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IMPACT OF ON-THE-JOB TRAINING ON EMPLOYEE'S PERFORMANCE: THE CASE OF NINH KIEU HOTEL, CAN THO

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Abstract

In this study, an analysis of the On-the-Job training (OJT) and its impacts on the employee's performance was conducted with the case of Ninh Kieu Hotel, in Can Tho city. We adopted a qualitative analysis and basically statistical tests for depicting a story of the OJT practices and drivers to OJT impacts on the employee's performance. It was argued that the results confirmed the earlier findings on the employee's performance correlate significantly with the OJT purpose and program planned by the hotel. In addition, most employees participated the OJT sessions expressed a strong agreement of the OJT importance during the length of work.

Key word: OJT practice, employee's performance, Ninh Kieu Hotel

1. Introduction

Human resource (HR) management is always one of the most important components in a business strategy to reach the firm's development goal, because the HR managerial effectiveness would induce a positive contribution into firm performance (Dyer & Reeves, 1995). In his academic work, Mincer (1974) emphasized the importance of two core factors of personal competences, namely educational attainment and experience. He also explained that a person who have a better accumulation of knowledge (denoted E_i) and experience (denoted A_i), will not only achieve a higher level of work performance and inducing a higher rate of earnings; often depicted by $Y_i = f(E_i, A_i)$, but also contribute to effectiveness of firm's business performance.

Because employees in a given firm are almost heterogeneous in terms their demographic and personal characteristics, resulting a fact that there has a variety of work performance among employees in the same firm. To explain about such pattern, several researchers found that employee's work performance is a summarizing result from a set of three factors of the crucial competence, including intellectual (inborn) (Boyatzis, 1982), knowledge accumulated during schools, and job skills incorporated both in the firm and society (Dimmock, Breen, & Walo, 2003; Mansfield, 1996). It is obvious that an employee with better qualified competences would be easily to achieve his/her performance outcomes and the firm's goal as well (Chen & Naquin, 2006).

At firms, on-the-job training (often shortly called OJT) is usually seen as a "human investment" activity which teach, transfer, or update knowledge, skills needed for employees, especially to newcomers, to perform well a specific job, or project at the firm. In a recent decade, a consensus of the OJT's features, benefits, and impacts has been found in HR researches. *First*, OJTs are often held at workplace and directly using tools, software, or more practical methods of training that the OJT content must be designed in consistence with the real context at the firm. *Second*, firms can share cases of popularly happened problem for employees and how to solve those. *Third*, impacts of OJT on employee's work performance will be assessed in given period later, as measured empirical data in terms of qualitative and/or quantitative indicators (Chaudhry, Sohail, & Riaz, 2013; Kanapathipillai, 2021; Lin & Hsu, 2017). For instance, receptionists at the Front Office (F.O) in hotel can perform well transactions of the non-cash payment with using POS machine; another is that employees at Housekeeping can save a few of minutes to clean a room after being the OJT session.

In reality, seeking impacts of OJT on work performance among employees in firm circumstance has been an interesting issue for both HR managers, or CEOs, and researchers in management domain. Few existing studies among those conducted in Vietnam and other countries, as follows: training and human development (Võ Xuân Tiến, 2010), impacts of OJT on work performance for employees in garment industry (Nguyễn Minh Hà, 2014), solutions to upgrade the effectiveness of OJT for the case of Techcombank (Nguyễn Duy Khanh, 2020), and some others applied for public sector (Hinh Phuong Uyen, 2020, Saide, 2019), for hospitality sector (Bafaneli & Setibi, 2015; Lin & Hsu, 2017).

There is no doubt that a crucial role of the OJT for employee's performance and firm's goal, while empirical findings on this issue in Vietnam, particular to hospitality sector, seems to be absent in comparison with a numerous studies of work motives, work stress, or job satisfaction and so on. Therefore, the central purpose of this study is to investigate the OJT on work performance for employees at Ninh Kieu Hotel, one of eight 4-star certified hotels as a factual case in hospitality sector in Can Tho city, where hosts of over 1.2 million of population in the central Mekong River delta region of Vietnam. In section 2 shows a literature review and empirical evidence involved, section 3 provides a description of the data collection and analyzed tools used, section 4 reveals main findings, and concluding remarks are pointed out in the final section.

