that employees can be provided with the information, knowledge, and skills they must have to do their jobs properly. Therefore, the traditional approach of HRM in attracting talent and competencies is no longer the basis for recruitment, but rather it has become possible to build these competencies within the organization through the proper selection of training programs and workshops provided to employees (Bratton et al., 2021).

The training strategy must align with the organization's strategy and standard, especially regarding employee retention, as they are the key element in obtaining a competitive advantage (Stewart & Brown, 2019). Jackson and Schuler (1995) emphasized that training increases employee motivation and commitment to carry out the tasks that serve their organization. The benefits of training are not limited to the employees but also to the organization itself, through raising quality, production, loyalty, and the resulting customer satisfaction (Dessler et al., 2015). Among the benefits

of training that positively accrue to the employee is an increase in job satisfaction and, thus, a reduction in turnover intention (TOI) (Jahya et al., 2020; Makarim & Muafi, 2021). The impact of training extends to many functional aspects, as studies have proven the positive impact of training on innovative behavior (IB) (Adam et al., 2020; Azevedo & Shane, 2019).

Studies have shown that among the challenges facing human resource departments is the ability to retain employees (Alhelalat et al., 2017; Ali & Mohamad, 2018; Aburumman et al., 2020; Al-Zgool, 2015). Park and Min (2020) stressed that many business sectors, especially the service sector, suffer from high turnover intention. Santhanam et al. (2021) confirmed that HRM practices are influential in reducing turnover intention. Rahman and Raju (2020) also confirmed that training effectively reduces turnover intention.

In literature, intentional turnover and actual turnover have been distinguished. To give one example, Fishbein and Ajzen (1975) distinguished between the two. However, the majority of experts agree that turnover intention has a considerable impact on turnover behavior. According to Kim et al. (2010), actual turnover depends on how employees feel about the availability of job opportunities; as a result, turnover intention is positively correlated with actual turnover. However, academics tend to focus more on turnover intention than actual turnover because the latter's metrics are challenging to verify due to the need for more data. In addition, it is challenging to locate and contact former employees, which results in a poor response rate in this instance (Firth et al., 2004). Shim (2010) also discovered that turnover intention predicts actual turnover significantly.

Accordingly, TOI can be defined as the employees' intention to leave their position in the organization or the organization itself is planning to terminate them. Leaving the job may be for a voluntary or involuntary reason, and the difference between them lies in who decides to leave work, whether the employee or the employer (Armstrong & Taylor, 2020). Due to numerous studies that have demonstrated an increase in turnover and the significant detrimental effects that arise from it, the hotel industry in Jordan has high TOI (Aburumman et al., 2020; Al-Zgool, 2015; Alhelalat et al., 2021; Ali & Mohamad, 2018). Despite the many reasons that lead to the rise in turnover intention, HRM practices remain the main influence of this rise (Wei, 2015).

Many studies have confirmed that HRM practices contribute significantly to achieving job satisfaction, thus making employees closer and more engaged with their jobs (Sinniah & Kamil, 2017; Makarim & Muafi, 2021; Jahya et al., 2020). In addition, investing in employee training and development is an effective practice that contributes to job satisfaction (Adam et al., 2020; Bos-Nehles & Veenendaal, 2019). Noe et al. (2020) confirmed that training provides employees with the knowledge, skills, and competencies they need to carry out their work and thus makes them more accepting of these jobs.

The issue of employee turnover intentions and declining commitment of employees to their organizations is an important issue that affects organizations' strategies (Herachwati et al., 2018). This is due to the adverse effects on organizations caused by the increased TOI. Studies have confirmed that the high TOI creates many challenges for the hotel sector, including the financial and administrative burdens related to the cost of re-employment and rehabilitation (Ali & Mohamad, 2018; Aburumman et al., 2020; Al-Zgool, 2015). In addition, new employees also create additional challenges, particularly those related to customer satisfaction, because employees in this sector are in direct contact with customers (Jarwan & Ibrahim, 2020).

