

Research Article

THE IMPACTS OF SOME ISSUES ON PERFORMANCE MANAGEMENT: THE CASE OF TUV PROVINCE IN MONGOLIA

^{1,*} GANZAGAS Batkhuyag, ²BULGANKHANGAI Lkhagvajav, ³CHULUUNBAATAR Gantumur, ³ODMAA Natsagdorj, ⁴MUNGUNSHAGAI Sambuu

¹Researcher at University of Internal Affairs, Mongolia.

²Ph.D student at University of Internal Affairs, Mongolia.

³Ph.D student at Mongolian University of Life Science.

⁴MBA student at University of Internal Affairs, Mongolia.

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ABSTRACT

The aim of this study is to analyse the determinants for the impacts of work engagement, job satisfaction, training, work experience on performance management in National Emergency Management Agency of Tuv province in Mongolia. There are many scholars studied the relationship factors on performance management in the world, but there are lack of study our topic in National Emergency Management Agency. Thus, we interested this topic in here. Performance management involves the process of all activities which occurs between an employer and an employee as support of accomplishing value, mission, vision and main objectives in the organization. The data collected by hand paper from 66 staffs who work National Emergency Management Agency of Tuv province in Mongolia. Our study from many others is we analysed 5 hypotheses, two of them had a positive relationship on performance management. On the other hand, three hypotheses could not have positive relationship on performance management. The result of data determined through online in first quarter 2022 and estimated by SMART PLS 3.0 software and Cronbach's alpha index have been used for data analysis and reliability analysis of the questionnaire, respectively in our study.

Keywords: Mongolia, National Emergency Management Agency (NEMA) Tuv province, work engagement, job satisfaction, training, work experience on performance management.

INTRODUCTION

Performance management of organization is very important in public and private sector. Thus, the super objective of all organizations is to improve their performance. The definition of work performance varies from country to country, but there are still challenges in terms of objectivity and fairness. In order to determine work performance, each employee should evaluate how well he or she is performing his or her duties, what results are being achieved, his or her skills, qualifications, and workload. In recent years, many scholars defined effective performance and job performance. Job performance is directed to achieving goals of the organization in which a person works. Therefore, the job performance of an individual plays a vital role with their job satisfaction, organizational culture, workplace structure and organizational commitment to an organization's growth (Bayasgalan TsogtsurenNomin, 2022). The concept of performance management has been one of the most important and positive developments in the sphere of human resource management in recent years. The phrase was first coined by Beer and Ruh in 1976. But it did not become recognized as a distinctive approach until the mid-1980s, growing out of the realization that a more continuous and integrated approach was needed to manage and reward performance. Performance management is a strategic and integrated process that delivers sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of individual contributors and teams. Woodruffe (1990) defines competency as the behavioral dimensions that affect job performance. (Armstrong, 2000).

CONCEPTUAL FRAMEWORK

Work engagement and performance management

Vigor, a dimension of work engagement, has an influence on nurse performance. This finding is in line with the studies of Dajani (2015) and Simarmata (2020), mention that vigor positively affects employee performance. Vigor is also believed to decent improvement to employee performance (Robinson *et al.*, 2004) The positive relationship between employee engagement and employee performance is also in agreement with Lockwood (2007), states that the higher the level of engagement of an employee, the higher the performance will be. Employee performance is closely related to morale in carrying out work. High employee morale has an impact on optimal employee performance to help achieve organizational goals (Anitha, 2014) Work engagement indicates a positive mental state of a person towards their work which is characterized by vigor, dedication, and absorption. Vigor is characterized by high energy and mental resilience at work, a desire to invest in a job, and resistance to facing various obstacles. There are two things that are antecedent to the emergence of work engagement, namely job resources and personal resources. Job resources refer to the physical, social, or organizational aspects of a job that can (a) reduce job demands and relate to psychological and physical costs (b) are functional in achieving work goals, or (c) stimulate growth, learning and development personal (Schaufeli W., 2004). According to the scholars' literature review, we were hypothesized as below:

Hypothesis 1: Work engagement will positive relate on performance management

*Corresponding Author: GANZAGAS Batkhuya,

¹Researcher at University of Internal Affairs, Mongolia.

