From Training to Triumph: How on-the-Job Training Transforms "Z" Courier Service, Malaysia

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Abstract
On-the-job training (OJT) is crucial in professional development, offering a hands-on learning experience that enhances skills and contributes to organizational success. Due to its imperative role, this study aims to analyze the impacts of OJT that takes place at "Z" Courier Service, Malaysia on its employees and the organization. The study employed the qualitative research design using semi-structured and in- depth interviews with six employees, i.e., the manager, administrative staff, dispatchers, and storekeepers. The interviews were guided by an interview protocol devised by the researchers, which aims to answer all the research objectives related to the issue of OJT. All the data were analyzed using thematic analysis with the help of NVivo 12 Plus software. The study's findings show that OJT positively affects employee performance, i.e., it improves employee skills, increases job performance, and develops teamwork and collaboration. OJT also affects employees' growth through adaptation to new technology, behavioral changes, career progression, and improvement in employees' motivation and job satisfaction. OJT positively influences organizational performance by increasing financial gain and improving customer satisfaction. Further, the study's findings suggest that OJT has little influence on employee retention because it is ultimately up to the individual employees and career growth opportunities. Overall, the findings effectively address all the research objectives, indicating OJT as a helpful strategy that benefits both the employees and the organization.
Keywords: On-the-Job Training, Skills, Skills Transfer, Human Capital, Employee Performance.

Introduction
Training encompasses learning or adopting the knowledge, skills, and abilities to perform a particular task or function (Milhem et al., 2014). It further helps the employees tackle the

present and potential obstacles in the organization by providing them with the necessary skills and knowledge for the current job's requirements, fostering collaboration, creating a positive work environment, and improving employees' attitudes, behaviors, motivation, and performance (Mozael, 2015). It can also help reduce employee turnover and increase employee engagement. Employees' training is crucial since the success of an organization depends on their performance—employees' performance peaks when they receive good training (Majeed & Shakeel, 2017).

As a common type of training method used by employers, on-the-job training (OJT) functions to educate employees on workplace knowledge, attitude, skills, and behavioral patterns to accomplish specific organizational objectives or tasks (Bafaneli & Setibi, 2015). It is an effective employee development method that allows them to gain skills and information while executing their job responsibilities (Korpi & Tåhlin, 2021). Employees can see tasks more clearly through direct instruction from OJT because they receive the training at work and while performing their jobs (Timsal et al., 2016). Government, private, and multinational organizations prioritize the importance of training programs to increase their production (Elnaga & Imran, 2013).

This study aims to achieve the objectives as follows:
1. To analyze the impacts of OJT on the employees of "Z" Courier Service in Malaysia.
2. To explore the impacts of OJT on "Z" Courier Service in Malaysia.

Literature Review
On-the-Job Training (OJT)
OJT refers to practical experience and task-oriented jobs, such as instructing the staff on managing equipment frequently utilized in the workplace (Bafaneli & Setibi, 2015). It is a training method made available to skilled or semi-skilled workers. The employees learn by imitating peers' or employers' behaviors while on the job. The task should be carried out during the working day to make the employees' jobs easier. The knowledge and abilities demonstrated while working are directly tied to the demands of the position. The expenses for OJT cover both the workers' and coworkers' time spent acquiring productivity-boosting skills and any materials or equipment needed to teach them (Barron et al., 1997).

Impacts of on-the-Job Training (OJT) on the Employees
Employees' Achievement
Employers often use OJT to educate employees on workplace knowledge, attitude, skills, and behavioral patterns to accomplish specific organizational objectives or tasks (Adhvaryu et al., 2018; Bafaneli & Setibi, 2015). It fosters employees' skills by allowing them to learn competencies developed within the organization and more general skills acquired through specialized centers or companies (Jona-Lasinio & Venturini, 2024). It is an effective employee development method that allows them to gain skills and information while executing their job responsibilities (Korpi & Tåhlin, 2021). Employees can see tasks more clearly through direct instruction from OJT because they receive the training at work and while performing their jobs (Timsal et al., 2016).

In addition, studies have shown that OJT improves employees' job performance (Selvam & Fakhruddin, 2021; Mahadevan & Yap, 2019). Employees may use the primary tool to boost

performance through training, which includes developing their customer service abilities, sales, and marketing strategies (Ukandu & Ukpere, 2013). Most employees possess the knowledge and abilities necessary to carry out their tasks, and there is a favorable correlation between over-skilling and business productivity. OJT dramatically impacts how well employees perform and the services they provide (Korpi & Tåhlin, 2021; Selvam & Fakhruddin, 2021; Timsal et al., 2016).

