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ON-THE-JOB TRAINING, EMPLOYEE PERFORMANCE, AND MODERATING EFFECTS OF PERSONAL AND ORGANIZATIONAL MOTIVES IN VIETNAM'S TOURISM INDUSTRY

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Abstract: On-the-job training (OJT) practices have often been viewed as an effective tool that improves the performance of both employees and the company in the competitive economy. Based on the human resource development theory, this article attempts to examine the potential effects of OJT practices on employee performance (EP) in association with the presence of the moderating role of personal motivation (PM) and organizational support (OS). The statistical result from the survey of 548 employees who worked for tourism companies in Vietnam showed all constructs and their attributed items to be reliable and valid for testing the formulated hypotheses. The findings obtained from the structural model confirmed a strong and positive relationship between the OJT practices and EP, particularly the higher perception of the content and program of the OJT practices verified. Additionally, the moderation analysis revealed that personal expectations and OS for the OJT content and method were found as the key drive of enhancing the performance of employees when joining the OJT. Besides, an OJT program was also found as a distinctive determinant of the EP, not being interfered by the two moderators included. Finally, some suggestions concerning the effectiveness of the OJT practices and potential aspects of this study area are addressed.

Keywords: on-the-job training; employee performance; moderating effects; tourism; Vietnam

1. Introduction

Human resources have been commonly considered as an indispensable input serving in all operational processes to reach business goals and maintain competitive advantages for a company (Becker, 2009). In the theory of neoclassical economics, Solow (1956, 1996) and, more recently, Todaro and Smith (2020) emphasized an essential of human resources as one of the contributing factors thriving the economic growth of a nation or an industry, beyond two conventional factors of capital and technological changes. From the resource-based view of the company, among the resources that a company can efficiently allocate to gain sustainable growth, create competitive advantage, and meet client's needs and satisfaction is the competence of human capital (Gerhart & Feng, 2021). In such a view, enabling

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competencies for employees is fundamentally assessed as one of the crucial action plans in the company's strategy of human resource management. It is thus inferred that employees with better competencies would contribute positively to the firm's competence and market competition as well.

In the light of competence theories, the competence of employees is defined in consensus as a set of three inherent elements: knowledge, skills, and attitudes (Akin, 1994; Boyatzis, 2009; Hunter, 2004; Seufert et al., 2021). These components of competence are typically classified into two categories – occupational and personal competences (Méhaut & Winch, 2012). Numerous studies indicate that employees often enhance their career competence through the participation in training practices (TPs) to adapt better to advances in industry technology and changes in client behavior in the digital age (Helpman & Rangel, 1999; Mikołajczyk, 2021) as well as to the shortage of skills (Becker, 1975; Blundell et al., 2021). In addition, personal competence among employees within the firm is certainly heterogeneous, but the firm's goal is uniformity. That is why activities of continuous training (often called on-the-job training [OJT]) are always incorporated into the annual plan of personnel departments. There is no longer doubt that the OJT practices have been considered as the central action of continuous efforts designed to enhance employee competency and performance (Martocchio, 2019).

As one of the most populous nations in the Southeast Asia, Vietnam is a home to nearly 100 million people and also has capitalized its abundant labor force to labor-intensive industries of manufacturing and services. The economic reform toward the priority development of industrialization and services begun in 1986 has significantly contributed to remarkable changes in practices of human resource management in particular. In such circumstances of development, most companies have increasingly paid attention to practices of human resource training and development as a key driver of improvement of EP and competitive power (Aragón-Sánchez et al., 2003; Duy & Oanh, 2015). According to the Vietnam's General Statistical Office (VNGSO) portal (National Statistics Office, 2023), there are about 51.3 million people engaged in labor market, including both formal and informal sectors of employment, of which, employees working for companies only make up one third of the total laborers or equivalently 16 million people. It is equally important that tourism is widely known as a labor-intensive industry. Besides, this industry has faced its inherent problems of human performance including lack of qualified employee, fluctuation of seasonal employees, weak skills of foreign language communication, low productivity (Ramli et al., 2022), and Vietnam's tourism industry was not an exception.