Job satisfaction and performance management

Job satisfaction and job performance are both very important aspects for companies and employees. Job satisfaction is when the individual feels satisfied enough to perform the job as expected. Job performance is how good or bad an employee does his / her job. Job satisfaction is the positive and negative feelings of an employee towards his job, or it is the amount of happiness connected with the job. Therefore, job satisfaction is one of the most widely spread researched topics in the field of organizational psychology. According to Locke, job satisfaction is the positive and enjoyable feeling that results from the evaluation of one's job or job experience (InayatWasaf, 2021). Job satisfaction is a feeling of fulfillment or a perception of accomplishment that the employee is born out of his / her job. It is the product of the evaluation that allows one to fulfill one's job values or to meet one's basic needs. In addition, work satisfaction is a series of negative / positive feelings that a person holds about his or her employment (JudgeT., 2017). According to the scholars' literature review, we were hypothesized as below:

Hypothesis 2: Job satisfaction will positive relate on performance management

Training and performance management

Training has been linked to higher profits in firms (Hambledon Group Ltd. 2000) and skill differentials form an enduring aspect of national differences in productivity (Broadberry and O'Mahony 2004; O'Mahony 2002) (Stoyanova, 2011). Globally, organizations have been enrolling their employees in training programs to enhance their skills, knowledge, and capabilities. Most of them facilitate the training through the development of programs with the ability to meet their employee's needs. However, Khan *et al.*, (2011) stated that some firms provide their employees with opportunities to enroll in training programs established by another firm. Accordingly, Jehanzeb and Beshirv (2013), studied their previous studies have shown that if well implemented, the internal programs are more effective than the external ones. The difference emanates from the fact that the internal programs are designed in such a way that they respond to pre-determined training needs (JehanzebK., 2013). Nowadays, for development employees to achieve new knowledge and technology, culture building and improvement of staff performance, organizations hold different job-training courses. Therefore, measurement training effectiveness and its impact on employee performance has a lot of importance. Nader Barzegar and other (2011) aimed at determining the impact of on-the-job training courses on the performance of the employees at the Organization for Martyrs' Affairs (NaderBarzegarShahroz, 2011). The study emphasis on how training is competitive tool in today's era. Training helps to improve and enhance performance of an individual as well as the organization. Training has a crucial role in employee's employment life cycle and performance. Employees are an asset of the organization, organization can achieve the common goal by investing in their human capital. It is essential to design and impart customized variety of training by the companies in order to motivate the employees. Training need can differ from organization to organization. The reason can vary from new hire training to introduction of new technology into the organization (MishraManasvi, 2020). On-the-job training has been subject to different concerns. While it has been used more often than off-the-job training, in most instances it is informal, which means that it occurs without advance planning or involvement by management. The entire training may be placed in the hands of an individual who does not know the work, has poor work habits, or considers the training as an imposition on his or her work time. Under these conditions, training takes lower priority than work, even though training might help improve the quality of the work

(HaydarAli, 2018). Most of on-the-job training programmes can be considered unplanned or, as described by Swanson and Swazin (1975), unstructured in nature. According to Jacobs (2003) unstructured on-the-job training takes place when trainers learn job knowledge and skills from explanations or demonstrations by others, through trial and error efforts, self-motivated reading or questioning on their own, or simply imitating the behaviours of others. Huang & Jao (2016) identified two strategies that are integrated into managerial and employee training, namely; off job training and on-the-job training. Off-the-job training entails providing training to the employees or managers in a context away from the site, where the skills and knowledge gained are to be applied. In such training, a more experienced employee or manager can act as the instructor. Alternatively, an organization can hire a professional instructor to provide the training (HuangW., 2016). They also stated that the formal training in a context away from the workplace can be used to support the job training. As such, the two strategies can be applied together. The previous studies have shown that during the recent years, most organizations have shown an increased preference for off job training (HuangW., 2016). According to the scholars' literature review, we were hypothesized as below:

