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Research article

Training effectiveness, service innovation, work environment support, and employee performance in hospitality industry at Mandalika resorts

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ABSTRACT

This research assesses the impact of effective training on employee performance in Mandalika, Indonesia's hospitality sector while including service innovation as a mediating variable and supportive work environment as a moderating variable. Drawing on Human Capital Theory, this research employs the SEM-PLS approach on data collected from 150 employees in the hotel sector. The primary findings are that effective training boosts employee performance and positively impacts service innovation. In addition, service innovation positively affects employee performance and mediates the training-performance relationship. The supportive work environment's moderating impact on this relationship is insignificant. The model's predictive power is strong, explaining 75% of the variance in performance using the variables in the model. These findings demonstrate the impact on service quality and productivity that innovation-focused training is capable of attaining. This study contributes to the complete integration of human resource development and innovation streams within the tourism research, human performance, and productivity ecosystems by demonstrating that innovation is the critical element linking training to employee performance.

KEYWORDS

Employee performance; service innovation; training effectiveness; work environment support

Introduction

The hotel industry in Indonesia, particularly in areas such as the Mandalika, has recently expanded rapidly within the country's economy and job creation. Marketing and construction spending does not meet the level of 'human resource management' strategies and will not improve the quality of services and customer satisfaction. In Indonesia's key tourist areas, only 57.3% of hospitality employees have had any professional training and an even smaller percentage (42%) have shown an increase in job performance as a result (Ministry of Tourism and Creative Economy, 2024). These statistics indicate that employees do not have the level of training and imagination that could assist them in performing their job duties. The need of the hour in resort-based tourism to remain in a market competitive position is not merely teaching employees, but to ensure that the employees' efforts demonstrate increased productivity outcomes (Akther & Rahman, 2022). Mandalika has had issues with the quality of labor, despite the rise of the Super Priority Tourism Program. According to Central Lombok Tourism Board data, Mandalika was the resort-based attraction with the highest turnover rate in the country, 18%, in the year 2023. Low turnover and inconsistent service are tied to a lack of effective training and systemic discouragement of creativity in the workplace (Arwab et al., 2023). Hospitality employees are expected to be innovative in their discipline, and to service a broad spectrum of clientele (Schutte, 2022). Given such facts, it is clearly needed to assess the current training frameworks to reinvent and enhance integrated customer service activities (Begum et al., 2025). The theory of accrued skills capital is an important building block for this study. According to this theory, organizations are able to improve performance along with profitability by channeling resources toward employee education and employee training (Dagnew Gebrehiwot & Elantheraiyan, 2023). Employees are able to learn a number of new skills, retain these skills, and integrate and utilize these skills into everyday work, training is said to be effective (Chang et al., 2024). In the training industry, the ability to convert training inputs into new and

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creative forms of service behavior is especially important, Because the unprecedented level of service profitability is determined by the service quality an organization offers. Focusing on innovative service offerings helps an organization respond to the diverse and changing needs of clients, and helps the organization to maintain a competitive edge. The concept helps to explain the role of service innovation as a mediator in the relationship between training investment and employee growth and productivity, advancement, and performance (Dayan et al., 2025).

Despite the many studies focusing on the impact of training on employees, the context specific to the tourism and hospitality industry remains largely unexamined. Training, indeed, positively influences hotel employees' service performance (Faisal-E-Alam et al., 2025), albeit the strength of this association is greatly conditioned by the workplace support and innovation culture. This finding suggests that training, without environmentally supportive factors, is inadequate for improved performance (Han et al., 2026). Nonetheless, the lack of studies exploring service innovation as a mediator between the efficacy of training and employees' performance is tangible, particularly in developing tourist hotspots such as Mandalika. This gap underscores the necessity to develop a comprehensive model that includes mediating and moderating factors. This study innovatively integrates two variables—service innovation invoked as a mediator and work environment support as a moderator—into the training and performance relationship (He et al., 2024). While prior work has researched these concepts in isolation, the hotel sector has not sufficiently explored the interplay between these constructs. This study offers a moderated-mediation framework that encompasses the more complex relationship between training, innovation, and support surrounding the environment (Sifolo, 2023). This, in addition, shifts the focus beyond merely linear relationships (Husain et al., 2024). The dynamic tourist environment in Mandalika offers a uniquely appropriate empirical context for the testing of this new theory. This approach provides valuable insights into how training programmes can produce sustained increases in productivity in rapidly developing tourist hotspots (Liu et al., 2024). The research has five specific goals. First, I analyze how training impacts employee performance. Second, I sought to determine how training efficacy influences new service development. Third, I determine the extent to which service innovation influences employee productivity. Fourth, I examine how service innovation mediates the relationship between effective training and employee output. Fifth, I analyze how organizational support impacts the relationship between training efficacy and performance. With regards to hotel industry, there are multiple dimensions to human resource development, and each goal captures a specific hypothesis.