2. OJT and work performance: concepts and measures, and proposed analytical framework

Many studies of OJT and its impacts within organizations or firms in both private and public sector has been implemented and published. In their book entitled "Improving On-the-Job Training" released in 2004, Rothwell & Kazanas (2004) provided a more detailed explanation about importance of OJT improvement, application, and impact measurement in reality; especially to organizations, firms characterized with a difference in operation scale, like IT, aviation corporation, hotel. The following subsections present concepts, measures and empirical evidence found in the existent studies of OJT and work performance for employees in the firm perspective.

2.1. Basic concepts

HR within the hospitality sector is always assessed as the key factor of ensuring service quality and achieving competitiveness, because this sector is often known as a labor intensive and also it serves a crowd of customers characterized with differences in demographic, professional and social aspects (Bulatović, Đurašević, & Stranjančević, 2016). Therefore, the OJT for firms in the hospitality sector must be carefully planned in the firm's business strategy to reach its development goal in a changing environment. It may be said that the introduction to human capital model by Mincer (1962; 1974) has led to an attention much on the accumulation of knowledge and job skills during work period, through wage-experience profiles among employees.

Following first ideas of the return to training and particular to OJT suggested by Mincer, in recent decades several studies of OJT have focused on seeking answers for empirical questions such as: purpose, program, motive to join, and benefits derived from OJT for employees as well.

- For the purpose of OJT, generally OJT aims at helping employees, especially newcomers, may faster obtain and aware skills what they need to perform specific tasks at a functional division in the firm, for example reception, marketing, HR management. Specifically, the OJT objectives are to update knowledge, policies, regulations, or to inform new products, projects among employees

involved; another one is to remind basic skills or share problem-solving cases noted during work period (Huang, 2019; Rothwell & Kazanas, 2004).

- For program of OJT, this is viewed as the most important component of any OJT at firms and it may result in a successful or fail OJT. Dealing with such challenges, there are four issues needed to be carefully considered to arrange a feasible and effective OJT program, as follows: topic and discussion-oriented issues, time bound, forms, and training methods given by trainers (Rothwell & Kazanas, 2004; Saide, 2019).

- For motives to join in OJT, because participants – almost employees - are beneficiary and compulsory to join the OJT within the firm, their motives join in OJT have been paid much attention by OJT organizers that aims at matching up their expectation about OJT and work features in reality (Schmidt, 2010). It was a consensus that there are five reasons why employees willing to join OJTs at workplace, including to meet job requirements, to reinforce work motives, to improve work effectiveness, to accumulate career skills, and to develop social capital with colleagues.

- For impacts of OJT on work performance for employees, basing upon a survey of 154 employees at a medium-sized company, Kahya (2007) had a remarkable effort on introducing a set of seven criteria attributed to the employee's work performance, consisting of job knowledge, overcoming obstacles to complete a task, problem-solving, operating equipment and using tools, working safely, concentrating to the duties, and protecting the resources. In the next years, an empirical survey of 48 employees at Riley's Hotel in Botswana, Bafaneli & Setibi (2015) also used a similar set of nine criteria for measuring the employee's work performance after being OJT and confirmed that OJT is very essential for both employees and managers to achieve expected outcomes of the firm.

In the more recent survey which attempted to seek impacts of OJT on employee's performance working at Wollega University, Saide (2019) found that trained staffs are likely more willing to continue working in the same workplace after being trained than colleagues who are not yet trained. A previous survey-based study of an insurance company in Korea, Cho (2009) showed a significantly positive effect of OJT on organizational commitment. It is no doubt that trained staffs would have better performance, due to partly be promoted at higher responsibilities (i.e. career development). As so far the hospitality sector, few of recently empirical-based surveys done with a small sample of respondents, Lin & Hsu (2017) also emphasized a positive contribution of OJT into improving employee's work performance underlying achievement, behavior and personality in catering sector.

2.2. Measures

Most of empirical studies, in business and management field, of the impacts of OJT on employee's performance at organization level, particular to a firm, were conducted with qualitative analysis. More specific, OJT has been classified into groups of attributed criteria, at least three groups as discussed above: purpose, program, and motives to participate OJT. And the work performance is consisted of a number of its attributed criteria, which is defined as the dependent variable in the analysis.

In addition, all variables denoting the OJT and the work performance were popularly measured in Likert 5-point scale, respectively increased from Strongly Disagree to Strongly Agree (Bafaneli & Setibi, 2015; Hidayat & Budiartma, 2018; Lin & Hsu, 2017; Nguyễn Minh Hà, 2014; Saide, 2019).