Hypothesis 3: On-the-job training will positive relate on performance management

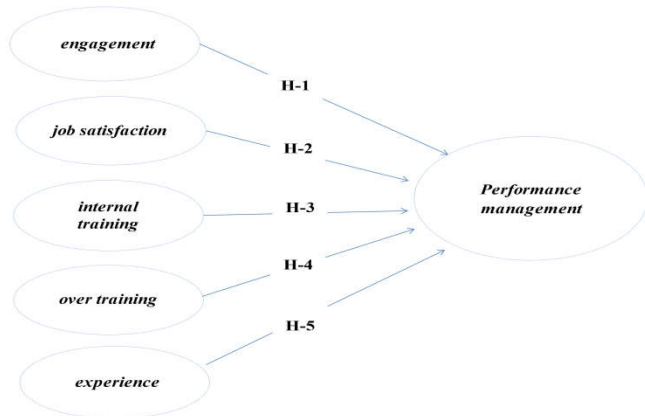
Hypothesis 4: Off-the-job training will positive relate on performance management

Experience and performance management

Micheal A McDaniel and others studied and summarized quantitatively data on the relation between job experience and job performance from a total sample of 16,058 (Michael A. McDaniel Frank, 1988). Work experience is occupational and industry-specific rather than firm-specific and leads to improvements in employees' job-related outcomes. They collected their study decision rules resulted in 947 samples with total sample size of 16,058 (Nishant UppalNeharika, 2014). James L. Medoff and Katharine G. Abraham (2014), provided direct evidence concerning the relationship between experience and performance among managerial and professional employees doing similar work in two major U. S. corporations. The facts presented indicate that while, within grade levels, there is a strong positive association between experience and relative earnings, there is either no association or a negative association between experience and relative rated performance (AbrahamJames, 2014). Nishant Uppal, Sushanta Kumar Mishra and Neharika Vohra (2014), explained that Human resources officials of each firm on our behalf communicated with employees about our visit to their respective workplaces and asked them to participate in the study. Employees who agreed to participate were requested to report at a common area (e.g. training room, pantry) near their work stations. Nishant Uppal and all (2014), their study had certain acknowledgeable limitations. To obtain statistically comparable data specifically on work experience and performance, we focused on one industry, limiting the generalizability. Findings may be sensitive to the industries, for example, similar study in unregulated business environment might produce different results. In a recent study, situational factor such as perceived organizational support has been found to moderate the relationship between prior work experience and academic performance (Nishant Uppal and all 2014). According to the scholars' literature review, we were hypothesized as below:

Hypothesis 5: Work experience will positive relate on performance management

Figure 1. The conceptual framework on performance management



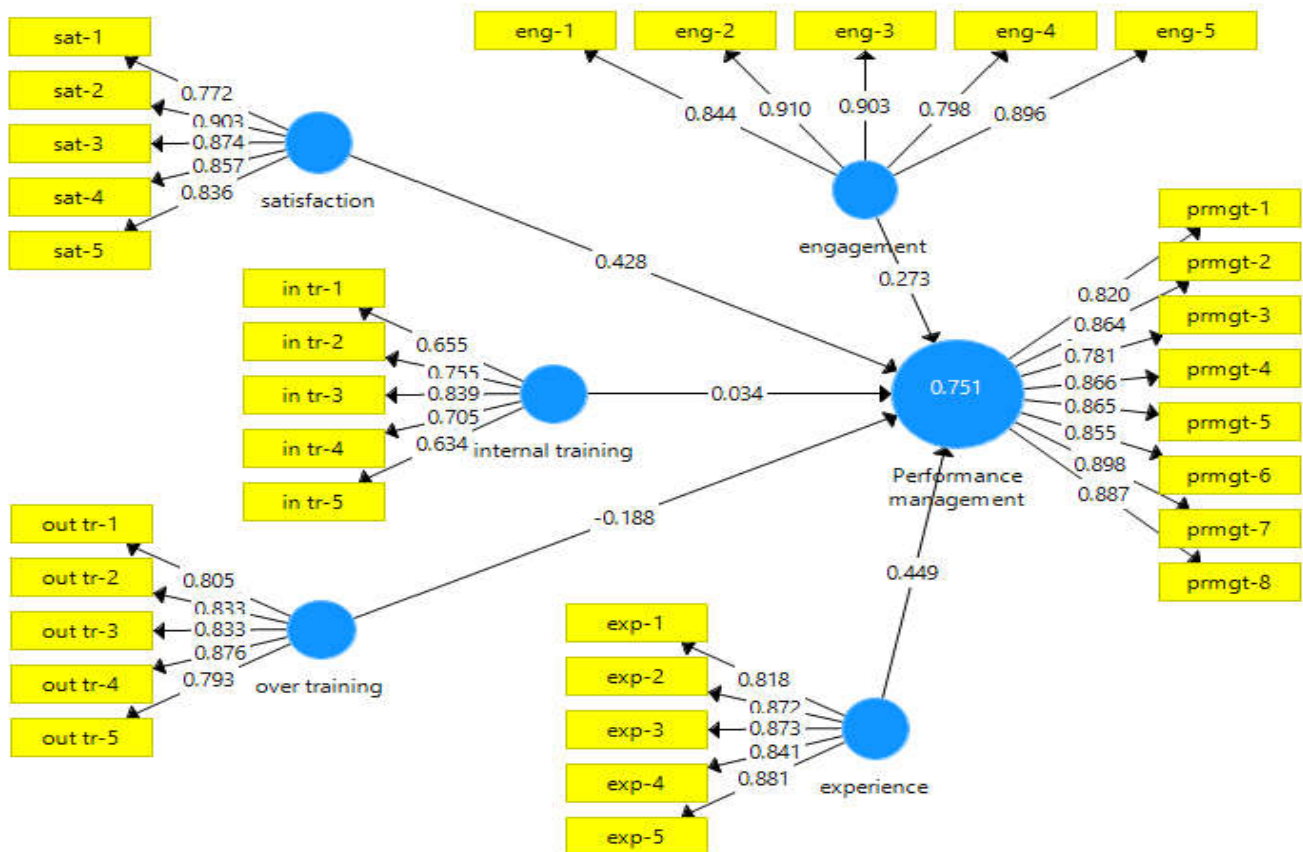
RESEARCH METHODOLOGY: Data collection and questionnaire design

We supported previous study such as designed for using research methodology and some scholars' frameworks as below: This study used Likert five-point scales make it possible to discriminate opinions more finely, restrict for chosen more rather than other scales. Cooper (1998) described that most causal research relies on designed experimentation and simulation programs (Cooper, 1998). There are many software programs used to process data analysis. In this paper, SPSS and SmartPLS-3.0 were chosen for their simplicity and completeness. The Cronbach Alpha testing will be used as it is the most well accepted reliability test tool applied by social researchers. Cronbach (1946) identified that in Cronbach's Alpha reliability analysis, the closer Cronbach's Alpha to 1.0, the higher the internal consistency reliability (Bayasgalan Tsogsuren Gankhuleg, 2022).

RESULTS

It shows the demographic characteristics and general information of the respondents in our study. We studied some issues that work engagement, job satisfaction, training, work experience on performance management in National Emergency Management Agency of tuv province in Mongolia.