Further, OJT also develops employees' teamwork and collaboration (Solis et al., 2024). It includes the formation of communicative models through communication with colleagues, which creates an environment that is particularly conducive to teamwork (Sekerin et al., 2018). Participants learn how to communicate effectively, resolve conflicts, and work with diverse groups through teamwork and collaboration. Conscious actions, such as observing colleagues, interacting with them, and reflecting, are part of a more profound ongoing process promoting learning. These insights apply to various professional settings, emphasizing the importance of collaboration in achieving common goals and managing interpersonal dynamics (Policarpio, 2024).

Employees' Growth
OJT is about more than just immediate performance improvement. It also significantly affects employees' long-term growth. Employees are able to adapt to new technology such as the latest systems and applications used by their organizations that are directly relevant to their work and professional goals through OJT (Casugay et al., 2024; Miranda et al., 2024). Organizations use up-to-date and reliable operating systems or applications for efficient office operations. This implies that they use new technology that handles all fundamental tasks like file management, memory management, and process management. It advertently helps eliminate vulnerabilities, resulting in a safer computing environment for users and organizations (Morris et al., 2020).

OJT also benefits employees' behaviors by exposing them to operational challenges and improving their interpersonal communication skills and develop their affective skills (Armada & Armada, 2024; Barretto et al., 2013). It includes how they deal with things emotionally, such as feelings and values. They can learn to interact with colleagues or clients from various backgrounds and be patient, diligent, and resilient in difficult situations (Delelis, 2016). This exposure motivates them to improve constantly, demonstrating competence in uncertainty and contributing to positive behavioral change.

Besides adapting to new technology and positive behavioral changes, OJT influences employees' career progression. OJT equips employees with the information and specific skills they need to advance in their careers, which increases their chances of advancement to higher positions, both now and in the future (Ibrahim et al., 2020; Ndunguru, 2015). Not only that, Sarkar's (2021), study has shown that OJT increased the wages of workers who received the OJT programs compared to those who did not. Similar case was also observed by Kasa-Jashari and Janeska-Iliev (2022). Regarding motivation, Wen and Lin (2014), stated that OJT is an effective training method for increasing employee motivation to learn new skills and knowledge relevant to their careers, whether for short-term skill development or future job-related requirements. It raises employees' morale and motivation to work and effectively raises the standard of employees' services (Chepkosgey et al., 2015; Ejiogu & Ubah, 2024). If

employees do not receive training and development, their work environment may become frustrating and demoralizing.

OJT is crucial for ensuring employees' job satisfaction. Expertise drives creativity and innovation, leading to scientific breakthroughs. This mastery of skills, creativity, and innovation indicates that the employees are competent and perform well, making them more satisfied with their jobs (Chepkosgey et al., 2015). Employees commended OJT programs, noting that employers should be satisfied because they accomplished their goals (Mvuyisi & Mbukanma, 2023). At the same time, they feel a sense of satisfaction in their job, which makes them more likely to stay committed to their work.

Impacts of on-the-Job Training (OJT) on the Organization
Organizational Performance
Government, private, and multinational organizations prioritize the importance of OJT programs to increase their production or financial gain (Elnaga & Imran, 2013). This is due to the reason that pleasant work environment boosts employees' morale and thus, promotes productivity (Chepkosgey et al., 2015). In addition, OJT empowers employees to enjoy their work, resulting in better customer satisfaction. By offering first-hand services, employees will please customers, thus enhancing service delivery (Tukunimulongo, 2016). The prioritization of service delivery as an OJT focus was the cause of increased customer satisfaction. OJT programs focus on empathy and responsiveness by providing personalized service that makes customers feel cared for, such as greeting them, being polite, and courteous (Graves, 2021). This is imperative because customer satisfaction is dependent on excellent customer service. This is further corroborated by Cheung and Woo's (2016) study, which found that client-employee interaction is the most essential factor in determining overall service quality and customer satisfaction.

Employee Retention
OJT plays a vital role in employee retention and keeping them competent. Employees who are satisfied with their jobs are more likely to commit to both the job and the employer, and as a result, they tend to stay with the company for a long time. As a result, they could be less likely to leave their current job (Chepkosgey et al., 2015; Tukunimulongo, 2016).

All of the aforementioned benefits on organizations can be achieved if the employees seriously involved in OJT programs. This can be attained if the company's management effectively communicates and explains the program's career advantages. Besides that, it is also critical to develop an efficient OJT plan and monitor it to ensure its effectiveness further.