Theoretically, this study adds to the literature by extending the application of human capital theory to the hospitality and tourist sector by adding innovative behavior as well as environmental support (Becker, 1975). An explanation of how internal training programs and positive organizational settings combine to produce optimal outcomes for employees, was incorporated to strengthen the model. Furthermore, it adds to real knowledge the competitive advantage gained by resort locations' investments in human resources. An interdisciplinary appreciation of the employee performance dynamics is anticipated as a result, which is expected to connect the theoretical discourse between the service innovation and human resource management literature (Luu, 2021). This study focused on the Republic of Indonesia; however, a similar study can be conducted in other Southeast Asian countries such as Malaysia, Thailand, and the Philippines, as the area of study is hospitality and tourism. A similar study can also be conducted in other sectors in the country. The country has a lot of potential to be a developing country. The focus can also be on the culturally and historically rich Java Island which would also attract a lot of hospitality and tourism. There are many places to visit in the region and it would be an amazing experience to conduct a study in the area and would be of huge benefits and opportunities for the country. The region has a lot of potential to be a developing country and should focus on maximizing the opportunities that hospitality and tourism offer. The country should also focus on other places on the island besides Bali which is the island that attracts a lot of tourists. The country can develop the region and attract more tourists to visit the other portion of the island to improve the developing potential of the country. There is a lot of potential that should be focused on. The study of hospitality and tourism in the country can help develop the region. The country can develop more on the potential of developing to be a developed country. There are many places to visit on the island and it would be an amazing experience. The region has a lot of potential to become a developed country. The country can develop the region and develop more on the potential. There are many developing improving areas to help focus on. These are amazing opportunities to help develop the region and the country overall. For tourism to continue to grow in Mandalika, there needs to be innovative people who can provide exceptional customer service along with the ongoing investments in advertising and development. In the future, the competitive ability of the service-holding destination will be determined by how extensively the business will be able to use training as a business strategy. Through empirical studies of the proposed mediated and moderated mechanisms in this work, researchers seek to provide managers with theoretical and practical managerial weight. By integrating training effectiveness with service innovation and work environment

support, a more comprehensive understanding of the relationship between human capital development and its impact on contemporary organizational performance in Indonesia's coastal tourism will be realized.

Literature review

The theory of human capital

The study is based on Human Capital Theory (HCT), which states that an organization's success and productivity hinges on the knowledge, skills, and competencies of people within the organization. The concept was first proposed by Becker when he argued that the economic worth of a worker and the value of a firm increase when the worker gets a firm's education, training, and development (Becker, 1975). In the hospitality industry, given the nature of the services that are physically intense and the degree of client contact, organized staff training significantly enhances the workers' knowledge and skills. As a training and development strategy, improving the quality of services to enhance customer satisfaction is primarily a strategic training and development goal. Hence, the fundamental principle of HCT is that, in service-oriented firms, people are the most significant asset for a business (Becker, 1975).

The efficiency of training

The extent to which training programs achieve their objectives for the improvement of the participants' knowledge, skills, and behavioral competencies, which subsequently translates to improvement in the performance of work, is referred to as the effectiveness of training (Raub et al., 2021). (Ouyang & Ouyang, 2025) outlines the three essential components of effective training as learning, behavioral change, and application. Training enables employees in the hospitality sector to adapt to the consistent and ever-evolving service expectations of customers. The effectiveness of training, its alignment with the performance of the job, and the post-training support provided determine whether employees can successfully integrate newly acquired competencies into their work (Ghlichlee & Bayat, 2021). Hence, for HRD to validate its return on investment, understanding the effectiveness of training becomes essential. Well-organized training programs enhance employee knowledge, skills, and attitudes, which positively affects job performance (Baumüller et al., 2023). In the hospitality industry, the training employees receive can aid the industry's ability to provide consistent high-quality service and flexibility towards varying consumer needs. (Alzadjali & Ahmad, 2024) concludes that the training positively impacts the motivation and productivity of hotel employees. Likewise, structured training programs in Gulf tourism firms were shown to improve service quality and employee engagement, as reported by (Chahar et al., 2019). In line with these observations, (Saira et al., 2021) noted that the design of training programs impacts behavior transfer to performance in the workplace.

