

The Impact Between on-The-Job Training and Employee Performance

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Abstract

Most studies are done on the teachers and nurses but few on the manufacturing employees. According to the previous study, in 2016 product, process design and manufacturing are the most requested training with a percentage of 32% and it has increased in 2017 to 41%. Therefore, there is an emerging need for companies to create formative plans in organizing training. As most of the manufacturing companies are using on-the-job training, it is essential to study the relationship between on-the-job training and employee performance. This research is aimed to investigate the relationship between on-the-job training and employee performance in manufacturing companies. The study was based on the following objectives: (i) to determine the level of employees' perception towards on-the-job training in manufacturing companies; (ii) to identify the level of employee performance in manufacturing companies; (iii) to examine the relationship between on-the-job training and employee performance; (iv) to investigate the impact of on-the-job training towards employee performance in manufacturing companies. A sample of 101 employees from the southern region of Malaysia (Johor, Melaka & Negeri Sembilan) were selected as respondents. A purposive sampling method has been used to determine the sample. This study is quantitative study. Hence, questionnaires were being used and the data was analyzed using Statistical

Package for Social Science (SPSS). To achieve the objective of this research, descriptive analysis, mean score, Spearman correlation and linear regression were used. The findings discover that both the level of employees' perception towards on-the-job training in manufacturing companies and the level of employee performance are high. Meanwhile, the relationship between on-the-job training and employee performance showed significant medium correlation. Lastly, there is a significant positive impact of on-the-job training towards employee performance. This means that a unit change of on-the-job training could bring 58.8% changes in employee performance as well.

Keywords: On-The-Job Training, Employee Performance, Employees' Perception of On-TheJob Training

Research Background

There are many resources in an organisation and one of them is the manpower. Manpower is considered as the most important resource as they are the one who execute the task in achieving the organisation's goals (Ognjenovic, 2015). As the world keeps on revolving, there are much new knowledge, skills and abilities that are needed to be learned by the employees such as cyber security, machine learning, cloud computing, operating advanced machines and many more. That being said, it is important to invest in the employee's skill as they are the driving force behind the survival of any organisation (Imran & Tanveer, 2015). At the same time, it can be seen that employee performance plays an important part in an organisation. Employees who have a good performance could bring positive impacts towards organisations in terms of the quality of the products, customer service, job environment, organisation's image, sales and profits. This is due to the abilities of the employees that are able to meet or exceed the requirements in performing activities that are not only related to their technical core but also assist the organisation in achieving its goals (Datisheh & Farooq, 2018). A study conducted by Salah (2016) stated that when there is an increase of employee performance and productivity, the lesser the employee turnover and absenteeism, fewer accidents at the workplace, less wastage and less need for supervision. This emphasizes the importance of taking care of the employee's performance. If organisations fail to recognise the importance of these, it could lead to undesired behaviour which are absenteeism, low motivation, missing deadlines, property damage and accidents in the workplace which in return may lead to the downfall of an organisation.

As such, there are many factors that could affect the employees' performance. Shem & Ngussa (2017) has done research on eight Institution of Higher Learning in Arusha City on both teaching and non-teaching staff and found that four of the dimensions that are related to training which are the on-the-job training, off-the-job training, coaching or mentoring and orientation have a positive relationship towards employee performance. Despite knowing the effectiveness, there are still many organisations nowadays that are negligent to give training to their employees as they are afraid their employees will migrate to other companies once they have developed themselves (Elnaga & Imran, 2013).

Among many types of training, on-the-job training is considered as one of the trainings that has many advantages. It is proved that when an employee is given training, they feel satisfied and hence show good performance towards organization (Chepkosgey et al., 2015). One of the advantages of on-the-job training is it is a strong learning driver. This is because employees are more focused on it as they feel that it is related to their real work. Pulakos et al (2015)

supported that the employees are more focused on the training as it is related and relevant to their work tasks and thus building a feeling of ownership. Not only that, but on-the-job training also gives employees the freedom to adjust the application according to their real work as different people have different situations, they are comfortable with (Pulakos et al., 2015). It provides trainees with contextualisation, personalisation as well as deep learning. Apart from that, it claims to drive important social elements between peers and subordinates due to getting feedback during the training while the skills are being trained (Vasanthi & Basariya, 2019). Another advantage of on-the-job training is that it can prevent the workers from being involved in the workplace accidents (Chepkosgey et al, 2015) and reduce the cost of implementing the training as it can save money for materials as well as the trainer's salary (Bafaneli & Setibi, 2015).