Methodology
Research Design
This study utilizes a qualitative approach, specifically the case study design, to explore the process and the impacts of OJT at "Z" Courier Service in Malaysia. Qualitative research involves the intentional and systematic gathering of various empirical materials, including case studies, personal experiences, and interviews (Aspers & Corte, 2019). Meanwhile, a case study looks into a phenomenon in a limited geographical area or one of a handful of subjects of interest at the micro level (Yin, 2014). Case study research is a thorough investigation that can help researchers comprehend intricate issues, and it is becoming increasingly vital in

social science studies. It investigates a phenomenon in an actual-life context. It is typically conducted utilizing a thorough analysis (Yin, 2014). The case study design is appropriate for this study because it seeks to investigate and explore the process and the impacts of OJT on the employees and the organization.

Population and Sample
The population of this study includes employees of the "Z" Courier Service situated in Malaysia. The sample in this study involves employees in the said organization, with six employees from various hierarchical levels, ranging from branch manager to non-managerial employees (administrative staff, dispatchers, and storekeepers). Sampling is a technique that involves determining specific criteria (Etikan et al., 2016). It allows researchers to identify and select cases with a wealth of information, increasing the effectiveness of the limited study resources available (Palinkas et al., 2015). Purposeful sampling is a commonly employed technique in qualitative research. It is used intentionally to select individuals for inclusion in the study, allowing researchers to identify and select information-rich cases, maximizing the efficient utilization of limited resources available.

The selected sample is an adequate representation of the target population. A larger sample size is considered optional for this study (Percy et al., 2015). Hence, the sample for this study was chosen using the snowball sampling technique. Snowball sampling is a technique that aims to collect samples, which is generally carried out after the research has begun and occurs when researchers ask participants to recommend other people to become participants (Creswell, 2013). A total of six informants, consisting of one manager and five non-managerial employees (two administrative staff and three dispatchers and storekeepers), who had experienced OJT in the organization, were selected as the sample. The total numbers of the sample were determined based on the principle of data saturation. Saturation refers to the point in data collection when no new issues or insights are discovered, and the data begins to repeat itself, indicating that enough samples are reached (Saunders et al., 2017).

Interview and Interview Protocol
Semi-structured and in-depth interviews were conducted with all the informants to collect data for this study. In qualitative research, interviews involve a limited number of participants who share their insights, perspectives, and experiences, thereby contributing to attaining the research objectives (Creswell, 2013). The interview is a valuable tool for researchers as it allows for analyzing specific and detailed data and information related to the OJT issue. The in-depth interview design involves open-ended questions, allowing participants to express their perspectives on OJT. Three sections were employed in the interview process for managerial and non-managerial positions. Section A consists of 16 questions about the demographic background of informants; section B focuses on the process and comprises 11 questions; and section C delves into the impact on employees, encompassing 13 questions. Lastly, section D addressed the impact on the organization, featuring five questions.

Data Collection Procedure
To obtain answers to the research questions, the researchers prepared a set of questions to collect information regarding OJT. The researchers contacted the informants via email or phone to schedule interview appointments. Before the interviews, the researchers ensured the informants' confidentiality of their personal information, including their names, and

informed them that the interviews would be audio recorded. This action ensured the informants' data security and privacy. The average time taken for each interview was around 30 minutes. The researchers used questions in the interview protocol relevant to the research objectives to conduct the interviews.

The researchers handed out the information sheet and the interview protocol before the interviews started. This allowed the informants to prepare the information they would share in the interviews based on the background and objectives highlighted in the information sheet and the questions in the interview protocol. Since the researchers used a semi-structured interview, they could alter the questions depending on the interview and the informants' responses. The researchers could look deeper into the informants' experiences due to the openness of this semi-structured interview. When all the data was collected, the recorded audio data was transcribed into verbatim written documents for further analysis.

Data Analysis

In qualitative research, data analysis refers to the systematic process of searching and organizing various data sources, such as interview transcripts, observation notes, and other written or visual resources collected by the researcher (Mohajan, 2018). Data analysis process involves carefully examining the data, identifying patterns, themes, and relationships, and interpreting the information to understand better the phenomenon being studied. The analysis is conducted rigorously and systematically to ensure the trustworthiness of the findings (Graue, 2015). The researchers employ thematic analysis as the data analysis approach. Subsequently, the data is simplified through coding and categorization, and patterns and themes within the data are described and interconnected. The researchers utilized NVivo 12 plus software to aid this study. It offers a range of tools for searching, coding, and categorizing data sources, enabling a comprehensive analysis.