H1: Employee performance is positively affected by the effectiveness of training

Enhancement of services

Service innovation occurs whenever a company adopts a new method of service delivery, engages with staff in novel ways, or offers customers a different experience. Competitors in the hotel sector seek a competitive edge by developing original service ideas, rethinking the operational framework, or augmenting the relational quality of service delivery (Chang et al., 2024). Training, specialization, and experience are the most common factors contributing to employees' capacity to devise new ways to deliver a service. Hence, innovation is merely the expression of human capital generated within the organization along different channels. Creative problem-solving is one of the key ways hospitality employees use their training in service-oriented professions. Service innovation is aimed at improving customer experience, improving operational effectiveness, or both, through the introduction of novel processes, concepts, or approaches to delivery (Chang et al., 2024). Some examples of innovation in the tourism and hospitality sector include innovative customer experience, digital offerings, and adaptive service delivery. Innovation has been shown to mediate the relationship between training and performance outcomes. For instance, while training value, (Hasibuan, 2025) explains the shift in the creative paradigm of employees that result in enhanced service. (Shekarey & Arany, 2010) asserted that trained employees in service innovation tend to possess substantial creativity and service differentiation.

H2: Training effectiveness positively influences service innovation.
H3: Service innovation positively influences employee performance.
H4: Service innovation mediates the relationship between training effectiveness and employee performance.

Support in the workplace

Employees perform better when in environments conducive to their mental, social, and physical wellness, as they are more capable of putting their knowledge to practice. An environment conducive to learning and development consists of managerial support, adequate resources, opportunities for collaboration, and structured systems for recognition and reward (Decius et al., 2023). Within the context of the hotel industry, the supportive work environment becomes pivotal because of the emotional effort and complexity of service interactions. Employees are more likely to tap into learned skills when the work environment is supportive and fosters focus, participation, and confidence, particularly when the goal is to improve customer service. Environmental support, or the lack thereof, can result in the underutilization of skills and performance stagnation (Halvarsson Lundkvist & Gustavsson, 2018). This occurs when a combination of a company's culture, leadership practices, and resources all help the employees implement what they have learned (Jha, 2023). Supportive environments lead to increased motivation and higher teamwork, and they eliminate numerous obstacles to performance. In the context of service-based enterprises, (Nikou et al., 2022) documented the role of supportive environments as a mitigating factor on the training impact on employee outcomes. (Singh et al., 2024) observed that supportive environments in the hospitality industry positively influenced the training application and performance consistency. In addition, managerial support and psychological safety enhance the relationship between learning and innovation outcomes (Wu & Wei, 2024).

H5: Work environment support moderates the relationship between training effectiveness and employee performance, strengthening the positive effect when support is high.

Employee performance

In the hotel sector, the performance of employees is assessed by how well the individual fulfills client expectations regarding the task, quality of service, and overall satisfaction, and whether more than the expected value is delivered (Padamata & Vangapandu, 2024). (Sudha et al., 2025) argue that performance in service settings requires task achievements and contextual complements, like cooperation and client orientation. In hospitality management, where customer-facing activities significantly impact clients' perceptions, employee performance represents the essence. Managerial performance is measured by the employee's contribution towards efficiency, the quality of service, adaptability, and creativity that an organizational climate and training can stimulate (H. Sun et al., 2024). Previous research has focused on factors affecting employee performance. (Z. Sun et al., 2023) identified training effectiveness as a direct predictor of performance in international hotels. Moreover, (Teng, 2023) demonstrated that for front-line tourist workers, training and performance have a direct relationship with creative activities acting as a mediator. Additionally, (Wen & Yu, 2024) found that in the hotel sector, a positive workplace significantly strengthens the link between employee skills and performance. Overall, the findings confirm the study's integrated model, proposing that training effectiveness directly influences employee performance, with service innovation as a mediator and supportive work environment as a moderator. Employee performance indicates how productively human capital is used in resort-based hospitality firms. With expanding tourism in Mandalika, performance outcomes linked to training and innovation can be assessed given the varied expectations and needs of clients. This is important to the research as it illustrates how a combination of training, innovation, and a conducive environment can yield sustainable outcomes in customer service. This comprehensive perspective helps understand the correlation between human resource strategies and the performance improvements in the hospitality sector.