In the last 10 years, several published studies on the OJT in Vietnam have been focused intensively on two main perspectives, including the potential effects of OJT activities on business performance (Chowdhury et al., 2022; Higuchi et al., 2015; Pham & Hoang, 2019) and employee's loyalty intention and earnings (Bulte et al., 2017; Nguyen & Shao, 2019; Pham & Hoang, 2019). Among those, Chowdhury et al. (2022) highlighted the importance of creating knowledge-sharing strategies and cooperative working groups within and between firms to drive sustainable businesses. Considering types of business ownership, Duy and Oanh (2015) found that the OJT had positive impacts on the productivity of small-scale businesses (like household businesses), without the exception of both medium-scale business and formal sectors. In another research determining impacts of the basic Kaizen training in Vietnam, Nguyen and Shao (2019) indicated that

employees who participated in the sessions of the Kaizen training had learned the method of how to increase productivity by eliminating waste in the production process. As considering the employee side, these two authors indicated the significant importance of the OJT activities was found as a driving factor of the organizational loyalty intention, especially for employees with high expectations of career development. A more recent research done by Nguyen et al. (2021) reported statistical evidence on the effects of the OJT on an increase in earnings for the group of young employees only, not for all employees within the firm.

There is a consensus that employees would often apply what they trained for their work at the firm and such application after OJT has been assessed as direct effectiveness of the OJT. Additionally, it is also perceived that EP does not depend on acquiring knowledge and skills from the OJT sessions, but that it is also influenced partly by personal competence and motivation (Al-kharabsheh et al., 2022; Salman et al., 2020) and by OS such as financial supports, career promotion (Idris et al., 2020; King-Kauanui et al., 2006). In spite of an increasing number of recent studies of the impacts of the OJT practices on EP, there is a research gap regarding Vietnam's context of business and tourism industry in particular. Thus, filling this research gap is essential in possibility of contributing both theoretical and empirical evidences that induce an improvement of EP through OJT practices in the tourism industry.

2. Literature review and hypotheses

2.1. *On-the-job training and employee performance*

OJT training is often referred to as practices that provide employees with professional and practical skills needed for doing their job at worksite. Such OJT practices are essential for reaching the strategic goal of human resource management, but also bring many benefits to individual employees such as job satisfaction, organizational engagement, and desires for career development (Martocchio, 2019).

Numerous studies recently published have proved positive effects of the OJT practices associated with the EP in different circumstances (Chowdhury et al., 2022; Pham & Hoang, 2019). Martocchio (2019) states that OJT practices are commonly considered as a single construct formed by three different dimensions: training content, training program, and training method. More specifically, the first is often designed with general and specific knowledge related to assigned tasks. Besides, career skills are basically a combination of both hard and soft skills, which imply proficient practices to assigned tasks in more efficient ways, for instance, technical and analytical abilities, problem-solving, interpersonal communication, team-working (Salman et al., 2020).

Second, the training program implies an interesting agenda of the OJT arranged with the high expectation of attracting employees' active participation. In reality, it usually includes scheduling, training length, target participants, and venue (Brown, 2002; Kirkpatrick & Kirkpatrick, 2006; van der Klink & Streumer, 2002). Third, the training method is crucial for the best-transferring knowledge and skills required by the firm to involve employees during the OJT sessions. In an earlier work, Alipour et al. (2009) noted that the perception of selecting the right training methods is really important for the OJT organizers to reach the OJT objectives the best. More specifically, the OJT methods may

be examined in various aspects such as training forms (like job rotation, coaching, apprenticeship, team-building, self-learning), trainer qualifications, and training models (in-house, fieldtrip).