Findings and Discussion

The Demographic Information of the Informants

Table 1

Demographic Backgrounds of the Informants

Informant (pseudo-nym)	An Chi	Bava	Cadir	Diwei	Elisa	Faaz
Gender	Female	Female	Male	Male	Female	Male
Age	26	25	35	21	24	22
Place of origin	Johor, Malaysia	Johor, Malaysia	Johor, Malaysia	Johor, Malaysia	Johor, Malaysia	Johor, Malaysia
Ethnic group	Chinese	Indian	Malay	Chinese	Malay	Indian
Religion	Buddhism	Hinduism	Islam	Buddhism	Islam	Hinduism
Level of education	Bachelor's degree	Diploma	Malaysian Certificate of Education	Malaysian Certificate of Education	Diploma	Malaysian Certificate of Education

Position	Manager	Adminis-trative staff	Dispatcher and store-keeper	Dispatcher and store-keeper	Adminis-trative staff	Dispatcher and store-keeper
Period of service	4 years	6 months	1.5 years	1 year	2 years	2 years

Table 1 presents detailed information about six informants—An Chi, Bava, Cadir, Diwei, Elisa, and Faaz (pseudonyms)—highlighting various aspects such as their gender, age, place of origin, ethnic group, religion, level of education, position, and period of service. An Chi, a 26-year-old Chinese and Buddhist female from Johor, Malaysia, holds a Bachelor's degree and works as a manager with four years of experience. Her job scope as a manager is to recruit new employees, train new and current employees, and manage administrative staff, dispatchers, storekeepers, and driver teams to make the work process smoother. Bava, a 25-year-old female of Indian ethnicity and a Hindu from Johor, Malaysia has a diploma and works as an administrative staff member with six months of experience. Cadir, a 35-year-old male of Malay ethnicity and a Muslim from Johor, Malaysia with a Malaysian Certificate of Education qualification is married and employed as a dispatcher and storekeeper with 1.5 years of experience. Diwei, a 21-year-old Chinese and Buddhist male, holds a Malaysian Certificate of Education qualification and works as a dispatcher with one year of experience.

Elisa, a 24-year-old Muslim female of Malay ethnicity, holds a diploma and serves as an administrative staff with two years of experience. Both Bava and Elisa's job scopes as administrative staff are to track orders to deliver on time if the customer knows the parcel's status, prepare the shipping documents for the customers, and maintain updated records of orders, suppliers, and customers. Lastly, Faaz, a 22-year-old Hindu male of Indian ethnicity, holds a Malaysian Certificate of Education qualification and works as a dispatcher with two years of experience. The job scopes of dispatchers (Cadir, Diwei, and Faaz) are to scan all the parcels they receive from the customers, collect them from their place, dispatch them according to the states, and put scanned parcels in the sack. They are also responsible for separating big-sized parcels (more than 3 kilograms and box parcels) and small-sized parcels, arranging all of them, sealing the sack, pasting the bag tag to make the lorry driver collect all the parcels, and making sure the driver collects all the parcels.

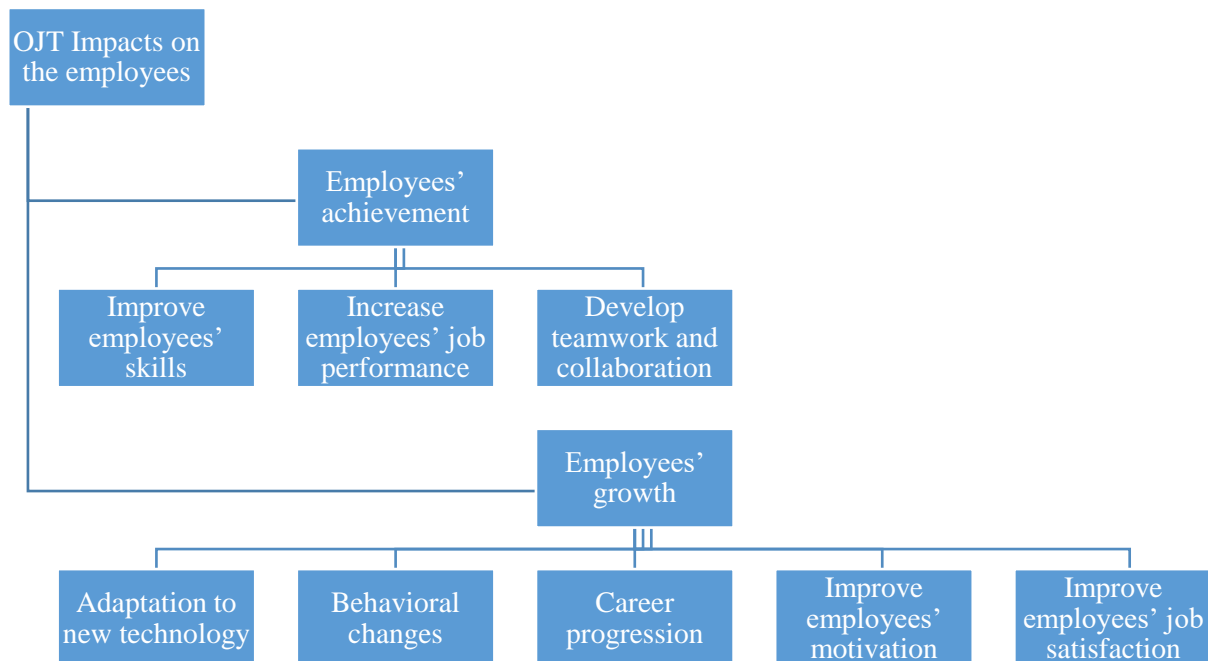**Impacts of OJT on the "Z" Courier Service's employees**