From the perspective of the trainees, they feel more confident in performing their duties as they are learning in practical ways which are easy to adopt and retain rather than theoretically (Pulley, 2016). Hence, no matter in what industries they may be, training practices could assist the employees in becoming better in doing their task which then lead to success in terms of job performance (Noe & Kodwani, 2018). However, training and development is always said to have limitations. This is because whenever the economy slows down or decreases in profit, organisations will first cut down their training budgets (Abdullahi et al., 2018). Little did they know that by cutting the training budgets, high job turnover will be more likely to happen which organisations later need to recruit new employees that could incur more cost and lower down their profitability (Abdullahi et al., 2018).

Furthermore, there are studies done by Tukunimolongo (2016) where the researcher found an alarming issue in the Mumias Sugar Company in Kenya which related to the unskilled workers who got promoted but provide low quality services. Halawi & Haidar (2018) also found out a stressful situation in Lebanese where the managers are expected to give more output due to a dynamic economy which pressured the employees to produce more outputs and better performance. Schallock et al., (2018) stated that on-the-job training is proven to be helpful in manufacturing companies where it assists the employees to keep the company sustained. Similar study should be done towards the manufacturing companies to enhance their employee performance in producing goods as they are more focused on practical rather than theoretical. Amlus et al (2015) also stated that training can contribute to the manufacturing capabilities.

However, most studies are done on the teachers and nurses but few on the manufacturing employees. According to the study conducted by Piñol et al (2017) in Barcelona, it discovered that in 2016, product, process design and manufacturing are the most requested training with a percentage of 32% and it has increased in 2017 to 41%. Therefore, there is an emerging need for companies to create formative plans in organizing training. As most of the manufacturing companies are using on-the-job training, it is essential to study the relationship between on-the-job training and employee performance. This is supported by Ahadi & Jacobs (2017), where they stated that, there is a need to further study on the on-the-job training to get more clear insight whether on-the-job training reacts differently on different setting and environment and whether on-the-job training is more beneficial in increasing employee performance than other types of training as different types of workers react differently towards a method. Therefore, it is significant to investigate further on the relationship

between on-the-job training and employee performance in Malaysian manufacturing companies.

Purpose of the Study

The purpose of this study is to determine the employees' perception towards on-the-job training in manufacturing companies while identifying the level of employee performance in manufacturing companies. Researchers will also examine the relationship between on-the-job training and employee performance and investigate the impacts of on-the-job training towards employee performance in the manufacturing companies in the southern region of Malaysia which are Johor, Negeri Sembilan and Melaka.

On-the-job Training

According to Sleight (1993), the earliest kind of training happened in antiquity where learning is not required to read or write but only through direct instruction. That was the start of on-the-job training. On-the-job training is usually used to educate the employees regarding their actual task. According to Abdiwali & Musa (2019), on-the-job training is when employees are given training while conducting their regular work at the same working venues. Chepkosgey et al (2015) stated that on-the-job training refers to new or inexperienced employees that learn through observing peers or managers in performing the job and try to imitate their behaviour. Sleight (1993) stated that on-the-job training is beneficial as it can give instant feedback regarding what the learners are doing whether it is right or wrong and learners are able to do the correction immediately. It can be supported by Dhliwayo & Nyanumba (2014) that stated feedback is important and found to be positively related to one's perception of learning transfer. Furthermore, on-the-job training is claimed to be inexpensive as there is no special equipment needed to undergo the training (Sleight, 1993). It can be supported by Jacobs & Bu-Rahman (2012) that mentioned when an employee needs to go for on-the-job training it does not demand any special resources from the organization. Moreover, as on-the-job training takes place while working, there is no transfer of training required as it is realistic (Sleight, 1993). Jacobs & Bu-Rahman (2012) also mentioned that on-the-job training can facilitate the transfer of training as it occurs at the work setting.

In this study, the concept of on-the-job training originated from the social learning theory by (Bandura, 1977). This theory describes that the way people learn is from observing others and imitating them. It can be supported by Edinyang (2016) where at some points, if the behaviours are being repeated, people would be able to imitate and reproduce the behaviour. Wilson et al (1980) have stated that social learning theory was found to be quite feasible for the application of on-the-job training. This is supported by Tukunimulongo (2016) which mentions that social learning theory has been applied to industry in two ways, which are in terms of teaching managers in dealing with human relations effectively or it is being used to predict which subordinates will imitate the behaviour of a supervisor.