EP refers to actual results gained by an individual or a group of employees during a certain period concerning objective indicators relative to their work. In other words, the EP reflects the situation on whether employees complete assigned tasks and meet their desires in the worksite. In this sense, it is commonly examined and measured with quantitative or qualitative metrics (Houldsworth & Jirasinghe, 2006). With his opinion of the EP relating to the OJT practices, Martocchio (2019) states that performance appraisal needs to be examined aligning with the main aspects of human resource development rather than financial indicators. He also introduced several attributes reflecting the EP aligning with effective applications of trained knowledge and skills for the current job, team collaboration, customer services, and company image as well. In a recent study of academic staff from state universities, Wulansari et al. (2018) developed a set of EP indicators used to evaluate practices of green human resource management and evidenced that successful practices of green human resource management. For instance, the internal training for employees have received the sincere participation from employees and then induced to reach positive performances. Therefore, the first group of hypotheses is addressed as follows:

- H_1 : Effective OJT sessions held by firms lead to an improvement of the EP; of which, the OJT session consists of three main dimensions – content, program, and methods – so this hypothesis is outlined with terms as H_{1a} , H_{1b} , and H_{1c} .

2.2. Moderating effects of personal motivation and organizational supports on employee performance

According to human resource development theory, the EP is explained by the influence of a range of numerous factors originating from both individual, managerial, and organizational actions (Liang et al., 2014). Among those theorists, Levinson (2009) stated that actions implemented by organizations are often viewed as OSs that bring a more favorable environment of working for employees.

In reality, OSs are popularly formed in terms of internal regulations and financial subsidies. In such contexts, employees feel more motivated or unmotivated to work and thus induce or reduce the level of their work performance. Recent studies done by Purwanto (2022) and Shalley (2024) also prove the positive contribution of OSs related to enabling human resources that would lead to an improvement of the EP within the firm. More specifically, supportive personnel practices created by managers are likely to have indirect impacts on the EP as a moderating factor (Liang et al., 2014). It is widely recognized that OSs dedicated to employees are often considered as one of the powerful tools that attract and motivate employees to complete assigned tasks with their best efforts (Wulansari et al., 2018; Dhar, 2015). In reality, supports given by the organization are usually in the form of both financial and non-financial benefits (like training costs, living allowances, flexible arrangement of work, etc). These subsidies promote employee's active participation in OJT sessions. Therefore, two hypotheses of this construct are suggested, as follows:

- H_{2a}, H_{2b} : There is an active contribution of two moderating factors — PM and OS — to an increasing perception of the EP.

Additionally, the relationship between the TPs (i.e., the OJT) and the EP has been intensively explored in different contexts across industries or organizations. Following the theory of individual psychological perspective, Kuvaas (2006) noted that PMs (also referred to as intrinsic motivations) are often explained as a moderator playing a substantial role in the consideration or analysis of human interactions within an organization, for example, the relationship between OJT practices and EP. In a recent study of 250 employees working for the corporate sector in Pakistan, Nazim et al. (2020) reported that employees' intrinsic motivations were found as a moderating factor increasing the interaction power between the OJT practices and the employment performance, especially to work creativity. A more recent study based on the survey of over 32 thousand of employees from 25 countries, Vo et al. (2022) confirmed the hypothesis that the intrinsic motivations of employees were associated with the completion rate of assigned tasks, meaning those with a higher level of intrinsic motivations would certainly gain a higher performance. Besides, these authors also indicated the concept of PMs falling into the categories such as interpersonal relationship (ability to contact with others), social exchange (being respected at worksite), career-developed needs (be satisfied within corporate culture), and self-actualization (be self-confident at worksite). In this regard, the third group of hypotheses is proposed as follows:

- H_{3a}, H_{3b}, H_{3c} : Positive impacts of the OJT practices on the EP are reinforced by a moderating presence of the PM.
- H_{3d}, H_{3e}, H_{3f} : Positive impacts of the OJT practices on the EP are moderated by a moderating presence of the OSs.