Figure 1: Impacts of OJT on the "Z" Courier Service's employees

Figure 1 shows that all six informants think the same way about OJT. They believe that OJT has good effects on how well employees do their jobs (employees' achievement) and how they grow in their careers (employees' growth). In terms of employees' achievement, it is manifested in how it improves employees' skills, increases their job performance, and develops teamwork and collaboration. Meanwhile, employees' growth is reflected in how they can adapt to new technologies and organizational changes, their behavioral changes, career progression, and improvement in employees' motivation and job satisfaction.

Employees' Achievement
Improve Employees' Skills
Bava highlights the impact of continuous learning opportunities in the OJT program, underscoring how these initiatives have significantly enhanced employees' skill sets:

> "I got specialized knowledge about "Z" Courier Service's practices, including shipping regulations, tracking procedures, and delivery logistics. I developed advanced computer skills, including "Z" Courier Service's specific software and systems for order processing, tracking, and customer communication. I also possess problem-solving ability; if a customer complains about the parcel missing or not arriving on time to the receiver, I can solve the problem calmly by giving the Customer Relationship Management (CRM) to "Z" Courier Service headquarters or the responsible party."

Diwei, a dispatcher and a storekeeper, advocates for a comprehensive approach to skill development, which includes OJT program as a critical component. This multifaceted approach is crucial for effectively improving the workforce's capabilities.

> "The training session helped me to develop my skills. Before this, I had a time management problem. I could not scan all the parcels on time, which took me too long. Although I had previously worked at an express post as a courier, the situation at "Z" Courier Service was completely different. We only have three employees at "Z" Courier Service as dispatchers and storekeepers, so everyone needs to complete the scan of all parcels before 6 pm, which is the arrival time of the lorry. So, after the training, I have started to manage my time well. The manager asked me whether I could scan 50 parcels in 10 minutes. Then, after a few OJT training days, I can scan parcels on time and reduce the time by more than 5 minutes for 50 parcels. Hence, after the training, I could see the development of my skills."

Based on the findings, OJT positively affects employees' skills. The results align with the research conducted by Adhvaryu et al. (2018) and Jona-Lasinio and Venturini (2024). Most employees have the requisite knowledge and skills to execute their duties effectively, and a positive correlation exists between being overqualified and enhanced business productivity. In addition, OJT mainly influences employee performance, service delivery quality, and enhances the employees' skills (Bafeneli & Setibi, 2015). OJT imparts the necessary skills, knowledge, and abilities to employees for the effective execution of tasks within the workplace and its specific environment. Moreover, the statement is supported by the fact that OJT programs are often designed to target specific skills that employees need for success in their positions. One of the "Z" Courier Service employees states that OJT develops their skills and knowledge within one week. This statement aligns with Timsal et al. (2016) and Korpi and Tåhlin (2021) who state that employees can become proficient in soft skills, technical skills, and problem-solving techniques through assignments, projects, and mentoring used in OJT.

Increase Employees' Job Performance
An Chi stated that the differences were visible among the employees before and after the OJT program. She said:

> "Roughly, we can see the differences between before and after the OJT program. Some employees feel frustrated when they enter our company because they do not know the working order and perform poorly. However, after the OJT program, we can see the difference. They start to work in their own style, which makes them more comfortable. We usually prefer our employees to work in their style. Thus, we can see their improvement in job performance."

Elisa also emphasizes the differences before and after the OJT program.

> "Before OJT, I only had some limited skills, such as basic computer skills, poor communication, lack of confidence to communicate with customers, and slow

processes. After OJT, I can develop enhanced skills which improve my job performance and reduce mistakes."

The findings are parallel with the studies done by Selvam and Fakhruddin (2021) and Mahadevan and Yap (2019) that stated OJT provides learners with a means of gradually learning and mastering new skills through progressively challenging work assignments. This rigorous procedure boosts confidence and competence, improving performance on various tasks (Korpi & Tåhlin, 2021; Timsal et al., 2016).

Develop Teamwork and Collaboration
OJT plays a crucial role in enhancing teamwork among employees. For this, An Chi had to say:

> "To make a smooth workflow, the employees need to have teamwork. So, in the OJT program, we usually train the employees to work with co-workers. They need to update their colleagues on what is happening in our workplace, and they will develop good teamwork with them."