Through the numerous techniques at their disposal, HRM plays a significant role in managing the workplace and fostering improved job satisfaction, which enables firms to retain their employees (Rahman & Raju, 2020). Among other

practices that human resource departments can use is providing an environment that stimulates innovative employee behavior. Since innovation is linked to knowledge advances that result in better performance (West & Altkink, 1996). An organization needs to develop this behavior as it is the key to growing market share and business profits (Baer & Frese, 2003; Dodgson et al., 2005; George & Zhou, 2001; Kleysen & Street, 2001). Innovation is also critical in achieving competitive advantage for companies (Unsworth & Parker, 2003; Al-Dalahmeh & Héder-Rima, 2020). De Brentani (2001) confirmed that innovation is the key to developing a new good, service, or result.

IB can be defined as an employee's capacity to develop new ideas for the advancement of work to arrive at new and inventive methods of accomplishing work while also offering a quick reaction to customer needs and flexibility for change (Scott & Bruce, 1994). Many factors affect IB, including the leadership styles used in the organization, such as transformational leadership, leader-member exchange, and transactional leadership. It is also influenced by factors specific to HRM practices, such as training, recognition, and rewards, as well as employee-specific factors, such as proactive personality, emotional intelligence, and teamwork (Alhelalat et al., 2017; Demircioglu & Berman, 2019).

Kleysen and Street (2001, p. 285) defined innovation behavior as "all individual actions focused on the invention, introduction, and implementation of advantageous novelty at any organizational level." Innovative behavior includes initiating new ideas or changes in administrative procedures that aim to improve work or introducing new ideas that increase work effectiveness (Kleysen & Street, 2001, p. 285). Innovative behavior is wider than developing new product ideas or technologies (Kleysen & Street, 2001; Yuan & Woodman, 2010). It entails various techniques and manners, including opportunity identification, concept formulation, analysis of influential individuals, advocacy, and application (De Jong & Kemp, 2003; Kleysen & Street, 2001; West & Farr, 1989).

HR practices play a significant role in enhancing IB, and among the most important of these practices is training and development, where previous studies have confirmed the significant direct rela-

relationship between training and IB (Aburumman et al., 2020; Adam et al., 2020; Shuhaizi & Abdullah, 2021). Training plays this vital role because it contributes to the employees' development by providing them with the necessary skills and knowledge to develop their work. Moreover, it contributes to developing the employees' mentality and way of thinking by providing them with methodologies that make them work in a thoughtful and orderly manner (Shuhaizi & Abdullah, 2021).

HR practices, including training, are essential in creating a work environment that stimulates IB, increasing job satisfaction and reducing TOI (Al-Hamdan et al., 2017). Demircioglu and Berman (2019) argued that employees' IB increases their interaction with the work and makes them feel like a part of the work system, which in turn leads to job satisfaction and acceptance of the work and a decrease in the TOI. Training simulates mental processes and provides the mind with skills and knowledge, which contributes significantly to stimulating innovative behavior (Haneda & Ito, 2018). Several studies have confirmed that the employee's innovative behavior increases performance and job satisfaction, which reduces turnover intention (Al-Hamdan et al., 2017).

Human resources continue to be the most effective component in assuring the growth and continuity of work (Kotler & Armstrong, 2016). Consequently, it is crucial to train and develop these resources to give them the tools and techniques they need to do their jobs effectively and efficiently (Dessler, 2020). Additionally, creating an environment that encourages innovation substantially contributes to improving employee performance and furthering the advancement of the workplace (Shin et al., 2017; Riaz et al., 2018; Korzilius et al., 2017). Job satisfaction actively boosts employees' commit-

ment and helps manage the issues these resources face, such as the intention to leave their jobs (Sinniah & Kamil, 2017). Studies confirmed that innovation behavior is negatively related to turnover intention, which makes innovation one of the ways HR departments can use to control the rise in TOI (Ettlie, 1985; Price, 1977, 2001).