Hence, social learning theory can also be applied to on-the-job training as they observe the supervisors or peers showing them how to perform the assigned task. According to Fryling et al (2011), the actions are being stored in the brain when it senses the action and immediately imitates them. This can be strengthened by Edinyang (2016) who mentioned that humans can control one's behaviour through self-regulation where they observe, make judgement, and

respond towards it. This explained well on how social learning theory works on on-the-job training and how it will affect employees' performance.

Employee Performance

Employee performance has been measured over the last 100 years. It has existed as early as 1900. Frederick Taylor is the one who first measured employee performance which was known as the scientific management theory. According to Sultana et al (2012), performance can be defined as an achievement of completing specific tasks measured against predetermined requirements of accuracy, completeness, cost and speed. Tukunimulongo (2016) also mentioned that employee performance is normally looked at in terms of the outcome and behaviours that were measured against the performance standard set by the organization. There are several variables to measure employee performance. According to AlMzary et al (2015), it includes quality or quantity of work, planning or organizing, initiative or commitment, teamwork or cooperation and communication. Alshuwairakh (2016) defines performance as how well a person's attitude in completing tasks and it will be assessed based on the number of sales, numbers sold, communication, decision making and problem solving. Meanwhile, Jehanzeb & Bashir (2013) mentioned that good performance and attitude mainly depends on the perception of the employees. Further explained that when employers decide to care about the interest of the employees, the employees will respond with optimism that could support the organization. Based on the study conducted by Pradhan & Jena (2017), they concluded that performance could be measured from 3 dimensions which are task performance, adaptive performance, and contextual performance. It does not only measure the outcome of the work, but also the adaptability and behaviour around peers. It is said that by measuring the 3 dimensions, it has completed in measuring the overall employee performance.

Hence, the model of employee performance that has been used in this study is The Triarchy Model of Employee Performance that was developed by Pradhan & Jena (2017) to provide a better understanding on the behavioural factors that influence employee performance. In this model, employee performance consists of three dimensions which are task performance.

Task performance refers to a pattern of behaviours that are directly involved in producing goods or services that may indirectly provide support for the organization's core technical process (Pareke et al., 2016). Zakariah & Fadzilah (2018) describes task performance as performing the prescribed task. Meanwhile, Houdmont & Leka (2010), refers to task performance to be the behaviour of an employee that directly supports the goals of the organization. Hence, this dimension explains that employees who can perform their task efficiently are considered as having high task performance.

Adaptive performance refers to one's job behaviour that can meet unpredictable and dynamic task environments due to the uncertainty in organizational environments (Huang et al., 2013). It measures how employees would react and alter themselves to new environments or tasks. According to Charbonnier-Voirin & Roussel (2012), it describes adaptive performance as the ability to adapt with the dynamic work situations. Hence, this dimension is focusing on the employee's adaptability in the changing work situations.

Contextual performance refers to an extra role performance where it is not stated in the job description, but the behaviours are believed to be promoting effective functioning of an organization (Kalia & Bhardwaj, 2019). In other words, contextual performance or also known

as citizenship behaviour is an action that goes beyond the formal job descriptions and that it increases the organizational effectiveness (Demerouti et al., 2014). Hence, it is considered as indirectly influencing organizational productivity. To conclude, this dimension focused on the volunteer behaviour in doing extra work or helping colleagues.

Relationship between on-the-job training and employee performance

There are many different dimensions used in employee performance. Most of the research adaptive performance and contextual performance (Refer Figure 1).

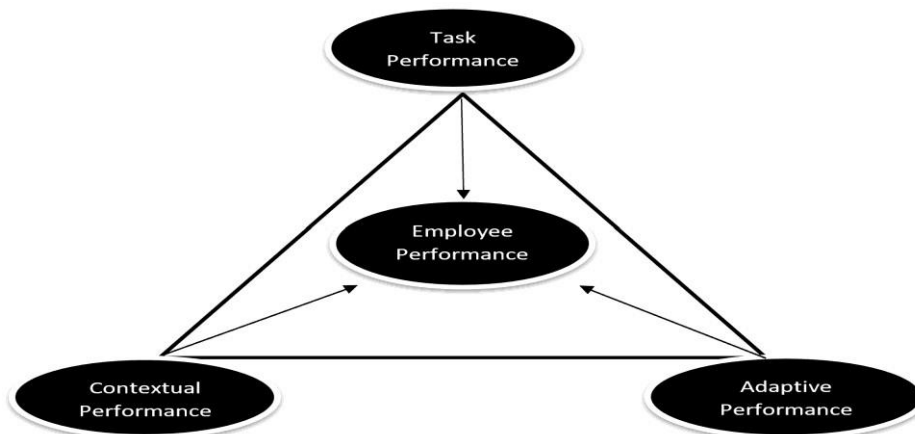


Figure 1: The Triarchy Model of Employee Performance (Pradhan & Jena, 2017)

found that there is a significant positive relationship between on-the-job training and employee performance. Study by Bafaneli & Setibi (2015); Tukunimulongo (2016) have proved that on- the-job training plays a vital role in enhancing employee performance.