The conceptual framework shown in Figure 1 below is drawn based on the Martocchio's view of TPs (Martocchio, 2019) and the earlier discussions on the relationships that were empirically explored. In this regard, the components of the OJT practices are hypothesized to have direct effects on the EP whether or not being moderated by the presence of PM and OSs.

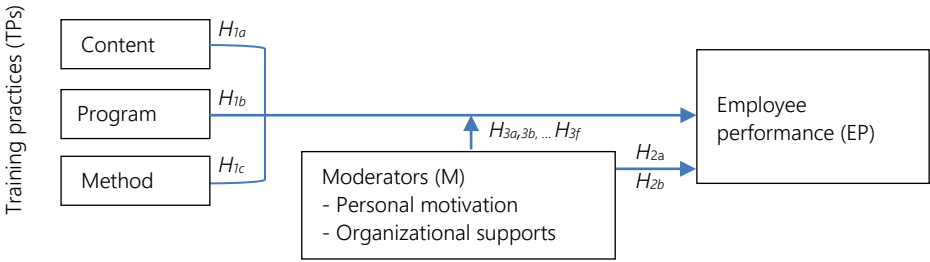


Figure 1. Conceptual model and hypotheses.

3. Data and variable measurement

Target respondents are those who have officially worked for firms in the tourism industry in Vietnam. In an exploratory and qualitative research, minimum sample size should be greater than 10 times of the number of variables, as suggested by Hair et al. (2017). Additionally, the convenient sampling method was performed to gather the respondents' feedback that

covers various aspects such as OJT practices, EP, PM, OSs, and some demographic and job-related features as well. Using this sampling method is assessed as the most suitable selection for the case of an unknown sample of the population (Etikan et al., 2016). To deal with constraints of geographical distance, budget, and accessibility to target respondents and unknown population, the structured questionnaires are delivered to targeted respondents in both direct and online mode. The survey process lasted from October 2023 to March 2024. To have a valid sample for the analysis, target respondents must have participated in at least one session of the OJT at their worksites during the 12 months preceding the survey. Other respondents who do not meet this request of the selection were excluded from the analysis.

Dependent variable, EP, is designed with its constructs of four attributes (so-called items), specifically stated as: "I have applied knowledge and skills acquired into my work with better performance, EP1", "I have applied knowledge and skills acquired to gain more efficiency in my work toward the reduction of time, costs, office utilities, EP2", "I have applied knowledge and skills acquired to improve quality of customer service, EP3", and "I have applied knowledge and skills acquired to enhance social relationships within and outside of the firm, EP4". All the items of this variable are measured on the Likert scale ranging from 1 to 5 and indicating 1 as *strongly disagree* and 5 as *strongly agree*.

Independent variables, TPs, are designed to measure three dimensions (so-called *factors*): content (C), program (P), and method (M). The first factor refers to the OJT content and is formed by seven items and described as follows: "Training topics are really appropriate for my work at the firm, C1", "Training topics are carefully designed with a focus on the path of the employee's career development, C2", "Training topics are helpful to update professional knowledge, legal policy, and organizational regulations, C3", "Training topics are meaningful to improve my professional skills, C4", "Training topics drive my ability of thinking and creativity, C5", "Training topics provide practical ways to communicate better at the worksite, C6", and "Training topics are truly to enhance my ability of making work plans more efficient, C7". The second factor of the OJT practices is a training program and it contains five items, for example: "I feel that training programs are usually held quite appropriately in time, P1", "I feel that the length of OJT programs are fairly reasonable, P2", "I feel that the OJT programs are quite relevant to target groups of participants, P3", "I feel that the OJT sessions are often organized in interesting places, P4", and "I feel that the OJT programs are designed with the instruction from rich experienced trainers, P5". The third factor refers to the training method which includes four items, and is described as: "The OJT method which is based on active interactions like presentations and group discussions, helps me improve practical skills of communication, M1", "The OJT method which is performed through the application of online tools, helps me allocate time more efficiently to participate, M2", "The OJT method which is designed with seminars or workshops, helps me have more chances to share and exchange practical experiences more conveniently, M3", "The OJT method, mainly based on discussions of real cases of current jobs, helps me enhance practical skills of problem-solving, M4".