Regarding methods of the data collection and estimation, most of empirical surveys were done within an organization or a firm level, which results in relatively small-sized samples of between 50 and 150 respondents, treated as case study in the analysis. Basic and widely-used analyzed tools for dealing with the OJT and work performance analysis are descriptive, T-test, test for item reliability, Exploratory Factor Analysis, and regression estimation (Cho, 2009; Lin & Hsu, 2017; Saide, 2019).

2.3. Proposed analytical framework

A proposed analytical model for this study is derived from the review of related literature and empirical findings of the impacts of OJT on employee’s performance at an organization perspective. It illustrates in the diagram below.

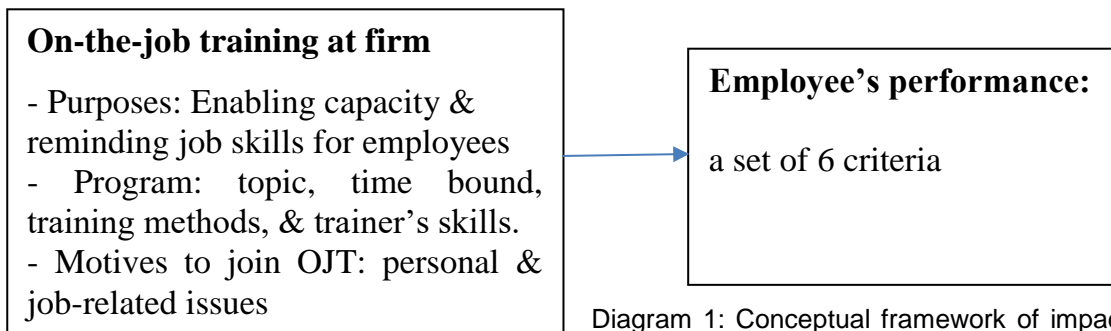


Diagram 1: Conceptual framework of impacts of OJT on employee’s performance.

The proposed model above consists of two main components of the research issue, which are explained more detailed in the following table.

Table 1: Description of factors attributed to the OJT and employee’s performance for the hotel case.

Factor	Code	Description	Source
OJT purpose: to remind	PR1	Legal policies, regulations of hotel sector	Huang, 2019; Rothwell & Kazanas, 2004
	PR2	Job-related knowledge of hotel sector	
	PR3	Specific tasks at working positions to be assigned	
	PR4	Job-related skills (i.e. communication)	
	PR5	Working attitude	
OJT purpose: to update	PU1	Legal policies, regulations of hotel sector	Kazanas, 2004
	PU2	Job-related knowledge of hotel sector	
	PU3	Specific task-related skills as using tools, machines, software equipped	
OJT program	PR1	Trained topics matching up job positions	Kahya, 2007; Rothwell & Kazanas, 2004; Saide, 2019
	PR2	Trained sessions matching up specific tasks	
	PR3	Training schedule is well arranged	
	PR4	Time bound (days) of the training is suitable for participants	
	PR5	Methods, tools used on training are suitable for participant’s absorption	
	PR6	Trainers have good expertise	

OJT motives	MO1	I can meet well job requirements at hotel	Cho, 2009; Schmidt, 2010
	MO2	I can have positive working efforts at hotel	
	MO3	I can improve productivity in job	
	MO4	I can develop social capital (i.e. colleagues, customers)	
	MO5	I can have better promotions related jobs at hotel	
Employee's performance	EP1	My work performance has been positively changed after being trained	Bafaneli & Setibi, 2015; Cho, 2009; Lin & Hsu, 2017
	EP2	I can solve myself job-related problems after being trained	
	EP3	I can do work faster, more accurate after being trained	
	EP4	I can do work in safer and cleaner conditions after being trained	
	EP5	I aware and feel more responsible for my tasks and hotel performance after being trained	
	EP6	I have more efforts in providing better service quality after being trained	

3. Data collection and estimation

3.1. Sample description

A typical difference from quantitative researches based on a survey of large-sized sample, a qualitative analysis based on the small-sized sample, particular to an organizational case, has been widely used for seeking and explaining individual behavior in correlation with research problems identified within that organization (Crouch & McKenzie, 2006). One of the most advantages for the small-sized survey has been found that researchers (e.g. interviewers) may have good communications with respondents to gather information required and also help them understand in-depth about real settings of each respondent, beyond numeric data being noted.