Furthermore, Shem & Ngussa (2017) has demonstrated that orientation, off-job training, on-job training and coaching or mentoring, are positively correlated with employee performance. Meanwhile, the study conducted by Abdiwali & Musa (2019) at petroleum companies in Uganda has tested three variables including job rotation, coaching and induction which are part of on- the-job training. The result came out as all three variables have a statistically significant positive relationship with the employee performance (Abdiwali & Musa, 2019). Therefore, based on these rationales, there is one hypothesis developed in this study. The hypothesis for this study is:

Ha1: There is significantly positive relationship between on-the-job training and employee performance.

A brief model is developed to show the relationship between on-the-job training and employee performance. Research framework of this study is shown in Figure 2.

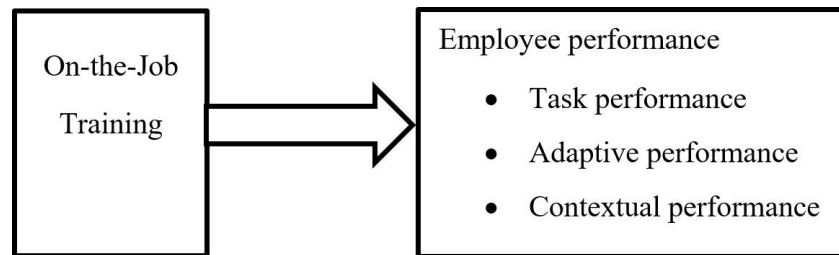


Figure 2: Conceptual Framework

Methodology

The research design implemented in this study is quantitative. Questionnaires were used to gather the data in measuring the relationship of on-the-job training and employee performance. The target population for this study is employees who work at manufacturing companies in the southern region of Malaysia which are Johor, Negeri Sembilan and Melaka. A purposive sampling has been used in determining the sample. According to Taherdoost (2016), purposive sampling is convenient for researchers to choose a particular person or settings that can necessarily provide information related to the study rather than choosing a random sample that has no relations. In this study, 101 employees have answered the questionnaire.

In order to measure those variables, this study used questionnaires that were adopted by Ngari (2015) for on-the-job training and Pradhan & Jena (2017) for employee performance. There are four items for on-the-job training and twenty-three items for employee performance. In employee performance, it has been divided into three dimensions which are task performance, adaptive performance, and contextual performance. State how many items per variable, how many dimensions.

In order to determine the validity and reliability of the instruments used in this study, a pilot study has been conducted. The content validity was conducted to ensure that the survey questions operate well and ensure that the research instrument functions well. The questionnaires have been validated by two content experts in organizational lectures regarding training and development. After that, the reliability test was conducted with a total of 15 employees from manufacturing companies in Johor Bahru. The result from the reliability test shows that the questionnaires are reliable at the value of $\alpha=0.80$ (Baskeran, 2016).

In finding the results, the data collected has been analyzed using Statistical Packages for Social Science (SPSS) through performing descriptive and inferential statistical analysis. Descriptive analysis being performed to get the definitive description of the demographic information, level of employees' perception towards on-the-job training and level of employee's performance. Meanwhile, inferential statistics including correlation and linear regression were performed to find out the relationship and impact of on-the-job training towards employees' performance.

Findings on the level of employees' perception of on-the-job training and employee performance in manufacturing companies

In order to find out the level of employees' perception of on-the-job training and employee performance in manufacturing companies, descriptive analysis (mean and standard deviation) has been used. As stated in Table 1, the level for both variables were high with the mean value

of 4.23 and 4.12. This high level demonstrates that most of the respondents agree that on-the-job training enhances employees' working skills. In addition, the level of employee performance is also high as most of the respondents have high task performance, adaptive performance as well as contextual performance.