Moderating variables are constructed with two factors, including PM and organizational OS as described earlier. With these variables, it is attempted to test how they moderate the relationship between the OJT practices and EP. In the survey, a factor

of PM falls into four items, and can be explained as: "I have active motivations to join OJT activities for my career development, PM1", "I feel that I would be more respected by colleagues if I was trained, PM2", "I feel that I have to join OJT sessions to adapt better with corporate culture, PM3", and "I would like to join OJT sessions so that I become more confident in my current jobs, PM4". As for the second moderating factor indicating OSs, it consists of three dimensions regarding coverage of training costs, flexible arrangements of working time during the OJTs, and application of what was trained after OJT completion. More specifically, these items described in the questionnaire are: "I have received financial supports from the firm for joining OJT practices, OS1", "My manager enthusiastically supports my participation in the OJT sessions through his/her appropriate assignment of my tasks during the OJT program, OS2", and "My manager assigns me special projects requiring an application of knowledge and skills acquired from OJT sessions, OS3".

Similar to the dependent variable described earlier, all the items of the independent and moderating variables are also measured using the 5-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*). Following the conceptual framework as proposed in Figure 1, the following technical steps of measurement are shown. First, because all variables are characterized with multi-item scales, Cronbach's alpha analysis with its scale reliability is used to identify the internal consistency of items among factors incorporated in the conceptual model. It is assumed that the cut-off value of all constructs (e.g., factors) in the estimation system must be approximately at least 0.7 as a request on the reliability of the criterion (Hair et al., 2017). In the next step, a structural model with an application of the partial least squares (PLS) estimation technique is performed to test possible impacts of OJT *TPs* on the *EP* underlying the presence of moderating factors. As widely known, a PLS technique is popularly applied as one of the most powerful tools for estimating and testing potential interactions between factors characterized by multi-dimension, Likert scale, and based on either small or large samples (Hair et al., 2017).

In estimation procedure, the structural path model depicted in Figure 1 may be shown in econometric form by the following equation:

$$EP = \alpha + \beta_t \cdot \sum_{t=1}^3 TP_t + \gamma_m \cdot \sum_{m=1}^2 M_m + \delta_i \cdot \sum_{i=1}^6 (TP_t \cdot M_m) \quad (1)$$

In which, α is the intercept, β_t and γ_m are slopes of the constructs representing estimated coefficients of the training practices (TP_t) and moderators (M_m), and δ_i is the slope of the latent variables formed by the interaction between the construct of TPs and the moderators. Indeed, δ_i and their p -values would be used to verify and test a possibility of moderating effects in the conceptual model.

4. Results and discussion

4.1. Statistical description of the sample

Out of 600 survey questionnaires that were delivered to the target respondents, 548 were returned with valid information, amounting to the response rate of 91.3%. The statistical result of the valid sample presented in Table 1 reports evidence that the survey was highly representative regarding population of employees in the paid-employed market.

Table 1. Respondent's characteristics

Characteristics	Frequency	%
Gender		
Male	270	49.3
Female	277	50.5
Dislike to prefer	1	0.2
Age range (in years)		
21–30	257	46.9
31–40	159	29.0
41 and older	132	24.1
Length of work (in years)		
1 and less than	75	13.7
2–5	242	44.1
6–10	102	18.6
11–15	53	9.7
and above	76	13.9
Educational attainment		
High school	26	4.7
Primary vocational	41	7.5
Intermediate vocational	124	22.6
Graduates	217	39.6
Post graduates	140	25.6
Professional certificates (multi-response)		
Foreign languages	367	36.2
Informatics	321	36.6
Career-related	275	27.2
Number of participated OJTs per year		
2 and less	178	32.5
3–6	204	37.2
7–12	153	27.9
13 and more	13	2.4

4.2. Reliability and correlation analysis

In order to proceed with an evaluation of the conceptual model and test the proposed hypotheses, statistical values and scores of Cronbach' alpha were calculated for all constructs and their attributed items were examined. The calculated results depicted in Table 2 show that all the items are truly reliable and valid for the next step of measurement, following the technical guidelines by Hair et al. (2017).