In this study, a field survey is conducted in the Ninh Kieu Hotel, Can Tho city, which was nearly 30 years ago. Until 2020, it is a home of 98 employees for all job positions. As the earlier review from existing studies shows that total number of employees for organizations, particular to hotel, seems to be limited, usually between 50-150 employees. Therefore, a sample size for this study is the total employees for all the job at hotel, except for two members of the director board. In other words, the survey is conducted from the whole population of 96 employees at hotel, which aims at satisfying the sample magnitude for statistical estimations.

In addition, all target respondents in this survey have ever participated at least one training within 12 months prior to the survey and full-time worked for the hotel. No case of new employees is noted at this hotel. In classifying job positions, out of 96 employees including 34 employees at hotel department (e.g., reception, bellman, housekeeping, laundry, maintenance...), 45 employees at restaurant department (e.g. cook, bakery, bartender, waiters, food runners...), and 17 administrative staffs including business, accountant, administrative office, IT and so on. The structured questionnaires were distributed to all target respondents and the face-to-face interviews are taken placed at all job divisions in the hotel. The survey was completely conducted between September and October of 2020.

3.2. Data estimation

Nineteen criteria for the OJT-related factors and 6 criteria for the employee's performance were measured by five-scaled Likert with an ascending order from (1) strongly disagree to (5) strongly agree for the survey. Then, the following analyzed tools such as descriptive statistics, T-test, criteria creditability, and EFA will be used for estimating employee's assessment on the OJT performance at the hotel and the OJT's impact on their job performance. As far the existing studies reviewed earlier, these tools of data estimation were adopt from many researchers like Saide (2019), Lin & Hsu (2017), Huang (2019), Bafaneli & Setibi (2015), Kahya (2007), Nguyễn Minh Hà (2014) .

4. Empirical findings and discussions

4.1. Description of the respondent's characteristics

The distribution of the total 96 interviewed employees at Ninh Kieu Hotel is represented in Table 1 below. Out of 96 employees responded to the questionnaires, it shows that most employees working at the hotel are characterized with more females and in aged between 30 and 39. The distribution regarding to the working year at the hotel indicates that 56 percent of the employees have being worked for the hotel for 10 years and longer. This refers to a fact that the job commitment among employees is noted. As for the hospitality as a labor-intensive industry, over 75 percent of the total employees assigned to work for service positions (meaning direct laborers). It is noting that nearly 50 percent serving for specific tasks at the restaurant, including food and beverage (F&B), bartenders, waiters, food runners, Steward, and so on.

According to the employee's qualification, the finding shows that more than 50 percent out of 96 the asked employees were graduated from colleges or universities, and 30 percent graduated from vocational schools underlying various programs such as hospitality, restaurant, F.O, F&B... In addition, majority of these employees who were assigned for job positions, have been trained annual (mainly OJT at hotel). As presented in Table 2, 78 percent of the employees attended on the job trainings and got job-related certificates during the length of working for the hotel. While employees working at the administrative units almost have certificates of foreign languages, informatics, or accounting. In fact, all employees in the hospitality industry are compulsory to have a job-related certificate with a primary level as a minimum requirement under legally sectoral regulations.

Table 2: Sample description (n = 96)

Characteristics	Frequency	Percentage
Gender		
Female	56	58.3
Male	40	41.7
Aged bracket		100
Below 30	25	26.1
Between 30 and 39	44	45.8
40 and above	27	28.1
Years of experience		
Below 5	17	17.7
5 and below 10	25	26.0
10 and below 15	35	36.5
15 and above	19	19.8

Job position at hotel		
Administrative and logistics	23	24.0
Restaurant	33	34.3
Food and Beverage	12	12.5
Housekeeping	12	12.5
Front Office	6	6.3
Maintenance and IT	6	6.3
Security and parking	4	4.1
Educational attainment		
High school	12	12.5
Primary vocational	8	8.3
Intermediate vocational	21	22.0
College, university	53	55.2
Higher university	2	2.0
Job qualification		
Job-related certificates	75	78.1
Foreign languages certificates	50	52.1
Informatics certificates	46	47.9

Source: the data survey at the Ninh Kieu Hotel, 2000.