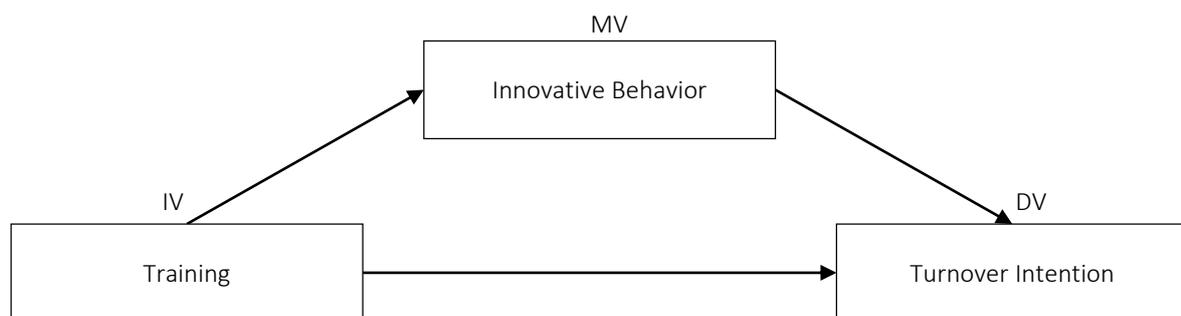
## 2. AIM AND HYPOTHESES

Despite the proposed solutions and the efforts made by human resources departments in Jordanian hotels to control the challenge of high turnover intention, this challenge still exists and needs further study (Ali & Mohamad, 2018; Aburumman et al., 2020; Al-Zgool, 2015). Accordingly, this study aims to investigate the role of innovation behavior on the relationship between employees' training and turnover intentions, and how employee training affects turnover intention in the Jordanian hotel industry. To illustrate the impact of training and innovation behavior on the capacity of hotel businesses to retain their employees, this study investigates and ascertains the relationship between the current study variables.

The theoretical framework was designed based on the literature review and the theories related to this study, as shown in Figure 1. This model is consistent with the theories adopted in this field, including the theory of reasoned action (TRA) (Fishbein & Ajzen, 1975), which was adopted to support this analysis.

Based on the literature review, the following are the research hypotheses:

*H1: Training significantly affects turnover intention.*



**Figure 1.** Research framework

H2: *Training significantly affects employees' innovation behavior.*

H3: *Employees' innovation behavior significantly affects turnover intention.*

H4: *Employees' innovation behavior mediates the relationship between training and employees' turnover intention.*

### 3. METHODOLOGY

This study is based on a quantitative research technique that works well when stratified samples are drawn from a particular group of workers, such as rank-and-file employees. Utilizing Google Forms, the study created a questionnaire to be used in an online form for data collection. In coordination with the line managers of the selected hotels, the questionnaire was directed to the employees targeted in this study, where data were collected from 160 staff members distributed over 20 five-star hotels in Amman. These samples included most target segments, such as room service, food, reception staff, and other employees who have direct contact with customers.

#### 3.1. Measures

The following measures were adopted using a five-point Likert scale, comprising 1 "Strongly disagree," 2 "Disagree," 3 "Neutral," 4 "Agree," and 5 "Strongly agree," noting that these scales may need adaptation and translation into Arabic. Training was measured using the scale developed by Lee et al. (2010). The scale uses four items (e.g., formal training programs are offered to employees at the firm). IB was measured using the scale developed by Kleysen and Street (2001). This measure uses five items (e.g., looking for opportunities to improve an existing process). Finally, TOI was measured using the scale developed Jackofsky and Slocum Jr (1987). This measure uses four items (e.g., I often think about quitting my present job).

#### 3.2. Sample

The target population is the employees of 21 five-star hotels in Amman, where the analysis targeted the employees working on the front lines who work in direct contact with customers. Table 1 provides demographic details for the research participants.