Table 1

Level of employees' perception of on-the-job training and employee performance

Variable	Mean	SD
Employees' perception of on- the-job training	4.23	0.788
Employee performance	4.12	0.739

Findings on the relationship between on-the-job training and employee performance In examining the relationship, Spearman correlation has been used. As portrayed in Table 2, this study found that on-the-job training is positively correlated with employee performance. The relationship between on-the-job training and employee performance is medium with a value of $r=0.579$. It can also be seen that it is significant and shows strong evidence since $p<0.01$. Based on the result, it can be said that when on-the-job training is being given, the higher the employee performance will be. Hence, the null hypothesis is accepted and there is a correlation between on-the-job training and employee performance.

Table 2

Spearman correlation analysis between on-the-job training and employee performance

Variable		On-the-job training
Employee performance	Correlation Coefficient	0.579
	Sig. (2-tailed)	0.000

Findings on the impact of on-the-job training towards employee performance

In order to investigate the impact of on-the-job training towards employee performance, linear regression has been conducted. According to Table 3, R square is 0.346 which implies that 34.6% of employee performance is being explained by on-the-job training.

Table 3

Linear Regression Model Summary for the Impact of On-the-Job Training towards Employee Performance

Model	R	R ²	Adjusted R Square	Std. Error of the Estimate
1	0.588 ^a	0.346	0.339	0.38497

a. Predictors: (Constant), On-the-job. b. Dependent Variable: Employee Performance

Furthermore, the findings from Table 4 shows that p value is less than 0.05 ($p < 0.05$) which indicates that there is a significant impact of on-the-job training towards employee performance.

Table 4

ANOVA Model Summary for the Impact of On-the-Job Training towards Employee Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
1. Regression	7.760	1	7.760	52.36	0.000 ^a
Residual	14.672	9	0.148		
Total	22.433	9			
		1		2	
		0			
		0			

a. Predictors: (Constant), On-the-job. b. Dependent Variable: Employee Performance

Meanwhile, the coefficient result is shown in Table 5. According to the table, the beta value for on-the-job training is 0.588. This means that a unit change of on-the-job training could bring 58.8% change in employee performance. It can be concluded that, the greater the on-the-job training, the better the employee performance.

Table 5

Coefficient

Model	Unstandardized Coefficient		Standardized Coefficient	t	Si g.
	B	Std. Error	Beta		
1 Constant)	2.224	0.265		8.402	0.000
On-the-Job	0.449	0.062	0.588	7.236	0.000

a. Dependent Variable: Employee Performance

Discussion on the level of employees' perception of on-the-job training in manufacturing companies

From the findings, the level of employees' perception towards on-the-job training is high. Most of the respondents agree that on-the-job training has helped in increasing their working skills. Moreover, the respondents also felt that on-the-job training has increased their productivity at work which contributes to the positive effects on the customers' satisfaction. This can be supported by Timsal et al (2016) where it stated that effective training programs have shown positive customers' feedback. In addition, the respondents also felt that on-the-job training may have contributed to their wage increment. Wage increments are seen to be an added value for on-the-job training as it might motivate the employees to do well (Jayakumar & Sulthana, 2014; Timsal et al., 2016). Overall, most of the employees feel that on-the-job

training is very helpful in terms of additional skills, productivity, customers' satisfaction, and wage increment.

Discussion on the level of employees' performance in manufacturing companies

Based on the findings from the data analysis, it shows that the level of employee performance in manufacturing companies is high. This is in line with Shem & Ngussa (2017) who had a high level of employee performance. They further discussed that it might be due to the training that has been given whether it is on-the-job training or off-the-job training. Moreover, all the three dimensions are high level too. This indicates that by attending on-the-job training, employees can perform their task performance, adaptive performance and contextual performance very well. In this study, the contextual performance among the employees was very high which indicates that they always extended their help when the co-workers needed it. They shared their knowledge and ideas among the team members which can stimulate effective communication in solving problems and decision making which in return helps them in completing the organizational task.

The task performance also shows a significant high level after the contextual performance where the majority of those who attended on-the-job training can complete their assignments on time without much supervision and are still able to maintain a high standard of work. Shem & Ngussa (2017) has also agreed that by attending on-the-job training, employees are able to work independently without close supervision as they are used to the surroundings. Based on the findings in this study, the lowest level was the adaptive performance. Although it has the least overall mean, the level of employee performance is still considered as high. This most probably because of the dispersion of findings in this dimension. To be highlighted, some of the employees have problems with the job flexibility. However, at the same time they can cope well with the organisational changes. This is important as the innovation keeps on changing where the employees need to keep updating themselves to cope with the challenges of the new innovation (Chepkosgey et al., 2015). Hence, with the help of on-the-job training, the level of adaptive performance can be high when dealing with the changes. This study also found that majority of them are able to accept criticism to improve themselves. This may be due to the employees who are taken it as constructive criticism that helps them in improving. Dhliwayo & Nyanumba (2014) said that trainees should learn to take the negative feedbacks as a constructive criticism as it will help them in improving their work task and correct the mistakes that have been oversees.