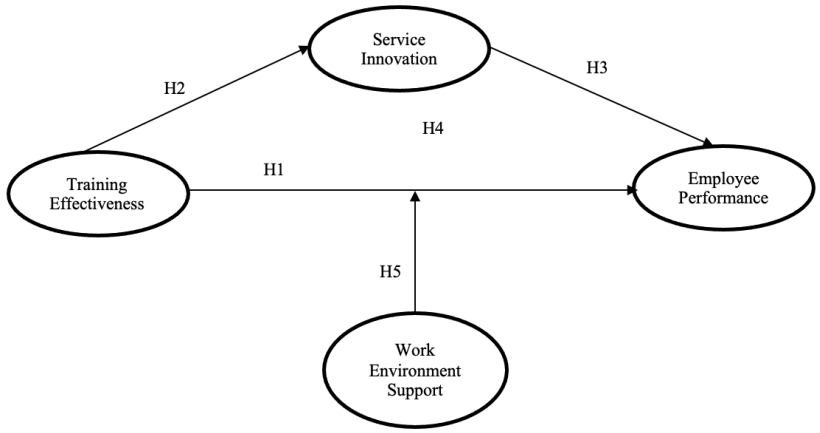

Figure 1. Research model

Research methodology

This research explored and analyzed the relationships between training effectiveness, service innovation, work environment support, and employee performance within the hospitality industry (J. Hair et al., 2014). First, the research design illustrates the causal relationships using statistical modeling between the independent, mediating, and moderating variables to prove the hypotheses grounded in Human Capital Theory. The research took place in Mandalika, Indonesia, one of the seaside resorts with fastest post-pandemic revitalization. The time frame to collect research data was set between January and June 2025 in order to coincide with the peak hospitality business operational season and to reflect and represent employee experiences within operational settings. The study population includes all hospitality staff that work in hotels, resorts, and related service providers in the Mandalika tourism area. Given the lack of specific population frames, sampling followed the guidelines of (J. F. Hair et al., 2022), where he proposed a range of 100 to 200 responses for Structural Equation Modeling when the population is unknown. I estimated a sample of 150 workers would be enough to ensure the data have statistical power and reliability. The focus of the study was the employee, as they are the primary agents of the training, the innovation, and the service delivery performance. Employees from various functions, specifically the front office, food and beverage service, and guest relations, were included to offer a range of perspectives on training and support that is available in the workplace. The operational definitions of the study variables were constructed from previously validated tools to ensure the study maintains construct validity and conceptual rigor. Training effectiveness was measured using four criteria from (Saira et al., 2021): (1) relevance of the training design, (2) trainer's competency, (3) learning transfer, and (4) change in behavior post-training. These criteria reflect the structural and the outcome perspectives of effective training from the hospitality sector. As outlined by (Yan et al., 2025), the service innovation was gauged by five indicators: (1) new service development, (2) process improvement, (3) integration of digital technologies, (4) customer experience enhancement, and (5) innovative solutions. These variables capture both the concrete and the abstract innovative activities that are necessary to maintain the competitive edge for the provision of services. For work environment support, I used the frameworks of (Zada et al., 2025), which identified three indicators: (1) provision of physical and material resources, (2) support from supervisors and colleagues, and (3) psychological safety. This structuring highlights the extent to which contextual factors bolster the ability of employees to exercise the new skills that training equips them with. For the evaluation of employee performance, I referred to (Z. Sun et al., 2023), focusing on four dimensions: (1) task performance, (2) adaptive performance, (3) service quality, and (4) interpersonal skills. These four areas capture both the productivity and the service-related aspects of performance in the hospitality industry. All respondents used a five-point Likert scale to rate the items from “strongly disagree” (1) to “strongly agree” (5). Purposeful sampling was employed in order to choose employees who had participated in formal training in the past year and were holding operational jobs in hospitality at the time of the study. This ensures that the respondents are experienced enough to use the skills and evaluate the level of organizational support. The survey was distributed in both hard copy and soft copy formats to fit the different schedules of hospitality workers. A pilot study was conducted prior to the full study for construct validity and internal consistency with 30 respondents. All Cronbach’s alpha scores were above 0.70 which indicates a high level of reliability. Analyses were conducted using Partial Least Square Structural Equation Modeling (SEM-PLS) with SmartPLS version 3.0, which allows simultaneous evaluation of direct, mediating, and moderating relationships (J. F. Hair et al., 2022).