**Table 1.** Participants' demographics

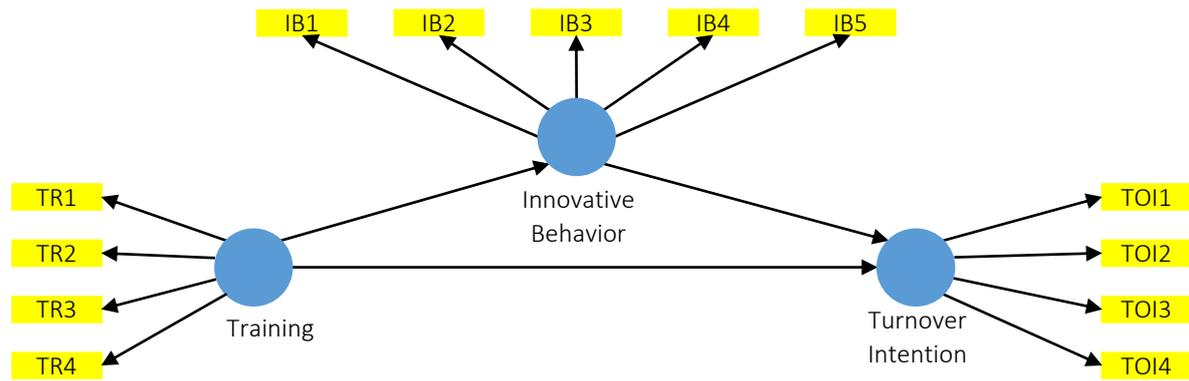
Demographics Variables	Frequency	Valid Percent
<b>Gender</b>		
Male	141	88%
Female	19	12%
<b>Age</b>		
18-24	28	17%
25-34	67	42%
35-44	39	25%
Above 45	26	16%
<b>Work Department</b>		
Reception	42	26%
Housekeeping	34	21%
Food Services	51	32%
Support	33	21%
<b>Education Level</b>		
High school or less level	87	54%
Bachelor's degree	64	40%
Master's degree	6	4%
Doctoral degree	3	2%
Total	160	100%

### 4. RESULTS

Smart-PLS 3 was utilized to assess the items' univariate skewness and kurtosis (DeSouzabido & Da Silva, 2019). No extreme skewness or kurtosis items or missing values were found in the data that had been collected. In addition, according to preliminary regression analysis, no significant outlier cases with overall excessive influence were found in the data gathered from 160 cases. The original model employed in this study is depicted in Figure 2.

#### 4.1. Model evaluation

The approach suggested by Hair et al. (2014) was used to evaluate each of the reflective measurement models. This approach starts with assessing factor loadings and estimating Cronbach's Alpha and composite reliability, as these estimations are critical in measuring the internal consistency reliability, as well as establishing convergent and discriminant rationalities. Sarstedt et al. (2017) confirmed that assessing Average Variance Extracted (AVE) values are emphasized to assess the convergent validity of the measurement models. Table 2 indicates that the required quality criteria of the reflective measurement models are met.



**Figure 2.** Initial model

**Table 2.** Factor loadings, Cronbach’s alpha, composite reliability, and convergent validity

Scale	Item	Loading	Cronbach’s Alpha	Composite Reliability	AVE
Training	TR1	0.898	0.859	0.905	0.705
	TR2	0.895			
	TR3	0.843			
	TR4	0.709			
Innovative Behavior	IB1	0.753	0.845	0.865	0.563
	IB2	0.750			
	IB3	0.770			
	IB4	0.764			
	IB5	0.713			
TOI	TOI1	0.912	0.947	0.962	0.862
	TOI2	0.939			
	TOI3	0.927			
	TOI4	0.936			

The discriminant validity is assessed using two Hetero-Trait-Mono-Trait (HTMT) ratios (Henseler, 2017), as shown in Table 3.

**Table 3.** Discriminant validity based on HTMT0

Scale	Innovative Behavior	TOI	Training
<b>Innovative Behavior</b>			
TOI	0.275		
Training	0.504	0.414	

Hair et al. (2014) suggested a guideline that can be used in assessing the structural model, which is the one that is used in this study. This approach consists of a few processes like assessing the collinearity among exogenous constructs, path coefficients, relevance, the model’s pre-

dictive accuracy, as well as f-squared ( $f^2$ ) effect sizes.

The Variance Inflation Factor (VIF) can be used to determine whether exogenous latent variables are correlated; a good VIF value is less than 5 (Hair et al., 2014). This study’s findings, which demonstrate that VIF is less than 5, allay any worries regarding a potential issue with collinearity between the exogenous constructs. One complete cycle of bootstrapping routine with 5000 bootstrapped samples is calculated to evaluate the significance and relevance of the path coefficients in the inner model.