Table 2. Means, standard errors, and Cronbach's alpha scores of the constructs and items

Constructs and Items	Mean	Std. Err	Cronbach's alpha
Training content	4.1075	0.0258	.8530
C1	4.1520	0.0362	.8313
C2	4.1318	0.0345	.8298
C3	4.1117	0.0368	.8253
C4	4.0494	0.0370	.8263
C5	4.1245	0.0352	.8261
C6	4.1117	0.0339	.8453
C7	4.0714	0.0341	.8423

Table 2. Means, standard errors, and Cronbach's alpha scores of the constructs and items (*continued*)

Constructs and Items	Mean	Std. Err	Cronbach's alpha
Training program	4.1231	0.0256	.7840
P1	4.1080	0.0359	.7470
P2	4.0805	0.0350	.7212
P3	4.1776	0.033	.7628
P4	4.1721	0.0326	.7633
P5	4.0769	0.0372	.7203
Training method	4.1497	0.0297	.7978
M1	4.2014	0.0380	.7640
M2	4.1062	0.0399	.7405
M3	4.1556	0.0365	.7493
M4	4.1355	0.0362	.7354
Personal motivation	4.064	0.0282	.7777
PM1	4.073	0.0373	.7414
PM2	3.9725	0.0347	.6837
PM3	4.1355	0.0364	.7388
PM4	4.0769	0.0369	.7310
Organizational supports	4.1080	0.0291	.7565
OS1	4.1868	0.0341	.6897
OS2	4.0567	0.0377	.6484
OS3	4.0805	0.0348	.6819
Employee performance	4.2014	0.0201	.8356
EP1	4.1611	0.0327	.7989
EP2	4.2399	0.0328	.8118
EP3	4.1721	0.0336	.7830
EP4	4.2326	0.0322	.7742

Correlation analysis across constructs in the conceptual model is basically used as a productive approach to test the relationship between each pair of the constructs to determine whether it is solid or weak. The obtained result presented in Table 3 shows that EP is positively correlated with all the three constructs of the TPs. Therefore, these findings initially proved that all constructs have a positive relationship with each other and support the proposed hypotheses of the study.

Table 3. Construct's correlation and statistical significance

Construct	1	2	3	4	5	6
1. Training content	1					
2. Training program	.7141***	1				
3. Training method	.4472***	.4860***	1			
4. Personal motivation	.6782***	.6817***	.5108***	1		
5. Organizational supports	.6093***	.6980***	.4146***	.6214***	1	
6. Employee performance	.6416***	.6818***	.3888***	.6316***	.6656***	1

Note. *** $p < .01$.

4.3. Structural path analysis and hypotheses testing

Obtained result from estimating Equation (1) is reported in Table 4. It shows that all the constructs included in the model were statistically significant at .001 and entirely used to

explain their influences on the variance of the EP with the correlation rate of 57.6% ($R^2 = .576$, Prob $>F = .000$). It is more important that all direct paths in the structural model were found in positive directions of effects. Based on statistical values of two constructs including TPs and moderators, it can indicate that most hypotheses of H_{1a} , H_{1b} , H_{2a} , and H_{2b} were supported, except for hypothesis H_{1c} . This confirms the fact that the effective OJT practices, particularly content and program, had positive effects on the EP. In addition, the PM and the OS relating the OJT sessions held were also found to induce an improvement of the EP.