Figures below illustrate a distribution of the monthly average wage among employees according to their human capital and job position at the hotel. As widely recognized about the wage distribution, a histogram of the monthly wage among employees at the hotel is statistically evident in the right-side skewness (see Annex 1). In addition, the monthly average wages among the employees are likely to positively associated with their human capital, meaning experience and education. This result is entirely consistent with the Mincer's earning profile.

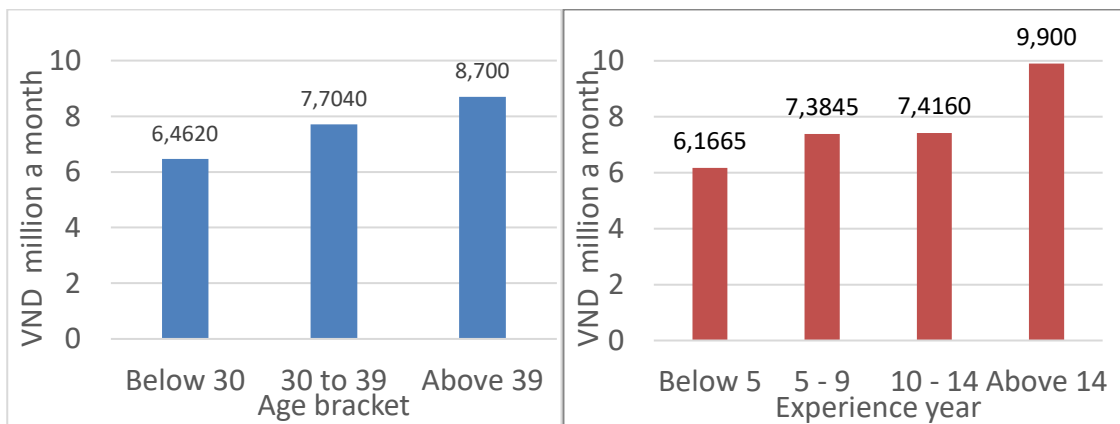


Figure 1: Distribution of the monthly wage regarding age and experience profile

According to the educational attainment for employees, the result supports the Mincer's assumption of the returns to education, implying that the higher level of the educational attainment, the higher monthly wage. However, an explanation about the highest level of wage for employees with intermediate degrees is also needed, because most these employees who work for specific tasks at the restaurant like F&B, waiter, food runner, and steward..., often work extra-time or on weekend and of course they would be paid at a higher wage rate, compared to the normal rate under the labor regulation.

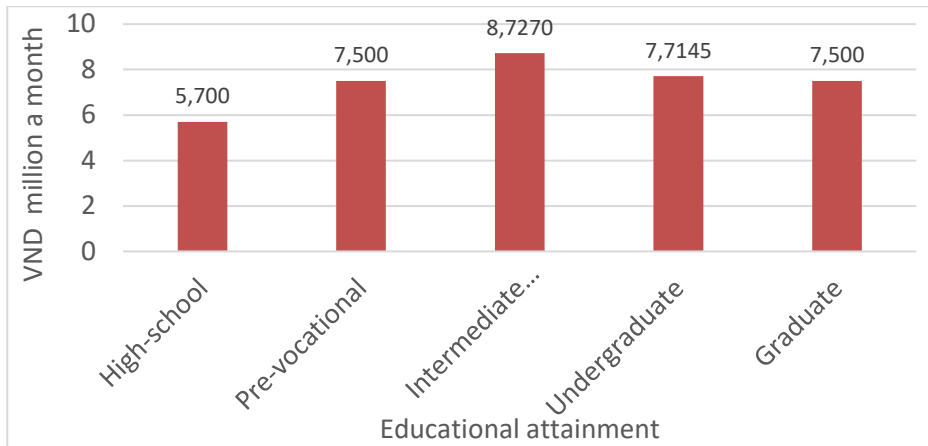


Figure 2: Distribution of the monthly wage to educational attainment

4.2. Descriptive analysis of the OJT and employee's performance

As discussed earlier, firms, particular to Ninh Kieu Hotel, have paid much attention and spent resources on OJT, which aims at improving their employee's performance and business goal as well. Therefore, 100 percent employees worked for the hotel are compulsory to participate in OJT annual, the survey shows that two-third employees participated in 2-3 sessions of OJT per year. Only 26 percent among employees were trained once last year. Regarding the OJT topics, information shown in Figure 3 indicates that 80 percent out of 96 asked employees were trained about the working safety and fire prevention, because hotel is a crowded place of in and out-going flows of people for 24 hours a day. Next, 46 percent, most employees at the restaurant-related positions, were often trained on skills of specific-tasks in periodical or before important events and parties. Besides, some employees working for other divisions such as administration and maintenance were also asked to participate job-related sessions of OJT like using accounting software, updating tax regulation, operating new machines or electric system. Sometimes, the OJT sessions for divisional managers were organized and trained by trainers as managerially experienced experts.