**Table 4.** Collinearity assessment

Scale	Innovative Behavior	TOI	Training
<b>Innovative Behavior</b>			
TOI		1.457	
Training	1.000	1.457	

According to Table 4, it can be said that training has a direct significant and positive relationship with IB ( $\beta = 0.560, P < 0.05$ ), which means that as training increases, IB increases; accordingly, therefore, H1 is supported. Based on the same results in Table 5, training has a negative impact on TOI ( $\beta = -0.259, P < 0.05$ ), supporting H2. Finally, data show that IB has a negative impact on TOI ( $\beta = -0.211, P < 0.05$ ), which means that H3 is supported.

Table 5 shows a negative indirect relationship between training and TOI, which means that as training increases, IB increases, and then the increased IB helps decrease TOI. This result supports H3.

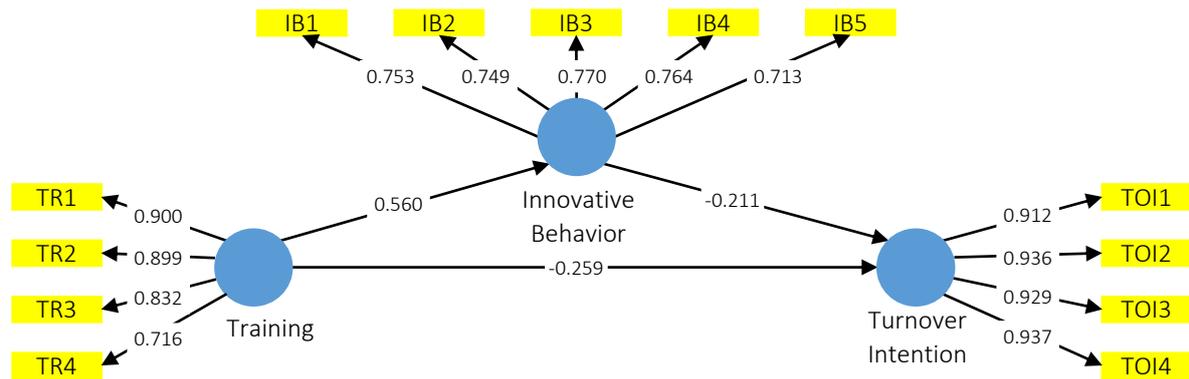


Figure 3. Final model

Table 5. Final path coefficients assessment using a complete bootstrapping routine

Scale	Original Sample (O)	Sample Mean (M)	Bias	St. Dev.	T-Statistics	P-Values	2.5%	97.5%
TR → IB	0.560	0.577	-0.003	0.047	12.024	0.011	-0.373	-0.052
TR → TOI	-0.259	-0.259	0.017	0.084	3.091	0.000	0.475	0.663
IB → TOI	-0.211	-0.214	0.00	0.083	2.539	0.002	-0.413	-0.096

Table 6. Significance testing of indirect effects

Scale	Original Sample (O)	Sample Mean (M)	St. Dev.	T-Statistics	P-Values	2.5%	97.5%
TR → TOI	-0.118	-0.112	0.046	2.561	0.011	-0.197	-0.014

#### 4.2. Predicative model measurements

According to Geisser (1974), R2 and Q2 values can be used to assess the prediction accuracy of a model. Figure 3 shows that training accounted for 31.4% of the IB, whereas training and IB may predict 17.3% of TOI. When computing Q2 values using the blindfolding procedure, the predictive usefulness of the model can be assessed. The findings indicate that the IB and TOI Q2 values were 0.116 and 0.139, respectively. In light of this, this model has a high prediction accuracy and relevance (Hair et al., 2014; Sarstedt et al., 2017).

#### 4.3. Effect sizes

Effect size ( $f^2$ ) in the context of PLS-SEM refers to the measurement that evaluates the impact of the omitted construct on the predictive accuracy of the model and is automatically generated. The effect sizes of 0.02, 0.15, and 0.35 are validated by Chow (1988) as small, medium, and big, respectively. In addition, results indicate that training had a large effect size ( $f^2 = 0.457$ ), while TOI had

a modest to moderate effect size ( $f^2 = 0.056$ ), and IB had a small effect size ( $f^2 = 0.037$ ).

#### 4.4. Hypotheses testing

As shown in Table 5 and Table 6 and the mediating approach proposed by Hair et al. (2017), the mediating hypothesis is accepted. This means that IB mediates the relationship between training and TOI. According to Hair et al. (2014) and Nitzl et al. (2016), the mediating type resulting from the training effect on TOI is partially mediated by IB.