Result

Analyzing the outer loadings

In the exam of the reflective measurement model, the outer loadings were analyzed first to confirm concept validity. Outer loadings measure the correlation between the observable indicators of a latent construct and how much each indicator actually captures the latent variable (J. F. Hair et al., 2022). According to the standards, a criterion reference of a loading value of 0.70 should be sought meaning there is enough convergent validity along with construct reliability Table 1 summarizes the outer loadings for the various dimensions (Training Effectiveness, Service Innovation, Work Environment Support, and Employee Performance) along with the moderating interaction term (Training Effectiveness × Work Environment Support).

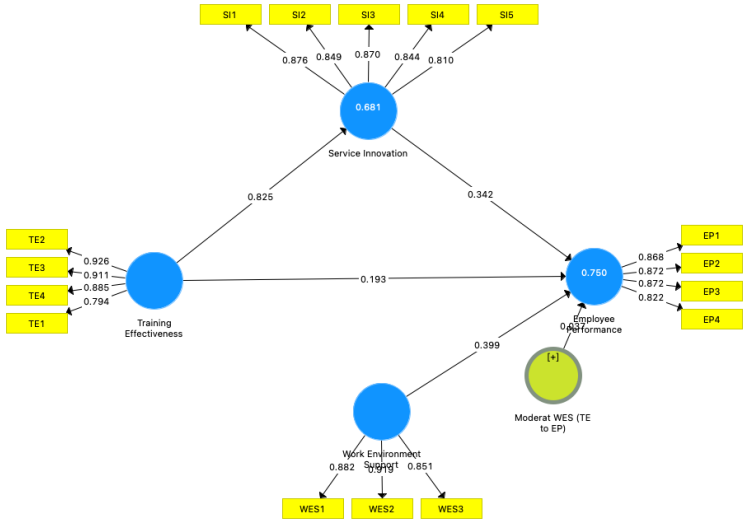

Figure 2. Outer loading

Table 1. Outer loadings

Indicator	Employee Performance	Moderat WES (TE to EP)	Service Innovation	Training Effectiveness	Work Environment Support
EP1	0,868				
EP2	0,872				
EP3	0,872				
EP4	0,822				
SI1			0,876		
SI2			0,849		
SI3			0,870		
SI4			0,844		
SI5			0,810		
TE2				0,926	
TE3				0,911	
TE4				0,885	
Training Effectiveness * Work Environment Support		1,151			
WES1					0,882
WES2					0,919
WES3					0,851
TE1				0,794	

Source: At Work, 2025

All indicator values in the investigation exceeded the 0.70 limit, which means every observable variable strongly captures its construct. The range of Training Effectiveness indicators from 0.794 to 0.926 shows a strong representation of the design relevance, trainers' skills, and learning transfer constructs. The indicators for Service Innovation also had strong loadings of 0.810 to 0.876 signifying employees' execution of innovative behaviors that includes the new service, process improvements, and technological integration as part of service innovation. For Work Environment Support, the loadings of 0.851 to 0.919 reflects a substantial consistency in the perception of the support from the surrounding work environment and the supervisors. Support in Employee Performance reflected the 0.822 to 0.872 range confirming that its measurement accurately captured task, service, and adaptive performance. The interaction term of Training Effectiveness and Work Environment Support in the analysis produced a figure of 1.151, indicating heightened moderating influence which qualifies for discriminant validity.

Discriminant validity (Fornell–Larcker criterion)

Discriminant validity was evaluated to ensure that each latent concept in the model is distinct from other constructs (J. F. Hair et al., 2022). The Fornell–Larcker criterion was used and consists of the square roots of the Average Variance Extracted (AVE) for each construct and the inter-construct correlations (Fornell & Larcker, 1981). A construct demonstrates discriminant validity when the square root of its Average Variance Extracted (AVE), presented diagonally, is greater than the correlations with other constructs in the corresponding column and row. This confirms that the indicators measuring a particular construct do so in isolation, conceptually without overlap with any other. The Fornell-Larcker model has determined that all constituent parts constructs maintained consistent standards for validity differentiation. Discriminant The diagonal values for Employee Performance (0.859), Service Innovation (0.850), Training Effectiveness (0.880), and Work Environment Support (0.884), all Their inter-construct correlations. This means that each variable has a stronger relationship with its own indicators relative to other constructs and therefore confirms empirical unique identifying characteristic. The Training Effectiveness and Service Innovation (0.825) correlation remains lower than the Training Effectiveness square root of the Average Variance Extracted (AVE) (0.880), thus affirming their conceptual separation despite a strong theoretical link. Employee

Performance recorded moderate associations with Service Innovation (0.817) and Work Environment Support (0.819), however these correlations were lower than those of their diagonal values, further corroborating validity differentiation within the constructs. The interaction term, Moderating WES (TE → EP), demonstrated a perfectly independent statistical product term with an AVE square root value of 1.000, suggesting that it signifies a moderating effect rather than an latent psychological construct. The very weak interaction of the moderating variable with other variables (at −0.142 through −0.221) shows the absence of multicollinearity in the other measurement model components.