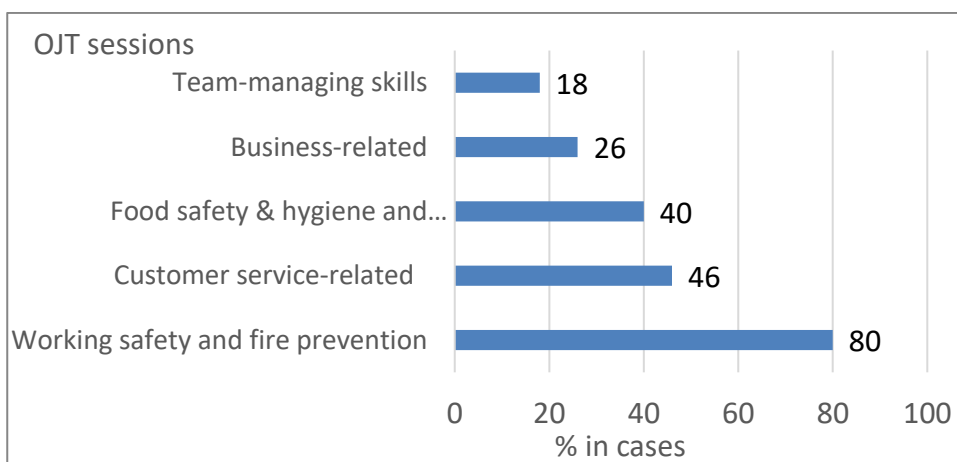


Figure 3: Distribution of the OJT for employees at Ninh Kieu Hotel

With regard to the employee’s response to the OJT practice at the hotel, the result from descriptive analysis for 19 criteria of OJT performance and 6 criteria of the OJT impacts on work performance is presented in the following tables.

Table 3: Employee’s response to the OJT purposes

Code	Items	SD	D	N	A	SA	Mean
PR1	Remind legal policies, regulations of hotel sector	0	0	4	62	34	4.30
PR2	Remind job-related knowledge of hotel sector	0	0	2	64	34	4.32
PR3	Remind specific tasks at working positions to be assigned	0	0	2	62	36	4.34
PR4	Remind job-related skills (i.e. communication)	0	0	2	54	44	4.42
PR5	Remind working attitude	0	0	2	66	32	4.30
PU1	Updating new-issued policies, regulations of hotel sector	0	0	8	36	56	4.48
PU2	Updating job-related knowledge of hotel sector	0	0	6	44	50	4.44
PU3	Updating specific task-related skills as using tools, machines, software equipped	0	0	8	42	50	4.42

Note: SD: strongly disagree, D: disagree, N: neutral, A: agree, SA: strongly agree

Information presented in Table 3 shows the respondent’s degree of agreement or disagreement regarding the questions of the OJT purpose – *remind and update* - that were relevant to their specific tasks at the hotel. It is obvious that majority of the respondents have positively expressed their agreement on the OJT practice during the length of working at the hotel, no case of disagreement was noted in the survey. In addition, the result of Bartlett’s test – suitable for non-normality of the sample - for equal variances among various categories such as age bracket, experience years, and educational cohorts, which finds no statistically significant differences in mean regarding the respondent’s responses to the OJT purpose. The testing results confirm the null hypotheses that variances among these groups of employees are equal. In other words, all employees being trained have presented a high consensus of their assessment on the OJT purpose.

Table 4: Employee’s response to the OJT program

Code	Items	SD	D	N	A	SA	Mean
PR1	Trained topics matching up job positions	0	0	10	48	42	4.32
PR2	Trained sessions matching up specific tasks	0	0	6	54	40	4.34
PR3	Training schedule is well arranged	0	0	12	38	50	4.38

PR4	Time bound (days) of the training is suitable for participants	0	0	2	56	42	4.40
PR5	Methods, tools used on training are suitable for participant's absorption	0	0	12	50	38	4.26
PR6	Trainers have good expertise	0	0	12	52	36	4.24

According to the OJT program, majority of the respondents (90 percent and above) replied their agreement and strong agreement with the concept that OJT sessions provided by the hotel were almost consistent with daily specific tasks for the assigned job position. In reality, OJT sessions have been arranged in separate for various groups of specific-job related employees such as F.O, F&B, business, or team leaders, and so on. Otherwise, only 6 to 10 percent of the respondent expressed their neutral viewpoint regarding the content of OJT sessions.