### 5. DISCUSSION

This study investigates the mediating effect of IB on the relationship between training and TOI in five-star hotels in Amman. There is no doubt that training plays an essential role in enhancing and developing many aspects of the employee's job, including reducing TOI (Makarim & Muafi, 2021; Jahya et al., 2020). The root cause is that training provides the necessary knowledge and skills for the employees that make them more interactive

and motivated with their work, which contributes to making more commitment to the job (Jarwan & Ibrahim, 2020). The study found no extreme skewness, kurtosis items, or missing values in the data collected. This implies that the study's whole is required. There were 160 cases of data collected, and preliminary regression analysis revealed no significant outlier cases or overall excessive influence.

Gharama et al. (2020) emphasized that sharing knowledge and skills through training has an important impact on encouraging IB. When the employee feels that he is part of his work, he interacts with his work positively, especially the work he participated in developing through his innovative ideas (Ansari et al., 2018). Therefore, IB plays a critically important role in the engagement of employees for their work, and it contributes significantly to reducing TOI (Demircioglu & Berman, 2019; Kesen, 2016; Kuo, 2019). Each of the reflected measurement models was assessed using the methodology proposed by

Hair et al. (2014). As these estimations are crucial in gauging internal consistency dependability, this approach begins by evaluating factor loadings, estimating Cronbach's Alpha, and establishing convergent and discriminant rationalities. According to Sarstedt et al. (2017), evaluating Average Variance Extracted (AVE) values is crucial for determining the measurement models' convergent validity. The findings in Table 2 show that the necessary quality requirements of the reflective measuring models are satisfied, reflecting the study's aims.

The results confirmed that IB mediates the relationship between training and TOI. These findings are consistent with all scientific theories and with the overall findings of similar studies. As training in multiple functions, HRs departments in the hotel sector should increase interest in training and motivate employees to practice innovative behavior, as this significantly impacts this sector's ability to retain its employees.

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## CONCLUSION AND RECOMMENDATIONS

The purpose of this study was to investigate the relationship between training and TOI and the role of IB as a mediator. This study demonstrated a significant and direct association between these variables, making it crucial for the Jordanian hotel industry and its HR management. The results indicated a strong negative correlation between training and TOI and a substantial positive correlation between training and IB. Due to its enormous impact on the ability of firms to retain their personnel, training is a crucial HR strategy that HR managers should pay attention to.

The framework proposed in this study, which makes IB a mediator of the relationship between training and TOI, also contributes to increasing the organizations' ability to retain their employees. Results showed that IB contributes to reducing TOI in addition to the many other advantages resulting from IB. Training has a significant positive impact on increasing the employee's innovative behavior. This maximizes the value of training within firms because it has a substantial positive impact on raising employees' innovative behavior. Due to the significant returns on investment, this study suggests that HR managers in the Jordanian hotel industry expand their investment in training.

This study can help all the people who are working in this field and be a guide for future studies. In addition, this study suggests that governments can use these findings to develop this field. However, this analysis covered only some aspects of TOI. Due to the high TOI, the paper advises continuing research on this issue because of its great importance in developing and increasing the effectiveness of HR practices.

## LIMITATIONS

This study was limited to five-star hotels in the Jordanian capital, Amman, and did not include all hotels in this category. In addition, due to the scarcity of studies specializing in IB, the study faced some challenges in obtaining related literature and resources.

## AUTHOR CONTRIBUTIONS

Conceptualization: Omar Maqableh, Abdullah Helalat.

Data curation: Omar Maqableh, Che Supian Mohammad Nor, Abdullah Helalat.

Funding acquisition: Omar Maqableh, Che Supian Mohammad Nor, Abdullah Helalat.

Investigation: Che Supian Mohammad Nor, Abdullah Helalat.

Project administration: Omar Maqableh, Che Supian Mohammad Nor, Abdullah Helalat.

Resources: Omar Maqableh, Che Supian Mohammad Nor, Abdullah Helalat.

Visualization: Omar Maqableh, Che Supian Mohammad Nor, Abdullah Helalat.

Writing – original draft: Omar Maqableh.

Writing – review & editing: Abdullah Helalat.

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