

INFLUENCE ON-THE-JOB TRAINING ON MARKETING PROFESSIONALS' SKILL DEVELOPMENT AND JOB SATISFACTION

ANA MAY A. PAGALING

Doctor of Philosophy
Lyceum Northwester University, Dagupan City

Abstract

This study examined the efficacy of On-the-Job Training programs in cultivating marketing professionals' skills and their impact on job satisfaction. Specifically, it explored the perceived effectiveness of OJT programs, organizational factors contributing to their success, strategies for successful implementation, and their role in skill development.

The research utilized a descriptive approach, employing questionnaires and a Five-Point Likert scale to gather data. Frequency and percentage analyses identified key organizational factors and strategies facilitating effective OJT in marketing management.

The findings led to several recommendations: Regularly update OJT programs to align with current marketing trends, technologies, and organizational needs; integrate new trends and technologies into the training curriculum; provide personalized learning paths catering to individual goals and skill levels; create a supportive environment fostering creativity, experimentation, and risk-taking without fear of failure; actively involve marketing professionals in planning and refining OJT programs; and continuously evaluate training effectiveness using participant feedback, performance metrics, and business outcomes. These strategies aim to enhance OJT's role in skill development and job satisfaction among marketing professionals.

Keywords: On-the-Job Training, Marketing Professionals, Skill Development, Job Satisfaction

Introduction

In today's rapidly evolving business landscape, continuous learning and skill development are essential for marketing professionals to remain competitive and effective (Diksha et al., 2023). On-the-Job Training has emerged as a crucial tool for organizations to cultivate the skills and competencies of their marketing workforce (Mamaqi, 2023). This study investigates the influence of OJT on marketing professionals' skill development and job satisfaction. By examining the perceived effectiveness of OJT programs, exploring the organizational factors that contribute to their success, and identifying effective implementation strategies, this research aims to provide valuable insights for organizations seeking to enhance their marketing teams' capabilities and overall job satisfaction (Gupta et al., 2023). The findings of this study will contribute to a better understanding of how OJT can be leveraged to develop a highly skilled and motivated marketing workforce.

A central focus of this study is the exploration of the perceived effectiveness of OJT programs in developing the skills of marketing professionals (Tanner & Whalen, 2013). The research investigates the extent to which OJT programs enhance various marketing-related skills, such as market analysis, customer relationship management, digital marketing, and strategic planning (Siefan et al., 2024). By assessing the perceived impact of OJT on skill development, the study aims to determine the effectiveness of these programs in equipping marketing professionals with the necessary competencies to excel in their roles (Qian et al., 2022). This analysis provides valuable insights for organizations seeking to optimize their OJT programs for maximum skill development impact (Aqel & Alkshali, 2022).

Furthermore, this study examines the organizational factors that contribute to the success of OJT programs. The research explores factors such as organizational culture, leadership support, mentorship opportunities, and resource allocation (Patro, 2022). By analyzing these organizational factors, the study aims to identify the key elements that create a conducive environment for effective OJT implementation. This understanding helps organizations create a supportive and enabling environment for OJT to thrive and maximize its impact on skill development and job satisfaction (Wangchuk, 2023).

In addition to exploring organizational factors, this study also investigates effective strategies for implementing successful OJT programs. The research examines various strategies, such as needs assessment, curriculum design, training delivery methods, performance evaluation, and feedback mechanisms (Wangchuk, 2023). By analyzing these strategies, the study aims to identify the best practices for designing and implementing OJT programs that effectively address the skill development needs of marketing professionals. This analysis provides practical guidance for organizations seeking to develop and implement impactful OJT programs (Elhajjar, 2021).

Moreover, this study explores the relationship between OJT and job satisfaction among marketing professionals. The research investigates the extent to which participation in OJT programs influences job satisfaction, considering factors such as skill development, career advancement opportunities, and recognition (Tran, 2021). By analyzing this relationship, the study aims to understand how OJT contributes to a more fulfilling and rewarding work experience for marketing professionals. This understanding helps organizations leverage OJT not only for skill development but also for enhancing employee morale and retention (Wangchuk, 2023).