According to Bava, the consensus is that OJT is instrumental in developing and strengthening teamwork within the workforce.

> "Throughout the OJT training, I have developed and enhanced teamwork with my co-administrative staff. The co-administration provided valuable assistance during the training, guiding me throughout the process. I proactively sought clarification by asking questions to ensure a better understanding. Not only that, I also developed good teamwork skills with the dispatcher department."

OJT can also develop teamwork and collaboration which is aligned with the studies conducted by Policarpio (2024), Sekerin et al., (2018), and Solis et al., (2024). Creating team-based goals and performance measures can be a part of OJT. This encourages team members to work together towards common objectives and cultivates a collaborative atmosphere.

Employees' Growth
Adaptation to New Technology
An Chi believes that OJT is crucial for employees to adapt to new technology. It offers them real-world experiences and helps them become proficient in using the latest system introduced by "Z" Courier Service headquarters. She mentioned in her narratives as follows:

> "Yes, like the current system change, one of the best examples. After using the new system, I encouraged my administrative staff to participate in OJT to familiarize themselves with the system and adapt to the new technology. So, after 2 to 3 days, they easily adapted to the new system."

Elisa underscores the significance of hands-on learning through OJT, highlighting its pivotal role in enabling employees to confidently and comfortably embrace and operate the new system.

> "OJT helped me adapt to new technologies within two days to become more familiar with and easily handle the new system. Before this, we used the old system, but now we use the new one. Within two days, I became more confident with the system and adapted to the new technology."

Faaz, a dispatcher and a storekeeper, highlights the importance of OJT by stating that hands-on experiences contribute substantially to their ability to adapt and contribute effectively to the shifting dynamics of workplace technology.

> "Yes, our OJT program helped new employees, or if there are any technological changes, like recently, there are some feature changes in our scanning application. So, I can easily adapt to it by participating in the OJT program."

OJT offers trainees a platform to acquire and hone essential skills, encompassing not only technical proficiency but also soft skills such as communication, problem-solving, and teamwork. This skill development forms the basis for career advancement and the augmentation of knowledge capital. The informants share that the OJT program makes them stay updated with and embrace new technologies for professional growth and organizational success. This aligns with Casugay et al. (2024) and Miranda et al. (2024) who stated OJT equips employees with the adaptability to embrace future advancement through hands-on experiences with new technologies. By emphasizing on the real-world challenges in OJT program, it refines employees' skills in effectively navigating organizational changes. In addition, it also advertently helps eliminate vulnerabilities, resulting in a safer computing environment for users and organizations (Morris et al., 2020).

Behavioral Changes

Bava notes the impact of OJT on shaping behavioral changes, emphasizing that practical learning experiences contribute crucially to fostering desired attitudes and behaviors in the workplace.

> "Before this, I had some anger management issues; I was not able to control my anger in certain situations, especially when the customer was rude and did not give respect. However, after the training, I understood how to communicate with the customers who are rude because I am good at problem-solving skills and have patience after the training process."

Informant Diwei advocates for integrating OJT to instigate positive behavioral changes, emphasizing its effectiveness in cultivating a work environment where employees readily embrace and embody the desired behaviors aligned with organizational goals. He said:

> "I am trying to stay calm to deal with problems such as receiving some problematic parcels like the package leaking or not being scanned or cancelled. At first, I felt bewildered and could not solve the problem. However, after the training, I can deal with all the problems calmly and know the procedure to solve the problems. For example, I need to scan the problematic parcel and then contact the sender to confirm the condition of the package, and if the customer agrees, we will return the package to them."

The administrative staff in "Z" Courier Service shared that embracing positive behavioral changes is integral to creating a healthy work culture. The findings parallel the results of Armada and Armada (2024) and Barretto et al. (2013), who stated that OJT improves employee behaviors by exposing them to operational problems, improving interpersonal communication skills, and developing affective skills. It encompasses how they deal with emotions, such as values and feelings. They can learn to interact with clients from diverse backgrounds while remaining patient, dedicated, and resilient in difficult situations (Delelis, 2016). This exposure motivates them to improve constantly, demonstrating competence in uncertainty and promoting positive behavioral changes.

Career Progression
Elisa emphasizes that OJT is a valuable avenue for career progression, enabling employees to acquire the practical knowledge and competencies needed to progress in their careers. This is reflected in her narratives as follows:

> "I can develop my communication, patience, problem-solving, and anger management skills, which will help my future career progression."