Figure 2. Results of Structure Analysis of performance management (algorithm)



Noted: eng-engagement, sat-satisfaction, in tr- internal training, out tr- over training, exp-experience, prmg- performance management

In table 1, engagement of 5 items measuring ranged from 0.796-0.910, Cronbach's Alpha of 0.921, Composite Reliability (CR) of 0.940, Average Variance Extracted (AVE) was 0.759. Satisfaction of 5 items measuring ranged from 0.772-0.903, Cronbach's Alpha of 0.904, Composite Reliability (CR) of 0.915, Average Variance Extracted (AVE) was 0.722. Internal training of 5 items measuring ranged from 0.655-0.839, Cronbach's Alpha of 0.767, Composite Reliability (CR) of 0.843, Average Variance Extracted (AVE) was 0.520. Over training of 5 items measuring ranged from 0.634-0.876, Cronbach's Alpha of 0.887, Composite Reliability (CR) of 0.916, Average Variance Extracted (AVE) was 0.686. Experience of 5 items measuring ranged from 0.818-0.873, Cronbach's Alpha of 0.910, Composite Reliability (CR) of 0.933, Average Variance Extracted (AVE) was 0.735. Performance management of 8 items measuring ranged from 0.781-0.898, Cronbach's Alpha of 0.947, Composite Reliability (CR) of 0.965, Average Variance Extracted (AVE) was 0.732.

Table 1.List of items of engagement for Construct of respondents

| Factor | item | Results of item | Cronbach'salpha | CR | AVE |
|------------------------|----------|-----------------|-----------------|-------|-------|
| engagement | eng-1 | 0.844 | 0.921 | 0.940 | 0.759 |
| | eng-2 | 0.910 | | | |
| | eng-3 | 0.903 | | | |
| | eng-4 | 0.798 | | | |
| | eng-5 | 0.896 | | | |
| satisfaction | sat-1 | 0.772 | 0.904 | 0.915 | 0.722 |
| | sat -2 | 0.903 | | | |
| | sat -3 | 0.874 | | | |
| | sat -4 | 0.857 | | | |
| | sat -5 | 0.836 | | | |
| internal training | in tr-1 | 0.655 | 0.767 | 0.843 | 0.520 |
| | in tr -2 | 0.755 | | | |
| | in tr -3 | 0.839 | | | |
| | in tr -4 | 0.705 | | | |
| | in tr -5 | 0.634 | | | |
| over training | out tr-1 | 0.805 | 0.887 | 0.916 | 0.686 |
| | out tr-2 | 0.833 | | | |
| | out tr-3 | 0.833 | | | |
| | out tr-4 | 0.876 | | | |
| | out tr-5 | 0.793 | | | |
| experience | exp-1 | 0.818 | 0.910 | 0.933 | 0.735 |
| | exp-2 | 0.872 | | | |
| | exp-3 | 0.873 | | | |
| | exp-4 | 0.841 | | | |
| | exp-5 | 0.881 | | | |
| Performance management | prmgmt-1 | 0.820 | 0.947 | 0.956 | 0.732 |
| | prmgmt-2 | 0.864 | | | |
| | prmgmt-3 | 0.781 | | | |
| | prmgmt-4 | 0.866 | | | |
| | prmgmt-5 | 0.865 | | | |
| | prmgmt-6 | 0.855 | | | |
| | prmgmt-7 | 0.898 | | | |
| | prmgmt-8 | 0.887 | | | |

Noted:eng-engagement, sat-satisfaction, in tr- internal training, out tr- over training, exp-experience, prmgmt-performance management

In table 2, Hypothesis 1 such as engagement have not related-on performance management (mean 0.226), (Standard deviation 0.183), (T statistic 1.488) and (P value 0.137). Hypothesis 2such as satisfaction have related-on performance management (mean 0.428), (Standard deviation 0.133), (T statistic 3.215) and (P value 0.001). Hypothesis 3 such as internal training has not related-on performance management (mean 0.034), (Standard deviation 0.126), (T statistic 0.271) and (P value 0.787). Hypothesis 4 such as over training have not related-on performance management (mean -0.188), (Standard deviation 0.144), (T statistic 1.305) and (P value 0.192). Hypothesis 5 such as experience have related-on performance management (mean 0.449), (Standard deviation 0.175), (T statistic 2.566) and (P value 0.001).