Table 5: Employee's response to the OJT motives

Code	Items	SD	D	N	A	SA	Mean
MO1	I can meet well job requirements at the hotel	0	0	6	60	34	4.28
MO2	I can have positive working efforts at the hotel	0	0	2	64	34	4.32
MO3	I can improve productivity in job	0	0	2	62	36	4.34
MO4	I can develop social capital (i.e., colleagues, customers)	0	0	2	54	44	4.42
MO5	I can have better promotions related jobs at hotel	0	0	2	64	34	4.32

Similar to the responses to the OJT purpose and program mentioned above, most employees in the survey have expressed a high appreciation as being participated in OJT sessions at the hotel, a majority of between 94-98 percent of respondents gave the agreed and strongly agreed choice for five criteria of this concept.

Table 6: Employee's response to the OJT impact on employee's performance

Code	Items	SD	D	N	A	SA	Mean
EP1	My work performance has been positively changed after being trained	0	0	4	64	32	4.28
EP2	I can solve myself job-related problems after being trained	0	0	2	64	34	4.32
EP3	I can do work faster, more accurate after being trained	0	0	2	62	36	4.34
EP4	I can do work in safer and cleaner conditions after being trained	0	0	2	54	44	4.42
EP5	I aware and feel more responsible for my tasks and hotel performance after being trained	0	0	2	66	32	4.30

EP6	I have more efforts in providing better service quality after being trained	0	0	0	64	36	4.36
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As for the concept of employee's performance, approximately 100 percent of the respondents replied that OJT practices have brought them positive benefits in work. They are really highly appreciated about hotel manager's attention on the such of meaningful activity. Because, after being trained they can complete specific tasks in faster, safer, and more accurate. As a result, they can not only gain a higher performance, but also contribute to the hotel's service quality.

4.3. Test for the reliability of items

For items belonged to criteria as measured by Likert-scaled points, reliability tests for such items are needed by using Cronbach Alpha. It is statistically assumed that Cronbach's Alpha value must be 0.6 or above, so it confirms the reliability of criteria in the analysis. More specifically, information presented in Table 7 and 8 below confirms the reliability for all 9 items denoting 2 criteria of the OJT purpose, as following: First, the correlation for all items denoting OJT purpose (remind and update) exceeds 0.6 as required; second, Cronbach's Alpha values of all items are smaller than the Cronbach's Alpha value of the criteria (group). Therefore, all items can be used for in the next analysis.

Table 7: Reliability test of OJT purpose: Remind

No.	Items	Code	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1	Remind legal policies, regulations of hotel sector	PR1	0,796	0.893
2	Remind job-related knowledge of hotel sector	PR2	0.893	0.873
3	Remind specific tasks at working positions to be assigned	PR3	0.749	0.902
4	Remind job-related skills (i.e. communication)	PR4	0.733	0.906
5	Remind working attitude	PR5	0.745	0.903
Cronbach's Alpha = 0.915				

Table 8: Reliability test of OJT purpose: Updating

No.	Items	Code	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1	Updating legal policies, regulations of hotel sector	PU1	0.895	0.931
2	Updating job-related knowledge of hotel sector	PU2	0.926	0.908

3	Updating specific task-related skills as using tools, machines, software equipped	PU3	0.873	0.947
Cronbach's Alpha = 0.951				

The result of the reliability test for 6 items attributed to the OJT program indicates that two out of these six items, including PR2 and PR4 (denoting for OJT session matching up specific tasks and time bound arranged) were not satisfied with the assumption, because the total correlation of each of these items was smaller than 0.6. Therefore, the result of the reliability test for 4 remaining items was presented in Table 9 as follow.

