

## How on-the-Job Training Elevate the Performance of Myanmar Manufacturing Sectors

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### Abstract

This research investigates the impact of on-the-job training (OJT) on both employee performance (EP) and organizational performance (OP) within the manufacturing industry of Myanmar. Utilizing survey data collected from 1240 employees across 248 industrial enterprises, we conduct an empirical study by statistical analysis, mediation modeling, and moderation effect testing to evaluate the intricate interrelationships among OJT, training characteristics, employee's individual characteristics, and organizational characteristics. The study findings reveal that OJT significantly enhances both EP and OP. The key moderators identified include training design, delivery style, training needs assessment, and training evaluation. Moreover, individual factors such as prior knowledge and skills, self-efficacy, motivation to learn, and motivation to transfer mediate the relationship between OJT and EP. In addition, effective organizational leadership support, management support and human resource practice serve to amplify the positive influence of EP on OP. Notably, organizational culture does not exhibit a substantial moderating effect, potentially indicating that the organizational culture framework within Myanmar's industrial context is still in its nascent stage. These insights offer practical recommendations for optimizing OJT programs to align with employee competencies and organizational objectives in Myanmar manufacturing industry.

### Keywords

On-the-job training, employee performance, organizational performance, manufacturing industry, Myanmar.