Table 4. Estimation result of the structural path model

Hypotheses	Sign	Coef.	t-stat	Decision
H_{1a} : Effective OJT content → Employee performance	β_1	.1968***	4.330	Support
H_{1b} : Effective OJT program → Employee performance	β_2	.2534***	5.070	Support
H_{1c} : Effective OJT method → Employee performance	β_3	.0166 ^{n.s}	0.583	Reject
H_{2a} : Personal motivation → Employee performance	γ_1	.1656***	4.000	Support
H_{2b} : Organizational supports → Employee performance	γ_2	.2607***	6.870	Support

Note. *** $p < .01$, ** $p < .05$, * $p < .1$, ^{n.s}no significance

As illustrated in Figure 1, potential effects of two constructs of the moderators in the conceptual model were examined. The estimated result shown in Table 5 indicates that the interaction between TPs and moderators was positively associated with the EP. According to testing, for the third group of hypotheses, the estimated result revealed the statistical evidence to confirm the formulated hypotheses that employees with positive PM sincere supports from managers during joining OJT sessions were found to gain a perceived improvement of EP. However, it also revealed that moderating effects of PM and OSs on the relationship between the OJT program and the EP were not found at the statistical significance of .05. In other words, hypotheses H_{3b} , H_{3e} in the conceptual model were rejected.

Table 5. Estimation result of moderating effects

Hypotheses	Sign	Coef.	t-stat	Decision
H_{3a} : Effective OJT content → Employee performance through the moderating role of personal motivation	δ_1	.1158*	1.880	Support
H_{3b} : Effective OJT program → Employee performance through the moderating role of personal motivation	δ_2	.0427 ^{n.s}	0.660	Reject
H_{3c} : Effective OJT method → Employee performance through the moderating role of personal motivation	δ_3	.1159***	2.660	Support
H_{3d} : Effective OJT content → Employee performance through the moderating role of organizational supports	δ_4	.1604***	2.630	Support
H_{3e} : Effective OJT program → Employee performance through the moderating role of organizational supports	δ_5	.0212 ^{n.s}	0.320	Reject
H_{3f} : Effective OJT method → Employee performance through the moderating role of organizational supports	δ_6	.1146***	2.690	Support

Note. *** $p < .01$, ** $p < .05$, * $p < .1$, ^{n.s}no significance

4.4. Discussion

As widely known, enhancing employee competences through transferring updated knowledge and skills is considered as the most effective way to improve productivity and service quality for businesses in the tourism industry, which is often recognized as an

intensive-labor industry, contributing impressively to the nation's economic growth. In this sense, a majority of researchers made a lot of efforts in exploiting and evidencing that the OJT practices are truly the key to success. In other words, effective OJT practices do not only make the employee's perceived well-being better, but they also help organizations gain expected goals of business strategy in a given period. In this regard, this study tried to examine the potential effects of the OJT practices on enhancing the EP in association with the presence of PM and OSs in the tourism industry in Vietnam.

The findings of this study evidenced the positive effects of the OJT practices on the EP. It is worth noting that such effects of the OJT practices related to various constructs including content, program, and method on the EP and the effects of two moderating constructs significantly provided the valid proof for further supplementing empirical literature on organizational culture that opens collaborative opportunities among employees and between managers and employees. Based on this, it is recommended that personnel departments build supportive policies motivating employees to actively participate in the OJT practices.

Concerning two constructs of moderators in the structural model, the result shows that PM and OSs were the key factors to contribute positively to the relationship between the TPs and the EP. This result is quite consistent with findings reported by previous researchers, for example, Chowdhury et al. (2022), and Pham and Hoang (2019) who suggested the positive role the OJT in improving the EP. Next, it confirms the findings from Purwanto (2022) and Shalley (2024), which highlighted the importance of monetary and non-monetary supports from the organization as an effective tool for pushing employees to work more productively. Additionally, previous evidences from studies of Liang et al. (2014) on the indirect supports by managers relating OJT practices were also found in this analysis as a positive moderating factor in the correlation between OJT practices and EP.