Table 9: Reliability test of OJT program

No.	Items	Code	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1	Trained topics matching up job positions	PR1	0,801	0,917
2	Training schedule is well arranged	PR3	0,895	0,886
3	Methods, tools used on training are suitable for participant's absorption	PR5	0,851	0,901
4	Trainers have good expertise	PR6	0,788	0,922
Cronbach's Alpha = 0.929				

According the OJT motives, the result of the reliability test for 5 items of this criteria is shown in Table 10. It indicates that all 5 items were reliable in the analysis when all total correlation exceeding 0.6 and Cronbach's Alpha of each item smaller than its criteria group.

Table 10: Reliability test of OJT motives

No.	Items	Code	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1	I can meet well job requirements at the hotel	MO1	0,676	0,867
2	I can have positive working efforts at the hotel	MO2	0,883	0,817
3	I can improve productivity in job	MO3	0,707	0,858
4	I can develop social capital (i.e., colleagues, customers)	MO4	0,719	0,855
5	I can have better promotions related jobs at hotel	MO5	0,612	0,879
Cronbach's Alpha = 0.882				

Finally, Information shown in Table 11 illustrates the result of the reliability test for the employee's performance after being trained. It is clearly confirmed that each item belonged to was consistent with the statistical assumptions and reliable for further analysis.

Table 11: Reliability test of the employee's performance

No.	Items	Code	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
1	My work performance has been positively changed after being trained	EP1	0,615	0,894
2	I can solve myself job-related problems after being trained	EP2	0,916	0,846
3	I can do work faster, more accurate after being trained	EP3	0,759	0,871
4	I can do work in safer and cleaner conditions after being trained	EP4	0,712	0,878
5	I aware and feel more responsible for my tasks and hotel performance after being trained	EP5	0,706	0,879
6	I have more efforts in providing better service quality after being trained	EP6	0,620	0,892
Cronbach's Alpha = 0.896				

4.4. Estimation of the OJT impacts of the employee's performance

Basing upon the results obtained from the reliability test for all items corresponding criteria above, the regression function with OLS estimation is used to determine the OJT impacts on the employee's performance, it forms as following:

$$Y_i = f(P_{re}, P_{up}, Pr, Mo) \quad (1)$$

Note: Y_i is a dependent variable generated on average from six items of the employee's performance, so it also continuously ranges from 1 to 5, for example: 3.5, 4.2. Four explanatory factors, including OJT purpose with remind, P_{re} , and update, P_{up} , OJT program, Pr , and Motives to join OJT, Mo . These factors are also generated on average from valid items, which were confirmed in the earlier analysis.

Table 12: Estimation result of the OJT impacts on employee's performance

Model	Coefficients	Std. Error
OJT purpose_remind (Pre)	- 0.25	0.61
OJT purpose_update (Pup)	0.14 *	0.09
OJT program (Pr)	0.32 *	0.10
OJT motives (Mo)	0.04	0.65
Constant	5.01 ***	0.75
Prob > F = 0.068; R_squared = 0.49		

In Table 12 the results of a regression analysis are presented with a statistical significance at 10 percent. This truly illustrates an empirical finding in explaining impacts of OJT on the employee's performance for the specific case of Ninh Kieu Hotel. Among the factor drivers to the employee's performance, the result suggests that the OJT purpose to update knowledge and practices and OJT program are positively significant in contributing to the employee's performance at the hotel; but employee's motives to join the OJT session and the OJT purpose to remind knowledge are not found with statistically significant. It argues that empirical findings on the impacts of the OJT on the employee's performance in this analysis are so consistent with previously evident results provided by Saide (2019), Huang (2019), Lin & Hsu (2017), and Kahya (2007).

5. Conclusion

This study presents an empirical case study for the OJT practices and its impact on the employee's performance by using the questionnaire survey from 96 employees worked at Ninh Kieu Hotel. An adoption of theoretical and empirical perspectives from existing studies regarding OJT practices and employee's performance and then Likert point scale used to measure items. The results reported a fact that most of the surveyed employees have responded to a high and positive assessment of the OJT sessions provided by the hotel during the length of work.

Using a regression analysis, it was found that the OJT impacts on the employee's performance were explained rather well by the OJT purpose to update knowledge and OJT program scheduled, but not so by the OJT purpose to remind and motives to join OJT sessions. It may argue that these results are meaningful in support previous evidence of the impacts of OJT on employee's performance. Although, this study was done with a small sample and a simple adoption of estimations, such analysis does probably not explain well about correlations between the OJT practices and drivers to OJT impacts. That is still subject for further research.

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Annex 1: Histogram of the monthly wage among 96 employees