Cadir underscores the role of ongoing OJT in fostering career progression, stating that continuous learning and skill enhancement contribute crucially to employees' professional advancement within the organization. He said:

> "The training given by my manager helps me to develop many skills and knowledge about my field, such as time management skills, teamwork, and good productivity, which will help me for future career progression."

Based on the abovementioned findings, the informants agree that OJT improves their career progression. Believing in the potential for career advancement motivates them to strive for excellence in their current role consistently. This is aligned with studies observed by Ibrahim et al (2020), Ndunguru (2015), Sarkar (2021), and Kasa-Jashari and Janeska-Iliev (2022), which indicates that providing clear career development opportunities motivates employees to stay engaged and invested in the organization's success.

Improve Employees' Motivation
The informants believe that implementing a well-designed OJT program tailored to individual needs and career aspirations can enhance employees' motivation by providing a clear path for professional development. A comprehensive OJT program, incorporating technical and soft skills, can motivate employees, equipping them with the tools needed to excel in their roles and advance in their careers. For this, An Chi and Cadir had to say:

> "Employees' motivation also increases because knowing the skills and knowledge regarding their work will make them more energetic to work and comfortable with their co-workers. So, that makes them change their motivation level to work in the company."

> "I feel more motivated to work after the OJT training because I know all the procedures for dealing with problems and have enough skills."

Proactively implementing strategies to boost motivation is a key aspect of creating a vibrant and engaged work environment. This aligns with the findings observed by Wen and Lin (2014), who stated that on-the-job training is an effective method for motivating staff members to learn new skills and knowledge relevant to their careers, whether for short-term skill development or upcoming job demands. Besides that, it also motivates employees to provide better service (Ejiogu & Ubah, 2024).

Improve Employees' Job Satisfaction
An Chi emphasizes that the OJT program can improve employees' job satisfaction by equipping them with the necessary skills and knowledge to excel in their roles. This leads to a sense of accomplishment and fulfilment. She said:

> "Job satisfaction improved because the employees know how to do work and develop skills after the OJT program. So, we can see that the employees are satisfied with their work after the program."

Faaz advocates for OJT programs that address specific job-related challenges, enhancing employees' job satisfaction by providing practical solutions and support.

> "By learning many skills related to my job, I increase my job satisfaction. Therefore, I am very comfortable to work in this field. I am delighted with my work after the OJT program."

The informants admitted that OJT improves their job satisfaction. They shared that enhancing job satisfaction is not only beneficial for individuals but also contributes to building a more cohesive and committed workforce. This aligns with Chepkosgey et al. (2015) and Mvuyisi and Mbukanma's (2023) studies, which addresses mastery of skills, creativity, and innovation indicates that the employees are competent and perform well, making them more satisfied with their jobs. OJT helps employees feel prepared to tackle challenges and make a significant contribution to their jobs. This lessens frustration and raises job satisfaction.
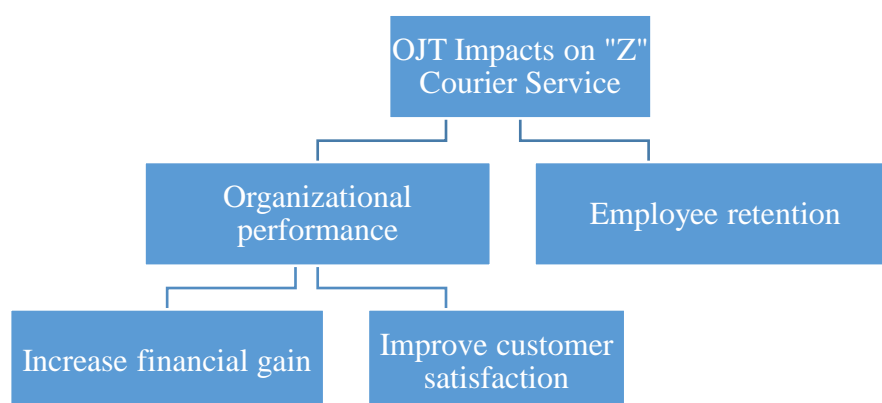
Impacts of OJT on "Z" Courier Service

Figure 2. Impacts of OJT on "Z" Courier Service

Figure 2 shows that OJT impacts the organization in two ways i.e., organizational performance and employee retention. Organizational performance increases financial gain and improves

customer satisfaction. Meanwhile, OJT has little influence on employee retention because it depends on the employees' personal decisions.

Organizational Performance
Increase Financial Gain
Diwei stated that the OJT program contributes to financial gain. This is because the program aligns with organizational goals and industry demands, ensuring a skilled workforce to drive business success and competitiveness.