While OSs can be shaped through human resource policies and organizational culture, PM is deeply individual and inherently difficult to boost in a positive way. Previous researches highlighted that PMs are diverse and influenced by a range of determinants (Beqiri, 2019; Guillén et al., 2015; Menges et al., 2017). Every employee is unique, they bring personal values, career aspirations, motivations, etc. to their work. In some cases, some may seek financial rewards, others may prioritize job satisfaction, work-life balance, or the opportunity for career growth. These differences mean that a one-size-fits-all approach to motivation is rarely effective. This is one of the vital challenges in leveraging employee motivation which is determined as a moderator playing an important role in the relationship between OJT practices and EP.

Relevant researches demonstrated the significant influence of OJT on EP and productivity (Bafaneli & Setibi, 2015; Idua et al., 2023; Mvuyisi & Mbukanma, 2023, Suhardi et al., 2023). However, they identified OJT as a single construct which concerns the learning process to acquire and improve employee competence. Filling this gap of the literature, this study investigated OJT via three aspects (training content, training program, and training method) in identifying the determinants of EP. The results showed that the two moderators (PM and OS) did not contribute to the impact of OJT program on EP. It means OJT programs positively enhance EP without the effect of PM and organization supports. OJT program with interesting agenda, suitable scheduling and training length, relevant target participants, rich experienced trainers and wonderful venues pushed employee in the efficient training environment; as the result, it can improve their working competence. This finding proposed helpful solution to improve the effectiveness of OJT practices in tourism enterprises.

As examining the EP along with main features of demographics and work, it was found that the effects of the OJT practices on the EP seemed to be different among trainees in terms of age. Specifically, the employees with greater tenure of age and work experience had lower perception of EP. Besides, it may be advised that younger employees should be the key participants for further OJT sessions, because they are expressed to gain a higher perception of the performance than other colleagues within the organization. In other words, managers should allocate a lot of resources to the OJT practices that aim at enabling capacities for potential staffs, including younger employees and newcomers less qualified. Obviously, this expense is considered as the long-term investment of human resources in pursue of achieving a sustainable development for both the company and employees.

5. Conclusion

Based on the field survey from 548 employees who have worked for companies in the tourism industry, the findings provided the solid evidence on the role of the OJT activities hosted by companies in enhancing the performance of employees in various aspects relating to specific features of the OJT practices and participants' work tenure. It should be noted that the moderating role of the PM and the OS were investigated underlying the formulated hypotheses in the structural model, which confirms the sequent effects that reinforce a perception of the EP in association with the OJT practices, although all hypotheses were not totally accepted.

Additionally, the findings from this study are expected to extend the theoretical and empirical literature of the human resource-based development. In this sense, it may be advised that managers and personnel departments need to consider the development of human resources through OJT practices as the long-term and strategic investment for a sustainable goal of development in the competitive context. Especially, OJT program was found to be a helpful solution for OJT practices in the context of various workplaces and complex PMs.

Nevertheless, this study also has limitations. First, the empirical results are basically obtained from the survey-based analysis with the feature of the cross-sectional data. In other words, these findings only reflect the relationships examined at the specific time of analysis. So, longitudinal experiments need to be conducted in order to consolidate valid proofs for further studies. Second, OJT practices are generally held with a diversity of contents and participants, which certainly leads to a different perception of the EP. This is a biased measurement. Hence, further studies can pay attention on classifying specific groups of employees by job functions as an adaptive way to deal with this caveat. Third, there are certainly other factors that need to be taken into account for the analysis of EP, beside the OJT practices. Finally, information about the evaluation and feedback after the OJT practices given by employees is excluded from the analysis, so that possible adjustments of the OJT practices are not easy to address in the scope of this study.

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