Table 2. Discriminant validity

Variable	Employee Performance	Moderat WES (TE to EP)	Service Innovation	Training Effectiveness	Work Environment Support
Employee Performance	0,859				
Moderat WES (TE to EP)	-0,142	1,000			
Service Innovation	0,817	-0,173	0,850		
Training Effectiveness	0,780	-0,195	0,825	0,880	
Work Environment Support	0,819	-0,221	0,811	0,787	0,884

Construct reliability and validity

To assess internal consistency and convergent validity of each latent variable, thorough evaluations for each variable of interest were conducted within the measurement model. Given the principles outlined by (J. F. Hair et al., 2022), the four statistical variables examined were: Cronbach's Alpha, rho_A, Composite Reliability (CR), and Average Variance Extracted (AVE). While Cronbach's Alpha and rho_A assess internal consistency, Composite Reliability provides a more refined estimate of construct reliability in SEM-PLS. Convergent validity appreciates the Average Variance Extracted (AVE), where a construct is permitted to explain the variation of its indicators with a bar of 0.50 or higher.

Table 3. Construct reliability and validity

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0,881	0,882	0,918	0,738
Moderat WES (TE to EP)	1,000	1,000	1,000	1,000
Service Innovation	0,904	0,905	0,929	0,723
Training Effectiveness	0,902	0,909	0,932	0,775
Work Environment Support	0,860	0,863	0,915	0,782

As shown in Table 3, all constructs have successfully achieved reliability and validity. The range for Cronbach's Alpha, which indicates the internal consistency among indicators, was 0.860 to 0.904, comfortably above the 0.70 threshold. The Composite Reliability Values which ranged from 0.915 to 0.932 further confirmed the internal consistency and reliability of the measurement model. The rho_A values which ranged from 0.863 to 0.909 further confirmed the Composite Reliability values and helped prove the validity of each of the constructs. The Average Volatility Extracted (AVE) values ranged from 0.723 to 0.782 showing that more than 72% of the volatility in each construct was explained by the indicators which is a significant amount. The results as a whole demonstrate strong convergent validity and internal consistency, confirming the measurement model's reliability in advance of structural testing.

The Effect Size (f^2) analysis

The Effect Size (f^2) analysis described the relative influence of each external component on the structural model's endogenous construct. Relative to the other variables, work environment support ($f^2 = 0.188$) had the strongest effect on employee performance. According to (J. Hair et al., 2014) guidelines, this figure falls within a range of a medium effect, demonstrating the importance of supportive work environments on employee performance outcomes. This finding is consistent with the Human Capital Theory, focusing on the value of organizational resources, supportive environments, and productivity.

Table 4. Effect Size (f^2)

Variable	Employee Performance	Moderat WES (TE to EP)	Service Innovation
Service Innovation	0,117		
Training Effectiveness	0,041		2,130
Work Environment Support	0,188		

Service innovation has an effect size of $f^2 = 0.117$, which also falls into a medium range. This finding shows that the performance of employees does improve substantially with innovative services, although not to the degree that support from an environment does. This finding is related to the dynamic capability aspect of the Human Capital Theory, which views innovation as a powerful resource that increases an organization's flexibility and employee performance. Employees who engage in creative service tasks often display higher enthusiasm and efficiency in their work. An f^2 value of 0.041 regarding the training efficacy signifies a minor effect size. This also shows the effect on employee performance value is not substantial in the context of many other variable impacts. Even though this value is small, it is still statistically significant, supporting the value of effect training will have on employee performance relative to the importance of training to be

completed on a continuing basis, skill enhancement, and the impact on individual and organizational performance to be competitive. This is aligned with Becker (1964) in the context training is beneficial in the long run, even if the gaps in the benefits are due to various contextual factors, and organizational support and culture regarding innovation are core context factors. Regarding the f^2 value of 0.007 on the moderating effect of support from the work environment regarding the relationship between training efficacy and employee performance, is within the negligible impact range. From this perspective, it seems support available in the work context is reserved from employee performance. This is in line with Social Exchange Theory (Blau, 1964) where employees will perceive support from the environment as a given. Thus, a company should not only provide supportive settings, but also elevate training design to meet innovation goals to increase synergistic effects on performance.