The study's findings have significant implications for organizations seeking to enhance the skills and job satisfaction of their marketing professionals (Sadaf et al., 2022). By understanding the factors that contribute to successful OJT programs and their impact on skill development and job satisfaction, organizations can make informed decisions about designing, implementing, and evaluating their OJT initiatives (Wangchuk, 2023). The research provides practical recommendations for organizations to optimize their OJT programs, create a supportive learning environment, and foster a culture of continuous learning and development within their marketing teams (Lim & Heinrichs, 2021). This, in turn, can lead to a more skilled, engaged, and productive marketing workforce, ultimately contributing to organizational success in the dynamic and competitive marketplace.

Method

Research Design

The research approach used in this study is primarily descriptive, aimed at providing a detailed and systematic analysis of how On-the-Job Training influences the skill development and job satisfaction of marketing professionals in the Philippines' National Capital Region. Descriptive research is well-suited for investigating the characteristics of a specific phenomenon and gaining insights into the existing conditions, attitudes, and behaviors of the target population.

Participants

The study participants are marketing professionals currently employed in various industries within the Philippines' National Capital Region. A total of 250 marketing professionals were selected through a stratified random sampling technique to ensure a representative sample across different industry sectors, job roles, and levels of experience.

Instrumentation

The primary instrument used in this study is a structured survey questionnaire, which was developed to quantitatively assess the participants' experiences, perceptions, and the impact of OJT on their skill enhancement and job satisfaction. The survey combined closed-ended Likert scale questions and multiple-choice items to systematically gather numerical data on key variables.

To ensure the validity and reliability of the instrument, a pilot test was conducted with a small sample of 30 marketing professionals who were not included in the final study.

Data Analysis

Five-Point Likert were used to determined the perceived effectiveness of On-the-Job Training (OJT) programs in developing marketing professionals' skills within the organization

Frequency and percentage were used to determine the organizational factors contribute to the success of On-the-Job Training in marketing management and organizational strategies or practices facilitate the successful implementation of OJT in the marketing management context.

Results

Perceived Effectiveness of On-the-Job Training (OJT) Programs in Developing Marketing Professionals' Skills within the Organization

The survey results indicate that hands-on experience (M=4.96), customized learning (M=4.90), and immediate application of skills (M=4.86) described as very much effective.

Meanwhile, mentorship and guidance (M=4.48), supportive learning environment (M=4.00), feedback and continuous improvement (M=3.96), and alignment with organizational goals (M=3.56) described as Effective.

The overall perceived effectiveness on-the-job training programs in developing marketing professionals' skill within the organization is 4.38 with the descriptive rating of Effectiveness.

Factors Contribute to the Success of On-the-Job Training in Marketing Management

The survey results revealed that the the factors contribute to the success of the on-the-job training in marketing were relevance of training content, practical and hands-on experience, and employee motivation and engagement got 100%. This were followed by quality of training material and instruction, personalized and flexible training approaches got 96%.

On the other hand, integration with career development goals, and adequate resources and time allocation which got 94%. Lastly, organizational culture and leadership support got 92%.

Organizational Strategies or Practices that Facilitate the Successful Implementation of OJT in Marketing Management

The survey results showed that the most successful organizational strategies in the implementation of OJT in marketing management is customized training programs and mentorship and coaching with 100%. On the other hand, employee involvement in planning got 92%, collaborative learning environment 90%, continuous improvement 84%, and alignment with organizational goals 84%.

Discussion

The findings of this study underscore the crucial role of On-the-Job Training in enhancing the skills and job satisfaction of marketing professionals. The results indicate that OJT is

perceived as an effective training approach, with hands-on experience, customized learning, and immediate application of skills being the most highly rated aspects. (Ibrahim et al., 2020) (Klink & Streumer, 2002)

These findings are consistent with the existing literature, which suggests that OJT provides a practical and contextual learning environment that enables employees to develop job-specific skills and knowledge (Ibrahim et al., 2020) (Wangchuk, 2023). The study also highlights the importance of organizational factors, such as the relevance of training content, practical and hands-on experience, and employee motivation and engagement, in contributing to the success of OJT programs in the marketing management context. (Wangchuk, 2023)

As suggested by the research, organizations should prioritize the development of customized OJT programs (Ibrahim et al., 2020) that align with the specific needs and career goals of marketing professionals. Additionally, the provision of mentorship, coaching, and a supportive learning environment are key strategies that can facilitate the successful implementation of OJT and lead to enhanced skill development and job satisfaction among marketing professionals.

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