Table 2. Estimated Path Coefficients of respondents on work performance

| Hypothesis | Mean | Standard deviation | T Statistic | P value | Remarks |
|---|--------|--------------------|-------------|---------|--------------|
| H1. Engagement positive related on performance management. | 0.226 | 0.183 | 1.488 | 0.137 | No supported |
| H2. Satisfaction positive related on performance management. | 0.428 | 0.133 | 3.215 | 0.001 | Supported |
| H3. Internal training positive related on performance management. | 0.034 | 0.126 | 0.271 | 0.787 | No supported |
| H4. Over training positive related on performance management. | -0.188 | 0.144 | 1.305 | 0.192 | No supported |
| H5. Experience positive related on performance management. | 0.449 | 0.175 | 2.566 | 0.011 | Supported |

Notes: The result of study

CONCLUSION

We studied in the third of 2022 our paper collected and delivered an online-form- questionnaire with an official inquiry that requested quantitative and qualitative surveys in our study. There are participated 66 staffs who work National Emergency Management Agency of Tuv province in Mongolia. Our study from many others is we analyzed 5 hypotheses, two of them had a positive relationship on performance management. On the other hand, three hypotheses could not have positive relationship on performance management. The result of data determined through online in third quarter 2022 and estimated by SMART PLS 3.0 software and Cronbach's alpha index have been used for data analysis and reliability analysis of the questionnaire, respectively in our study.

We are recommending our study as bellow:

- To study more hypotheses, on result in the future.
- To study and compare factors on performance management with another special agency such as police, correctional, forensic science etc.
- To study and compare the factors with foreign scholars' study in the future.

Finally, we will study our next research paper, need to leadership, workloads, work stress, behavior with performance management etc.

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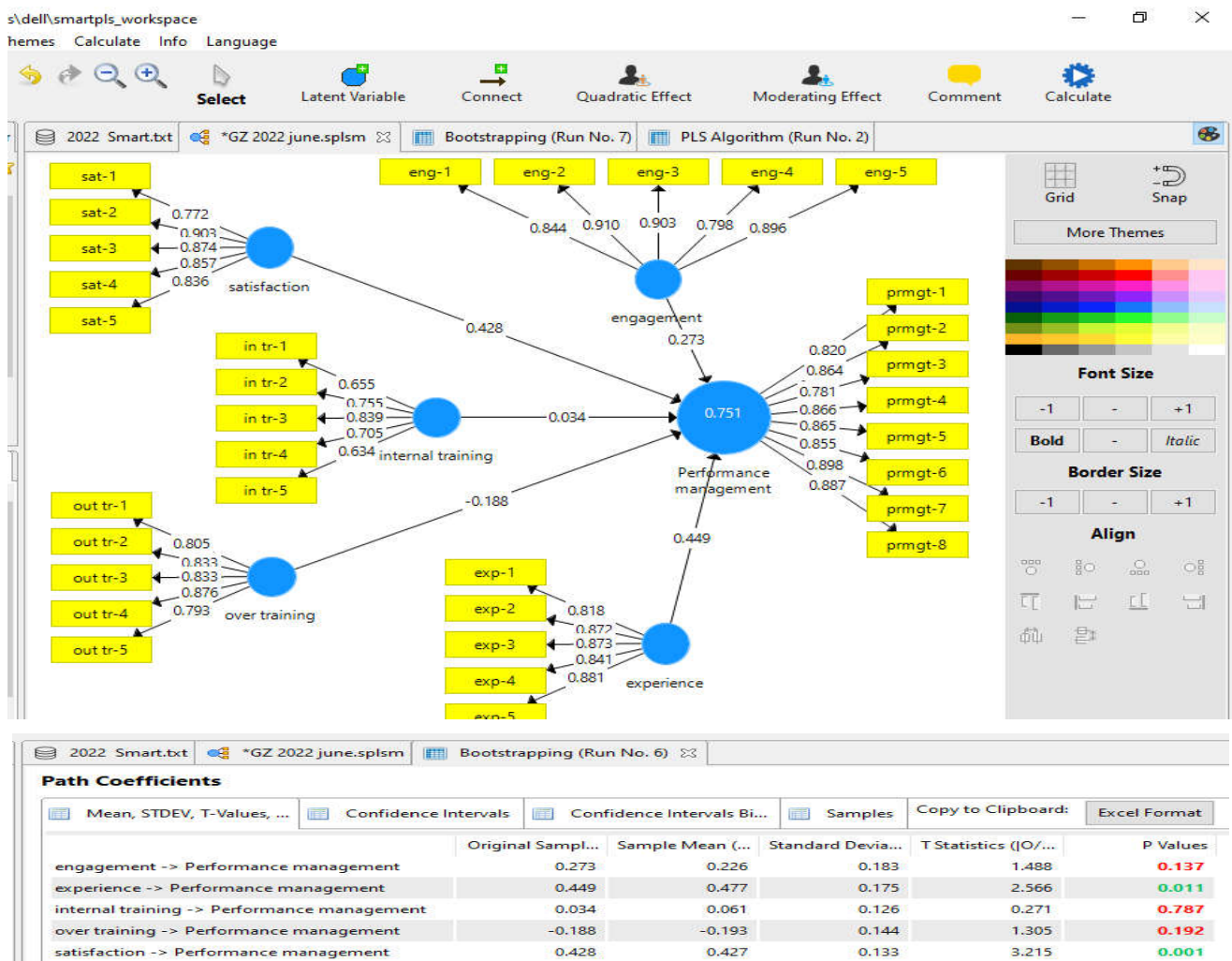
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EVIDENCE OF STUDY