> "The OJT program at "Z" Courier Service caused the company to gain financial profit because many customers started coming to our branch to send parcels. Previously, our average parcel was 300-50, but now the parcel has been increased to 800-900. This difference can be seen after the administrative employees and dispatchers got an OJT program after changing the new system. Usually, administrative staff plays an important role in attracting customers because they always interact with customers, and dispatchers do not have any contact with customers because we usually work in the store. However, with the OJT program as a dispatcher, I can see an improvement in the number of packages at our branch."

Based on the abovementioned findings, the informant agrees that OJT increases the organization's financial gain. This parallels the findings observed by Chepkosgey et al. (2015) and Elnaga and Imran (2013).

Improve Customer Satisfaction
An Chi suggests that a comprehensive OJT program can enhance customer satisfaction by equipping employees with the skills and knowledge to deliver exceptional service, leading to positive interactions and heightened customer experiences.

> "If the employees know enough about the parcel service, good customer services like smiling, being ready to answer their questions, and problem-solving skills, they will increase customer satisfaction. The employees should always be ready to answer the customers' questions and doubts. Our OJT program teaches them all these ethics and manners which lead to improved customer satisfaction."

The informants agree that OJT can improve customer satisfaction. Employees are committed to utilizing OJT as a platform to cultivate a customer-focused mindset among employees, ultimately driving improvements in customer satisfaction and loyalty. By integrating brand-building and customer satisfaction modules into the OJT program, they can create a holistic approach that not only develops employees' skills but also directly impacts brand image and financial performance. This finding is supported by Cheung and Woo (2016), Graves (2021) and Tukunimulongo (2016), who stated that OJT gives staff members the abilities and information required to carry out their jobs efficiently and provides personalized service that makes customers feel cared for, such as greeting them, being polite, and courteous. OJT makes employees more employable and creates opportunities for internal job transfers or promotions with greater compensation by providing them with pertinent skills and knowledge. Over time, this immediately results in more financial advantage.

Employee Retention

The findings further shows that employees' retention post-OJT varies based on individual mindsets. Those who find the training beneficial and feel comfortable tend to stay, while those lacking interest or have better opportunities outside may choose to resign from their positions. An Chi said:

> "OJT has little influence on employee retention. It mostly depends on the employees' mindset. If they feel comfortable working, they will continue, and if they are not interested in working here, they will resign. Several employees resigned from their work a few months after the OJT program because they got another good job offer."

Cadir also added:

> "I will remain as an employee at "Z" Courier Service because the OJT program is related to my work, which made me more familiar with this field, which is the dispatcher and storekeeping department. However, I cannot work with the same company forever. If given a great career growth opportunity, I would grab it."

The study's findings also suggest that OJT has little influence on employee retention. Retention is ultimately up to the individual employees and career growth opportunities. Thus, these unique findings contradict the results of the studies observed by Chepkosgey et al. (2015) and Tukunimulongo (2016), who stated that employees who are satisfied with their jobs are more likely to commit to both their jobs and their employers. As a result, they tend to stay with the company for a long time. Conversely, in the case of "Z" Courier Service, the employees are prone to leave the organization if they find other better opportunities for their career development.

Although this study provides contributions, especially about the OJT, there are some limitations to the study. For example, the study was conducted at "Z" Courier Service in Malaysia, preventing the findings from being generalized to other organizations or industries. The study also involved only a small sample size, i.e. six employees of different work backgrounds who may only partially represent part of the organization. The use of qualitative data also involves only the interview method, which leads to possible subjectivity and bias that can affect the study's objectivity. To address these limitations and deepen the understanding of OJT, future studies are expected to use a mixed-method approach. The combination of both quantitative and qualitative approaches will help produce more comprehensive findings related to OJT in the workplace. However, structured OJT analysis can also be studied in depth other than unstructured. Future studies may also involve using more extensive and diverse samples to increase the generalizability of the findings. The study involves comparisons between the public and private sectors among workers that can be carried out about the methods and effects of OJT. Finally, the focus on strategic planning for employee retention should be implemented by the organization. This can be achieved by offering clear career development opportunities and helping identify individual employee career growth needs.

Conclusion

An analysis of "Z" Courier Service's OJT in Malaysia shows that effective OJT programs are essential for raising worker productivity and job satisfaction. Using qualitative techniques, it was possible to determine that employees' abilities and competencies significantly improve due to structured training programs, which improve overall performance and increase job satisfaction. Moreover, the study also emphasizes how important it is to have ongoing feedback systems and specialized training programs to meet each employee's needs better. These improvements can guarantee that OJT programs will be influential and relevant for a long time. The results highlight the value of OJT in the courier service sector, offering insightful information for human resource procedures and expanding knowledge of workforce development tactics. The study demonstrates that funding extensive OJT programs produce significant returns for the company and its staff, cultivating a more proficient, driven, and effective workforce.

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