Coefficient of determination

To understand the explanatory power of the independent variables relative to the dependent variables in our structural model, we computed the R-Square (R^2) values. For the current study, R^2 is an important indicator of the model's predictive value because it reveals how much training effectiveness, service innovation, and work environment support account for changes in employee performance (J. F. Hair et al., 2022).

Table 5. R-Square

Variable	R Square	R Square Adjusted
Employee Performance	0,750	0,743
Service Innovation	0,681	0,678

The results suggested that the value of R^2 pertaining to employee performance was 0.750 with an adjusted R^2 value of 0.743 which indicates that close to 75% of the variance of employee performance can be explained by the effectiveness of training, service innovation, and support from the work environment. This figure is strong according to Chin (1998), who classified R^2 values above 0.67 as highly predictive, which indicates strong performance. As for service innovation, the R^2 value was 0.681 (adjusted $R^2 = 0.678$), which indicates that training effectiveness accounts for 68.1% of the variance regarding service innovation. The predictive significance and strong relationship of the dimensions concerning the tourist personnel in Mandalika are evident from the results

Assessing hypotheses

The structural model's constituent parts hypothesis testing and significance evaluation included bootstrapping performed in SmartPLS. This method evaluates each proposed relationship's statistical significance based on T-statistics and p-values, with the thresholds set at $T > 1.96$ and $p < 0.05$ (J. F. Hair et al., 2022). Both direct and indirect, including the moderating effect of workplace support, were evaluated.

Table 6. Hypothesis

Hypothesis	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Training Effectiveness to Employee Performance	0,093	2,083	0,038
Training Effectiveness to Service Innovation	0,036	23,162	0,000
Service Innovation to Employee Performance	0,116	2,952	0,003
Service Innovation Mediate Training Effectiveness to Employee Performance	0,100	2,809	0,005
Work Environment Support Moderat Training Effectiveness to Employee Performance	0,048	0,768	0,443

The results indicate that training efficacy considerably impacts employee performance ($T = 2.083$, $p = 0.038$), confirming that training which is designed and conducted properly leads to better results for employees in the tourism industry. The impact of training efficacy on service innovation remains significant ($T = 23.162$, $p = 0.000$), suggesting that trained employees are more efficient in developing and executing innovative service ideas. The relation between service innovation and employee performance is significant ($T = 2.952$, $p = 0.003$), suggesting that innovative approaches improve the quality of services and overall performance. Also, service innovation facilitates the influence training efficacy has on employee performance ($T = 2.809$, $p = 0.005$), suggesting that innovation is a key driver of training outcomes. The moderating impact of supportive work environment on the relation between training efficacy and employee performance is insignificant ($T = 0.768$, $p = 0.443$), suggesting that supportive environment did not strengthen or weaken the direct relationship.

Discussion

This study's results indicate that training effectiveness is important for enhancing employee performance in the tourism industry in Mandalika. The large relationship between the effectiveness of training programs and employee performance indicates that well-planned training programs lead to improvements in individual skills and the results of service delivery. This result is in accordance with (Baumüller et al., 2023) explains

that effective training design, transfer of learning, and modification of behavior after training is essential to converting training costs to productivity gains for the organization. In the tourism industry, where the quality of service is the primary competitive advantage, employees with relevant knowledge and the required behavioral competencies achieve consistent performance and increased customer satisfaction. Hence, the study emphasizes that the effectiveness of training is not simply an instrumental approach, but rather a strategic imperative in the worker ecosystem of tourism.Research has shown that effective training has a positive impact on service innovation, illustrating how trained individuals can imaginatively apply their training to create or modify services. This result is in line with the findings of (J. Zhao et al., 2025) concerning training's impact on employees' cognitive flexibility and innovation readiness. This is because effective training equips employees with the problem-solving and flexible thinking needed to devise innovative service ideas and improve processes. Employees within trained in contemporary service styles and integrative digital hospitality systems are more adept to propose customer innovation in Mandalika tourism region which is developing to become an international tourism destination. Hence, the study highlights the impact of training on innovation, which is a testament to the fact that training is more than improving performance; it is a foundation for innovation and flexibility to improve the services.