2022 Smart.txt *GZ 2022 june.splsm Bootstrapping (Run No. 7) PLS Algorithm (Run No. 2)

Construct Reliability and Validity

| Matrix | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance E... | Copy to C |
|------------------------|------------------|-------|-----------------------|-----------------------|-----------|
| | Cronbach's Al... | rho_A | Composite Rel... | Average Varian... | |
| Performance management | 0.947 | 0.949 | 0.956 | 0.732 | |
| engagement | 0.921 | 0.937 | 0.940 | 0.759 | |
| experience | 0.910 | 0.913 | 0.933 | 0.735 | |
| internal training | 0.767 | 0.778 | 0.843 | 0.520 | |
| over training | 0.887 | 0.920 | 0.916 | 0.686 | |
| satisfaction | 0.904 | 0.915 | 0.928 | 0.722 | |

2022 Smart.txt *GZ 2022 june.splsm Bootstrapping (Run No. 7) PLS Algorithm (Run No. 2)

Outer Loadings

| Matrix | Performance ... | engagement | experience | internal training | over training | satisfaction | Copy to Clipboard: E |
|---------|-----------------|------------|------------|-------------------|---------------|--------------|----------------------|
| eng-1 | | 0.844 | | | | | |
| eng-2 | | 0.910 | | | | | |
| eng-3 | | 0.903 | | | | | |
| eng-4 | | 0.798 | | | | | |
| eng-5 | | 0.896 | | | | | |
| exp-1 | | | 0.818 | | | | |
| exp-2 | | | 0.872 | | | | |
| exp-3 | | | 0.873 | | | | |
| exp-4 | | | 0.841 | | | | |
| exp-5 | | | 0.881 | | | | |
| in tr-1 | | | | 0.655 | | | |
| in tr-2 | | | | 0.755 | | | |
| in tr-3 | | | | 0.839 | | | |
| in tr-4 | | | | 0.705 | | | |
| in tr-5 | | | | 0.634 | | | |