In conclusion, the results show that the employees in the manufacturing companies are able to perform well in their task performance, contextual performance and adaptive performance. These findings are in line with previous research concepts and theories that had been proposed.

Discussion on the relationship between on-the-job training and employee performance The finding in this study shows that there is a significant moderate relationship between on-the-job training and employee performance. This finding agrees with Shem & Ngussa (2017) who found out there is a significant positive correlation between on-the-job training and employee performance. Similar studies have supported this relationship where the researchers found on-the-job training could increase their competencies and efficiencies in doing work whether through behaviour, achievements or personality which then contribute to their employees'

performance (Musa & Abdiwali, 2019; Lin & Hsu, 2017; Lorenzo et al., 2015; Chepkosgey et al., 2015).

This is due to on-the-job training that has increased their skills level to a greater extent. This can be supported by Abdiwali & Musa (2019) where the researchers stated that on-the-job training involves equipping employees with additional skills, knowledge, and attitudes from their superiors. Not only that, but the findings also show that on-the-job training has influenced their performance to a greater extent as well as contributing to their wage increment and job demand in the labour market. Tukunimulongo (2016) mentioned that on-the-job training may provide recognition as well as increasing pay or promotion. When employees are being given recognition, it can make them motivated to serve the customers well which was well shown in the findings that there is a positive relationship between on-the-job training and employee performance. This is also in line with the social learning theory which stated that by giving rewards, it can motivate the employees and thus affect the performance (Edinyang, 2016). Therefore, it can be concluded that by attending on-the-job training, employees will gain competence and skills that will then influence their performance to execute the task effectively and efficiently.

Discussion on the impact of on-the-job training towards employee performance

Based on the findings, the linear regression analysis shows that there is a significant impact of on-the-job training towards employee performance. Lin & Hsu (2017) suggested that if more successful on-the-job training were being held, the employee performance could be much better. This can be supported by Tukunimulongo (2016) who found out that on-the-job training has an effect towards employee performance. He further argued that with on-the-job training, employee's performance is more likely to enhance rather than without it. This case is similar to this study where Asfaw, Argaw & Bayissa (2015) concur that employee effectiveness has a direct cause and effect relationship with employee performance and training and development. This clearly proved that on-the-job training has positive impacts towards employees' performance. In line with Pulley (2016) who mentioned that with the rapid change that continuously happens, by investing in the on-the-job training, qualified employees may exist to execute the task which directly impacts the organizational performance.

Thus, it has been concluded that on-the-job training has positive impacts toward employees' performance. If the employees were being given on-the-job training, there will be more skilled employees that are able to execute the task efficiently.

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Conclusions

This study is aimed to examine the impact between on-the-job training and employee performance in manufacturing companies focusing on the production line workers. It was conducted through distributing the questionnaire digitally to the southern region of Malaysia which are Negeri Sembilan, Melaka and Johor. The result of the study shows that there is indeed a significantly positive moderate relationship between on-the-job training and employee performance where the level of employee performance was seen to be high after attending on-the-job training. Majority of the respondents also agree that on-the-job training has increased their skills level. Among the three dimensions of employee performance, on-the-job training seems to be the most contributing to the contextual performance. Next would be the task performance followed by adaptive performance. Moreover, the regression analysis has also shown that there is a significant impact of on-the-job training towards employee performance. This has supported the previous studies and research on the benefits of on-the-job training.

Regardless of the limitation, this study has become beneficial for manufacturing sectors and academic perspectives. First, it gives a clear picture of the form of training that is usually being used in the manufacturing sectors which are job rotation, coaching and mentoring. Secondly, it gives a clear insight on how on-the-job training can have an impact towards the employee performance so that other companies may improve their training plan. This can lead to more skilled workers in the manufacturing companies. Thirdly, it helps researchers to understand the relationship between on-the-job training and employee performance in the manufacturing companies as well as giving evidence for previous research. Finally, it can act as a reference material for future researchers that want to investigate the suitable training for manufacturing companies.

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