The positive effect of service innovation on employee performance highlights the importance of innovation driven behavior as a performance catalyst. Employees involved in innovative activities tend to be more motivated, display proactive service behavior, and respond more readily to the changing needs of clients. This finding is consistent with the studies of (L. Zhao et al., 2023), which confirmed that hospitality settings directly benefit from innovations in service delivery and customer experience procedures. In Mandalika's tourist sector, employees involved in innovation initiatives—like developing unique guest experience offers and improving service workflow—demonstrate customer satisfaction and work performance levels that exceed those of peers. This illustrates the strong correlation between innovation and the performance of a worker. The study identifies and elaborates on service innovation as a bridge construct in the relationship between training efficacy and employee performance. This analysis underscores the degree to which training influences performance. A strong degree of mediation indicates that training affects performance indirectly through an innovation-driven environment. This finding aligns with the Human Capital Theory which posits that training (ability) enhances performance when matched with innovation (opportunity) within the work environment. Such employees attain a higher level of performance as they can translate innovative skills and techniques acquired through training into practice. This work contributes to scholarship by indicating that service innovation is a pivotal bridge that aligns human resource development strategies with organizational performance in the literature, particularly within the rapidly changing environment of tourism.

The predicted moderation of the work environment's influence on the relationship between training outcomes and employee performance was found to be negligible. This suggests that while the surroundings which include material provisions, supervissory support, and psychological safety are important, they may not considerably shape the influence of training on outcomes at the individual level. (Zhou et al., 2025) described similar observations and stressed that intrinsic motivation and self-efficacy tend to outweigh the importance of situational support when it comes to performance after training. This could mean the Mandalika tourism context has autonomy on operation, and employee self-initiative and experience on interacting with customers may outweigh situational support. This creates an important managerial inference which is that, while a supportive work environment is necessary, it must be ensured that the training material is contextually relevant and practically applicable to the performance improvement. The comprehensive structural model displays strong predictive power, as shown by an R^2 of 0.750 for staff performance and 0.681 for service innovation. These figures suggest that the components collectively explain a large portion of the variance in performance outcomes, affirming the model's predictive relevance. Compared to studies within the hospitality and tourism context, such as (Zhuang et al., 2025), who calculated R^2 of 0.60, the present study enjoys a superior explanatory power, evidencing the contextual value of training and innovation implemented in Mandalika.

Conclusion

These findings underscore the importance of the effectiveness of training programs as one of the determinants of employee performance in the Mandalika tourist sector. The more training programs are contextualized and well organized, the more employees will be able to enhance their task performance, interpersonal relations, and overall quality of their services. Moreover, service innovation is one of the most important training effectiveness employee performance links, as employees who internalize their training and apply it innovatively are major contributors to the success of the organization. Ultimately, this confirms the notion of training as a strategic investment in advancing innovation and service quality rather than a

compliance exercise. Managers in the tourism and hospitality industries need to forgo traditional training and focus more on training aimed at enhancing creativity, problem solving, and flexible service delivery. Organizations need to change training programs from traditional, content-centered training to innovative experiential training. Also, even if the moderating impact of the work environment support was small, firms need to provide an atmosphere supportive of free application of learning, as this too will provide some degree of support. This includes support from supervisors, an open channel of communication, and an atmosphere that rewards innovative or risk-taking behavior. Arranging for the integration of the human capital without the need to calculate the costs of fostering a culture of innovative work within the same organization will provide the tourist firms with the means of securing competitive edges in the increasingly volatile and competitive markets. This study has its pros and cons. One of the drawbacks is the use of cross-sectional data, which is not sufficient for making any causal conclusions concerning the time aspect. This study also limited itself to the Mandalika tourism sector. This fine-scaled focus may unreasonable bias external validity of the conclusions drawn regarding the other areas or sectors. With the self-report data used within the study, it is difficult to assert the bias was not influenced within the self-report frameworks, even with the bias statistical techniques. Lastly, the study overlooked possible moderating variables, such as leadership style, organizational culture, or digital competencies, and focused more on the relationship than the variance they contribute regarding training and performance.

Future efforts to study this phenomenon should try to overcome these limitations by employing longitudinal research designs to track changes in employees' behaviors and innovative outcomes over time. Expanding the study to include other tourism regions and/or cross-industry benchmarking may provide important contextual differences. Moreover, the adoption of qualitative strategies, such as interviews and case studies, would deepen understanding of the ways employees process and incorporate training into innovative practices. Subsequent studies may explore the roles of leadership and digital transformation as moderating factors that influence the training-performance linkage. Therefore, this line of research could contribute to advancing the theoretical understanding and operationalization of the human resource and innovation policy nexus in the global tourism industry.

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